

STRATEGIC PLANNING COUNCIL AGENDA

MEETING TYPE:	<input checked="" type="checkbox"/>	Staff	Date:	05/20/03
	<input type="checkbox"/>	Product/Project	Starting Time:	2 p.m.
	<input type="checkbox"/>	Special	Ending Time:	4 p.m.
Place: RS-5 (Facilities Conf. Rm)				

CHAIR: Sherrill Amador MEMBERS: Barton, Bishop, Cater, Champine, Davis, Dimmick, Dowd, Drinan, Eberhart, Engleman, Fukunaga, Giese, Halttunen, Lutz, Madrigal, Millet, Miyamoto, Owens, Patton, Perry, Smith, Soto, Spear, Wallenius
 RECORDER: Barbara Baldrige GUESTS: Wilson

Order of Agenda Items	Desired Outcome	Resources Used	Time Allotted
A. <u>MINUTES MAY 13, 2003</u>	Decision	Attached	2 min.
B. <u>SECOND READING</u>			
C. <u>FIRST READING</u>			
D. <u>DISCUSSION ITEMS</u>			
1. May Revise	Information/Discussion		10 min
2. Instruction Reorganization	Information	Attached	10 min
3. Institutional Review Annual Report	Information		15 min
4. Budget Reduction Plans with Priorities from Planning Councils:	Discussion		1½ hr.
a. Finalize priorities			
b. President's Office & Advancement		Bring from April 22meeting	
c. Administrative Services		Bring from April 29 meeting	
d. Human Resources		Bring from April 29 meeting	
e. Instruction		Bring from April 22 meeting	
f. Student Services		Bring from April 29 meeting	
5. Evaluation of S.P.C. performance	Discussion		10 min
C. <u>REPORTS OF PLANNING COUNCILS</u>			15 min
1. Administrative Services Planning Council – Jerry Patton			
2. Human Resource Services Planning Council – Jack Miyamoto			
3. Instructional Planning Council – Diane Lutz			
4. Student Services Planning Council – Joe Madrigal			
D. <u>REPORTS OF CONSTITUENCIES</u>			10min.
1. Administrative Association – Mollie Smith			
2. Associated Student Government – Amador Soto			
3. Confidential/Supervisory Team - Jo Anne Giese			
4. CCE/AFT – Mike Dimmick			
5. Faculty Senate – Steve Spear			
6. PFF/AFT – Mary Ann Drinan			
E. <u>PENDING ITEMS</u>			
1. Proposed BP 3280 – Grants (to replace BP 311) (hold until fall 2003)			
2. Proposal for Divisional Representation for Faculty on Councils and Committees (hold until fall 2003)			
3. Learning Culture Task Force Composition – Senate Proposal (hold until fall 2003)			
F. <u>OTHER ITEMS</u>			



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
May 20, 2003**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, May 20, 2003, in RS-5. The meeting was called to order at 2:05 p.m. by Dr. Sherrill L. Amador.

ROLL CALL

Members Present: Amador, Barton, Bishop, Cater, Davis, Dimmick, Dowd, Eberhart, Engleman, Fukunaga, Giese, Halttunen, Lutz, Madrigal, Melena, Miyamoto, Owens, Perry, Smith, Soto, Spear, Wallenius
Members Absent: Champine, Drinan, Millet, Patton
Guests Present: Cheryl Ashour, Eli Nagana for Champine, Bill Bedford for Millet, Darla Wilson, Ken Jay for Patton, Dan Sourbeer for Drinan

A. MINUTES

MSC (Halttunen/Wallenius) to approve the minutes of the meeting of May 13, 2003 (four abstentions)

B. ACTION ITEMS/SECOND READING

There were no items in this section.

C. ACTION ITEMS/FIRST READING

There were no items in this section.

D. DISCUSSION ITEMS

1. May Revise

Dr. Amador provided an update on the May Revise as it relates to Palomar College. **(Exhibit D1)** The Governor is funding for a 1% growth, however apportionment has been cut. Cuts to instructional equipment and library materials are not as severe as anticipated. Matriculation cuts suffered an 11% overall cut. There was erosion in part-time faculty compensation as well. Dr. Amador discussed Prop. 98 and the difference between the general fund and local property taxes. The general fund is better off than before, yet what the community colleges received is still below the Prop. 98 split. The anticipated property tax has not been determined. Originally, Palomar's revenue reduction for 03-04 was \$6.5 million. At this time, it appears the reduction is \$3.5 million. This means that most classified staff positions will be saved at this point.

There are many variables that may influence the budget's final number. Continuing concerns are 03-04 property taxes and the fact that the budget is based on a 1/2% sales tax increase and an increase in the vehicle license fee tax. This will be decided at the legislative level. Another variable is concurrent re-enrollment. Up until last week, the Chancellor's office lead everyone to believe that any concurrent enrollment loss would be directed to the specific districts that had done something inappropriate. Now, colleges are being told that all districts are going to take a proportionate hit for FTES. Minimal cuts of 1% were made to categorical programs, except for CARE, which was cut by 45%. This may have staffing implications. Another variable is that PFE may be cut by 50%, which would mean another \$330,000 cut for Palomar. Advocacy efforts are still extremely important.

2. Instruction Reorganization

Ms. Lutz distributed the Instruction reorganization chart. There were no questions or comments. **(Exhibit D2)**

3. Institutional Review Annual Report

Dr. Rourke distributed a handout and discussed the findings of the 2002-2003 Institutional Review Committee Annual Report. This will be the last report under the old model. The committee took action on 33 college departments, reviewing 11 of them: Art, Athletics, Community Education, EOPS, Information Services, Institutional Research and Planning, Office of Counsel, Office of Student Affairs, Performing Arts, Physical Education, and Public Safety Programs. Dr. Rourke pointed out the

outstanding accomplishments of some departments. After a department submitted their self-study, committee members reviewed the document, met with representatives of the department, completed a review and prepared the final recommendations. These recommendations were shared with both the department and the department's supervisor.

Dr. Amador requested these recommendations be discussed at the planning councils and incorporated in any planning efforts. She stated these report should be taken seriously as an in-depth review of the area took place. The commendations will be listed in the College's Year End Report. Dr. Rourke thanked the committee members for their work preparing this document and the departments who submitted a self-study. **(Exhibit D3)**

4. Budget Reduction Plans with Priorities from Planning Councils:

- a. Finalize priorities
- b. President's Office and Advancement **(Exhibit D4b)**
No changes
- c. Administrative Services **(Exhibit D4c)**
Move item 12, Contracts Officer, to item 18. Everything will be reordered.
- d. Human Resources **(Exhibit D4d)**
No changes
- e. Instruction **(Exhibit D4e)**
Remove item 66. The position will be removed as there has been a resignation in foreign languages and the person will now be 50% ESL and 50% foreign languages, resulting in a \$41,000 savings. Item 71 is being eliminated. No one will be laid off as this position was unfilled.
- f. Student Services **(Exhibit D4f)**
Tutoring is restored and the Dean, Student Support Programs position is eliminated, resulting in a \$137,000 savings. Mr. Madrigal stated the EOPS/CARE Supervisor and Staff Aide positions will not be funded

Dr. Amador provided an update on the status of CCCSAT. The CCCSAT grant ends on June 30. The Chancellor's office told the College they could no longer split positions between CCCSAT and e-Conferencing. The Chancellor's office may not provide the funds to cover the interim between grant periods. The College cannot afford to cover staff costs and requested the Chancellor's office guarantee in writing that they will pay for this swing period.

5. Evaluation of Strategic Planning Council Performance

Dr. Amador provided a brief update on the history of the Strategic Planning Council. The formal structure was approved in January, 2003, and the Council has experienced a half year using the process. Ms. Barton was asked to write a self-evaluation for members to complete. She distributed a draft of questions relating to self-evaluation and the governance structure. Discussion ensued and changes were made to the document. Ms. Barton will revise the document and email it to members by the end of the week. She requested that everyone return the self-evaluations by the end of next week. **(Exhibit D5)**

C. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council

Mr. Patton reported that their Council has completed the cuts. They are discussing performance benchmarks.

2. Human Resource Services Planning Council

Dr. Miyamoto reported that their council has not met due to meeting conflicts. They plan to go through Human Resources' process and procedures.

3. Instructional Planning Council

Ms. Lutz reported their council discussed the May Revise and increasing the planetarium fees.

4. Student Services Planning Council – no report

D. REPORTS OF CONSTITUENCIES**1. Administrative Association**

Mr. Jay reported that he was elected President, Norma Bean was elected Vice President, and Calvin One Deer Gavin was elected Educational Administrator Representative. They do not yet know who the Classified Administrator Representative will be.

2. Associated Student Government

Mr. Soto reported that he looks forward to being part of SPC.

3. Confidential/Supervisory Team – no report.**4. CCE/AFT**

Mr. Dimmick reported that he and Mr. Morris Springer visited legislators in Sacramento.

5. Faculty Senate – no report.**6. PFF/AFT – no report.****E. PENDING ITEMS**

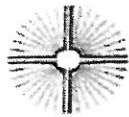
1. Proposed BP 3280 – Grants (to replace BP 311) (hold until fall, 2003)
2. Proposal for Divisional Representation for Faculty on Councils and Committees (hold until fall, 2003)
3. Learning Culture Task Force Composition – Senate Proposal (hold until fall, 2003)

F. OTHER ITEMS

Dr. Amador stated that Mr. Perry indicated that he will not be able to be on the AIP task force as his representation on SPC will end May, 2003. Steve Spear will take his place.

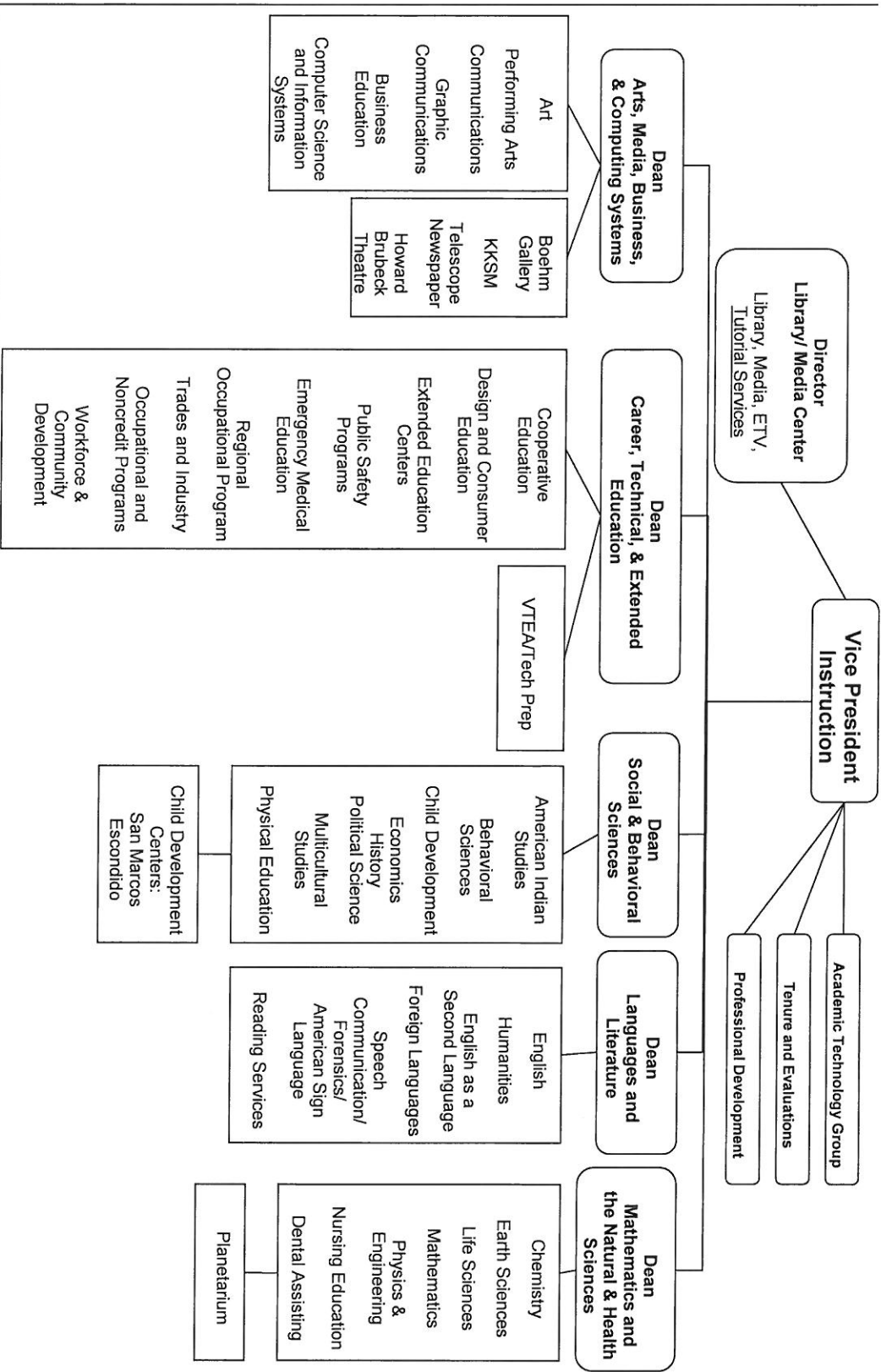
SPC may meet in the summer regarding the budget only. If there is a meeting it will be after June 23, the beginning of summer school.

The meeting was adjourned at 3:40 p.m.


**COMMUNITY COLLEGE LEAGUE
OF CALIFORNIA**
**2003-04 Budget: Governor's Revised Budget Proposal
and the Community College Fair Share Budget**

Item	2002-03 (as revised)	2003-04 Governor's May Revise	2003-04 System Revised "Fair Share Budget"	Difference Between MR and Fair Share
General Apportionment				
Apportionments: General Fund	1,704,396,000	1,461,345,000	1,699,149,000	237,804,000
Apportionments: Local Property Tax Revenues	2,013,537,000	2,131,398,000	2,131,398,000	0
Apportionments: Student Fees	169,421,000	260,138,000	171,115,000	-89,023,000
Total Apportionment	3,887,354,000	3,852,881,000	4,001,662,000	148,781,000
Categorical Programs				
Academic Senate for the Community Colleges	497,000	274,000	467,000	193,000
Basic Skills and Apprenticeship	40,552,000	36,161,000	40,552,000	4,391,000
California Virtual University	0	1,597,000	1,597,000	0
Disabled Students Programs and Services	83,608,000	82,583,000	82,583,000	0
Economic Development	34,193,000	23,728,000	36,290,000	12,562,000
Extended Opportunities Programs and Services	83,695,000	82,671,000	82,671,000	0
CARE	12,370,000	6,809,000	11,627,800	4,818,800
Faculty and Staff Diversity	1,859,000	1,658,000	1,747,000	89,000
Foster Care Education Program	1,866,000	1,664,000	1,754,000	90,000
Fund for Student Success	6,233,000	3,116,000	5,859,000	2,743,000
Growth for Apportionments	114,308,000	120,095,000	38,566,000	-81,529,000
Hazardous Substances	8,000,000	4,404,000	5,093,000	689,000
Instructional Equipment and Library Materials	17,249,000	17,248,000	16,813,000	-435,000
Instructional Improvement	880,000	897,000	897,000	0
Articulation	54,307,000	48,303,000	54,307,000	6,004,000
Partnership for Excellence	293,493,000	150,000,000	270,000,000	120,000,000
Part-Time Faculty Compensation	57,000,000	50,828,000	50,828,000	0
Part-Time Faculty Health Insurance	1,000,000	550,000	3,312,000	2,762,000
Part-Time Faculty Office Hours	7,172,000	3,948,000	9,487,000	5,539,000
Scheduled Maintenance/Special Repairs	17,248,000	17,248,000	16,813,000	-435,000
Special Services for CalWorks Recipients	35,000,000	31,210,000	32,900,000	1,690,000
Student Financial Aid Administration	8,100,000	8,447,000	8,447,000	0
Teacher and Reading Development Partnership	2,268,000	2,753,000	4,700,000	1,947,000
Telecommunications and Technology Infra.	18,500,000	21,847,000	22,050,000	203,000
Transfer Education and Articulation	1,974,000	1,761,000	1,974,000	213,000
Miscellaneous (Non-program) Items				
Health Fee Mandate Reimbursement	0	0	1,000	1,000
Lease-Purchase Bond Payments	36,668,000	55,039,000	55,039,000	0
Lottery	138,089,000	141,244,000	141,244,000	0
Total Funding	4,963,483,000	4,768,964,000	4,999,280,800	

Funded FTES	1,095,114	1,092,947	1,106,065	
Funding per FTES	\$ 4,532	\$ 4,363	\$ 4,520	
Student Enrollment Fee	\$11/unit	\$18/unit	-	
Projected Headcount Enrollment Loss	-	(123,048)	-	
Proposition 98	9.60%	10.30%	Augmentation Needed	
General Fund	2,236,184,000	2,555,523,800	319,339,800	
Local Property Tax	2,131,398,000	2,131,398,000	0	
Total	4,367,582,000	4,686,921,800	319,339,800	



5/20/2003

To: Strategic Planning Council
 From: Institutional Review Committee
 Date: May 20, 2003
 Subject: 2002-2003 Annual Report

The Institutional Review Committee has completed its assignment for this year. The Committee applauds the departments reviewed for the exceptional work they do on behalf of our students. Here are a few representative examples of the outstanding accomplishments of our colleagues:

- Athletics developed an excellent management, counseling and tracking program that promotes success of their student athletes.
- Extended Opportunity Programs and Services (EOPS) increased its participation rate more than 300%, increasing its retention rate from 42% to 85%, and its outstanding graduation rate (EOPS students represent 7% of Palomar graduates while only representing approximately 3% of the student body).
- Institutional Research and Planning improved the quality and integrity of the data that is used for reports.
- Student Affairs efforts made a new Student Center a reality.
- Public Safety Department efforts obtained outside funding and support resulting in an annual savings of \$100,000.

A tremendous amount of effort was again spent in the institutional review process. All participants in this process deserve recognition for their efforts.

Summary of Committee Activities

The Committee took action on 33 college departments this year. Nineteen were scheduled for institutional review in 2002-2003, Table 1. The remaining fifteen departments were carried over from previous academic years, Table 2.

Table 1. Departments Scheduled for Review 2002-2003

Department	Status	Function/Funding Recommendation
Behavioral Sciences	Postponed	No Recommendation
Computer Science and Information Systems	Postponed	No Recommendation
Counseling and Matriculation Division Office	Postponed	No Recommendation
Dental Assisting	Postponed	No Recommendation
Economics, History and Political Science	Postponed	No Recommendation
Environmental Health and Safety	Postponed	No Recommendation

Facilities Office	Postponed	No Recommendation
Facility Planning	Postponed	No Recommendation
Financial Aid/Scholarships	Postponed	No Recommendation
Instruction Office	Postponed	No Recommendation
Marketing Communications	Postponed	No Recommendation
Matriculation Office (coincides with external accreditation)	Postponed	No Recommendation
Office of Counsel	Completed	Maintain
Physics and Engineering	Postponed	No Recommendation
Professional Development	Postponed	No Recommendation
Public Information Office	Postponed	No Recommendation
Regional Occupational Programs	Postponed	No Recommendation
Superintendent/President's Office	Postponed	No Recommendation
Vocational Technology Division Office	Postponed	No Recommendation

Table 2. Departments Carried Over from Previous Years

Department	Status	Function/Funding Recommendation	Review Originally Scheduled
Administrative Services Office	Postponed	No Recommendation	November 2000
Art	Completed	Maintain	November 2000
Athletics	Completed	Maintain	November 2001
Bookstore	Removed from list	None	November 2000
Chemistry	Postponed	No Recommendation	November 2001
Communication	Postponed	No Recommendation	November 2001
Community Education	Postponed	No Increase	November 1999
Extended Opportunity Programs and Services	Completed	Maintain	November 2001
Food Services	Removed from list	None	November 2001
Information Services	Postponed	No Increase	November 1999
Institutional Research and Planning	Completed	Maintain	November 2001
Office of Student Affairs	Completed	No Recommendation	November 2001
Performing Arts	Postponed	No Increase	November 1999
Physical Education	Postponed	No Increase	November 2001
Public Safety Programs	Completed	Increase	November 2001

Specific Recommendations

This section contains the Committee's specific recommendation(s) for each department we reviewed this year. These recommendations were made following considerable interaction with each department. Once the department submitted its self-study, Committee members reviewed the document. Next, Committee members met with representatives of the department to ask questions, to clarify issues identified during the preliminary review, and to accept additional input. The department was given the opportunity to respond to issues raised at this meeting. Then the Committee completed its review and prepared its final recommendations. Finally, the recommendations were shared with both the department and the department's supervisor.

Administrative Services Office

Administrative Services Office has requested review be postponed for one year.

Art

- A. Based on the self-study and supporting documentation, we recommend **maintaining** the current level of funding and function for this department. We offer the following specific recommendations:
 - 1. Work to develop goals and objectives that are measurable.
 - 2. Analyze your budget fully and recognize changes and trends over a long period of time.
- B. The Institutional Review Committee wishes to commend the Art Department for:
 - 1. Its efforts at fundraising via pottery sales that provide funds to purchase and repair equipment.
 - 2. Its outreach efforts to students at Palomar and to the community.

Athletics

- A. Based on the self-study and supporting documentation, we recommend **maintaining** the current level of funding and function for this department. We offer the following specific recommendations:
 - 1. Address facilities-based safety concerns with regard to athletic fields and the track.
 - 2. Fill replacement positions to adequately support athletic programs, as funding becomes available.
- B. The Institutional Review Committee wishes to commend Athletics for:
 - 1. Its excellent management, counseling, and tracking program that promotes success of student athletes.
 - 2. Its efforts at outside fundraising.
 - 3. Its outreach efforts at local schools and community organizations.

C. This was an excellent self-study, a model of objective self-appraisal.

Behavioral Sciences

Behavioral Sciences Department has requested review be postponed for one year.

Bookstore

The Bookstore has been removed from the list of departments to be reviewed since this service is now provided by a private external vendor.

Chemistry

Chemistry Department has requested review be postponed for one year.

Communication

Communication Department has requested review be postponed for one year.

Community Education

Institutional Review Committee recommends that Community Education Department receive **no increase** in funding or function until it submits its self-study.

Community Education Department has requested review be postponed for one year. Community Education Department was scheduled to undergo institutional review in November 1999 but did not submit its self-study. A reminder that institutional review was delinquent was sent to the Manager, Community Education Programs in April 2000. At the request of the department, Institutional Review Committee extended the deadline for submission to May 2001. A second reminder that institutional review was delinquent was sent to the Manager, Community Education Programs in October 2001 requesting the self-study by November 30, 2001. The self-study has not been submitted as of May 2003.

Computer Science and Information Systems

Computer Science and Information Systems Department has requested review be postponed for one year.

Counseling and Matriculation Division Office

Counseling and Matriculation Division Office has requested review be postponed for one year.

Dental Assisting

Dental Assisting Department has requested review be postponed for one year.

Economics, History and Political Science

Economics, History and Political Science Department has requested review be postponed for one year.

Environmental Health and Safety

Environmental Health and Safety Department has requested review be postponed for one year.

Extended Opportunity Programs and Services (EOPS)

- A. Based on the self-study and supporting documentation, we recommend **maintaining** the current level of funding and function for this department. We offer the following specific recommendations:
1. Obtain comparative data from other community colleges and state averages to help in evaluating the EOPS program at Palomar College.
 2. Continue to work towards finding solutions to communication problems with other units on campus.
- B. The Institutional Review Committee wishes to commend the EOPS program for making substantial improvements over the past four years that have resulted in the following outcomes:
1. EOPS has worked to improve the exchange of information with other departments on campus to improve efficiency in serving students.
 2. EOPS has increased outreach efforts that have resulted in a participation increase of more than 300% in this program.
 3. Efforts to increase retention in the program have resulted in a change from 42% to 85%.
 4. Efforts have also resulted in EOPS students representing 7% of Palomar graduates while only representing approximately 3% of the college community.
 5. EOPS is a state leader in using a computer database to track EOPS student success and has been asked to make a presentation on its system at the statewide conference for the past few years.
 6. EOPS should be commended for producing an outstanding and thorough self-study. It has been the pleasure of this subcommittee to work with the EOPS staff.
- C. The service provided by the EOPS program has improved participation and success in a population of students who might not otherwise be able to attend Palomar College. Although the state budgetary crisis will undoubtedly reduce the budget and function of this unit, this Committee hopes that Palomar College will make every effort to preserve this unit and its functions.

Facilities Office

Facilities Office has requested review be postponed for one year.

Facility Planning

Facilities Planning has requested review be postponed for one year.

Financial Aid/Scholarships

Financial Aid/Scholarships has requested review be postponed for one year.

Food Services

Food Services has been removed from the list of departments to be reviewed since this service is now provided by a private external vendor.

Information Services

Institutional Review Committee recommends that Information Services receive **no increase** in funding or function until it submits its self-study.

Information Services has requested review be postponed for one year. Information Services was originally scheduled to complete institutional review by November 1999. The department requested and was granted a one-year postponement due to the PeopleSoft implementation. In November 2000 the department again requested and was granted a one-year postponement due to the PeopleSoft implementation. A reminder that institutional review was delinquent was sent to the Director of Information Services in April 2000 and again in October 2001. The self-study has not been submitted as of May 2003.

Institutional Research and Planning (IR&P)

- A. Based on the self-study and supporting documentation, we recommend **maintaining** the current level of funding and function for this department. We offer the following recommendation:
 - 1. Continue to produce the quality work that the Institution relies on.
- B. The Institutional Review Committee wishes to commend the IR&P unit for making substantial improvements over the past year that have resulted in the following outcomes:
 - 1. Improving the quality and integrity of the data that is used for reports.
 - 2. Providing data for all units completing their Institutional Reviews.
- C. IR&P has produced an impressive and thoughtful report. The neat and complete report is appreciated. The ability to provide accurate research data as required to fulfill new accreditation requirements is possible given the professionalism of staff and director.

Instruction Office

Instruction Office has requested review be postponed for one year.

Marketing Communications

Marketing Communications has requested review be postponed for one year.

Matriculation Office

Matriculation Office has requested review be postponed for one year.

Office of Counsel

- A. Based on the self-study and supporting documentation, we recommend

maintaining the current level of funding and function for this department. We offer the following recommendation:

1. Formalize the feedback process with clients.
- B. The Institutional Review Committee wishes to commend the Office of Counsel and Contracts for creating a friendly, helpful, accessible office, and providing information and advice on appropriate legal actions.

Office of Student Affairs

- A. Based on the self-study and supporting documentation, the Committee makes **no recommendation** pending submission of measurable data quantifying the progress of the Office of Student Affairs toward achieving its goals and objectives.
- B. The Institutional Review Committee wishes to commend the Office of Student Affairs for:
 1. Their efforts to make a new Student Center a reality.
 2. Their outreach programs to increase local students' awareness of Palomar College.

Performing Arts

Institutional Review Committee recommends that Performing Arts receive **no increase** in funding or function until it submits its self-study.

Performing Arts was scheduled for institutional review in 1999-2000, but the department was inadvertently omitted from the notification list. Consequently, the department was not aware it was scheduled for review. The Committee requested a self-study from Performing Arts Department in November 2000. The department requested and was granted a delay until May 2001. The self-study has not been submitted as of May 2003.

Physical Education

Institutional Review Committee recommends that Physical Education Department receive **no increase** in funding or function until it submits its self-study.

Physical Education Department was scheduled to submit its self-study in November 2000 but did not do so. The department was reminded to submit its self-study by November 30, 2001. The self-study document has not yet been received.

Physics and Engineering

Physics and Engineering Department has requested review be postponed for one year.

Professional Development

Professional Development has requested review be postponed for one year.

Public Information Office

Public Information Office has requested review be postponed for one year.

Public Safety Programs

- A. Based on the self-study and supporting documentation, we recommend **increasing** the current level of funding and function for this department. We offer the following specific recommendations:
1. Offer additional classes to meet the growing needs of the community.
 2. Establish a database to monitor student success (student job preparation, job placement, career advancement and transfer) over time.
 3. Establish partnerships with nine fire departments for in-service training that would result in an additional 233 FTE per year and approximately \$498,585 in revenue per year.
 4. Work to solve communication problems with other units on campus.
 5. Obtain additional classroom space to accommodate larger classes.
 6. Extend the existing lease for the Public Safety Training Center.
- B. The Institutional Review Committee wishes to commend Public Safety for the following:
1. Its strong community outreach efforts.
 2. Its efforts to obtain outside funding and support resulting in savings to the department of \$100,000 per year.
 3. Its efforts to modify and expand its program to serve the needs of the community.
 4. Its development of courses to train adjunct faculty and improve customer service for all personnel.
- C. The Public Safety department provides a service to the community that cannot be understated. There is a growing demand for police officers and firefighters due to an expected 45% attrition in the next five years. The department will struggle to meet this need if it is not allowed to grow and take advantage of partnership opportunities it has already established.

Regional Occupational Programs

Regional Occupational Programs has requested review be postponed for one year.

Superintendent/President's Office

Superintendent/President's Office has requested review be postponed for one year.

Vocational Technology Division Office

Vocational Technology Division Office has requested review be postponed for one year.

The Institutional Review Process

An effective institutional review process continues to elude the college.

Our current process has been functioning for six years. It is thorough but highly labor intensive. Departments expend untoward hours reviewing their activities. The Institutional Review Committee expends hundreds of hours reviewing the resulting narrative reports, meeting with departments, and making recommendations.

The current process is not universally supported and several departments have refused to participate. Committee recommendations are ignored more often than not. The failure of the college to develop an effective institutional review process is expected to result in a third consecutive accreditation recommendation to develop an effective process.

Institutional review is fundamentally flawed in a number of ways. There is no link between institutional review and resource allocation or reallocation. The Committee, as constituted, lacks expertise in most areas being reviewed. The process requires six years to review the entire college. Most significantly, the college is losing an opportunity to reflect on and improve its already outstanding teaching, learning, and community service.

Because of these recognized deficiencies in institutional review, Strategic Planning Council directed the Institutional Review Committee to develop an improved institutional review model.

Proposed Expertise-Based Institutional Review

The Committee wanted to improve as many of the recognized deficiencies as possible. The target was to devise a review process that is:

- simple
- annual
- expertise-based
- data and evidence based
- less labor intensive — significantly reducing the narrative component of the review
- linked to resource allocation and reallocation
- linked to strategic planning
- inclusive with review of all college operations
- is easily modifiable allowing each division of the college to tailor the process to its unique needs
- clear in its accountability for addressing review recommendations
- inclusive involving all constituencies at all stages in the review process

A task force was established to develop the revised process. The task force developed the following model process, see Appendix 1 for flow chart.

Department

Responsible Party: Department chair, manager, or director

Participants: Department chair, faculty, and staff

Role/Tasks: Uses standards agreed upon by the Planning Council to annually analyze, review, and summarize department/program goals and progress in these areas: institutional effectiveness; program needs and status; and student learning outcomes assessment, planning, and implementation.

Outcome/Product: Two- to three-page document summarizing the results of the program review and progress in student learning outcomes assessment, planning, and implementation. This document is forwarded to the department's dean or director.

Division or Administrative Program

Responsible Party: Dean or administrative program director

Participants: Dean or administrative program director, the department chairs/directors, a classified staff representative, and a representative from another area/division

Role/Tasks: Completes an area summary (executive summaries) of completed departmental program reviews.

- Compiles department reviews
- Analyzes and evaluates area progress in these areas: institutional effectiveness; program needs and status; and student learning outcomes assessment planning and implementation
- Evaluates progress against institutional and program effectiveness standards established by planning council

Outcome/Product: Summary document of the area's review. Document is forwarded to planning council along with copies of the individual department reviews.

Feedback: Department chairs/directors are responsible for communicating the outcome and results back to their departments.

Planning Councils

Responsible Party: Vice President

Participants: Planning Councils (and interested parties)

Role/Tasks:

- Establishes/approves recommended institutional effectiveness standards for review
- Receives, reviews, and evaluates the area reports from the dean/director
- Evaluates progress against institutional effectiveness standards
- Prioritizes needs across all areas within the division
- Provides formal feedback on outcome of its analysis and review in these areas: institutional effectiveness; program needs and status; and student learning outcomes assessment planning and implementation

Outcome/Product: Summary document of recommended action and results of council's review. This document is forwarded to the Strategic Planning Council.

Feedback: Deans and administrative program directors are responsible for communicating the outcome and results back to their departments.

Strategic Planning Council

Responsible Party: President

Participants: Strategic Planning Council – (and interested parties)

Role/Tasks:

- Receives the results of each council's annual review (Instruction, Student Services, Fiscal Services, Human Resources, President's Office)
- Makes recommendations regarding resource allocation or reallocation to Revenue Allocation Committee
- Provides formal feedback at the institutional level regarding its analysis and review in these areas: institutional effectiveness; program needs and status; and student learning outcomes assessment planning and implementation

Outcome/Product: Summary document of recommended action and results of the council's analysis and review.

Feedback: Chairs of the planning councils are responsible for communicating the outcome and results back to their areas.

This process has been shared with all employee groups and the initial response has been positive.

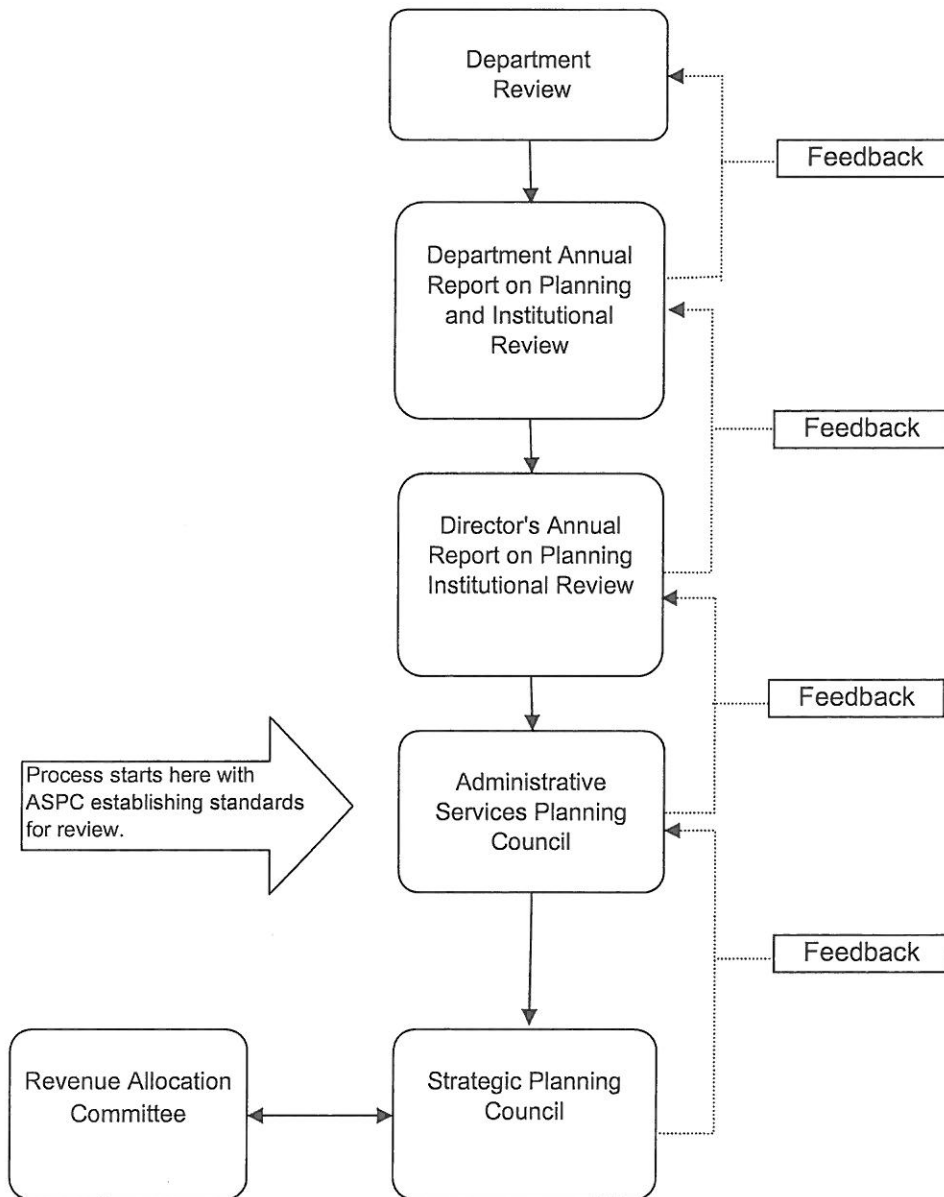
2002-2003 Committee Membership

Member	Representing
Nancy Horio	Administrative Association
Vacant	CCE/AFT
Chris Hall	CCE/AFT
Steve Spear	Faculty
Bruce Gan	Faculty
Beth Lowe	Faculty
Michael Newbrough (Fall) and Lori Waite (Spring)	Faculty
Lisa Cecere	Faculty (Co-Chair)
Kelley Hudson-MacIsaac	VP Finance and Administrative Services
Donna Baughn	VP Human Resource Services
Mike Rourke	VP Instruction (Co-Chair)
Lise Telson	VP Student Services
Jamie Reeder	ASG

APPENDIX 1

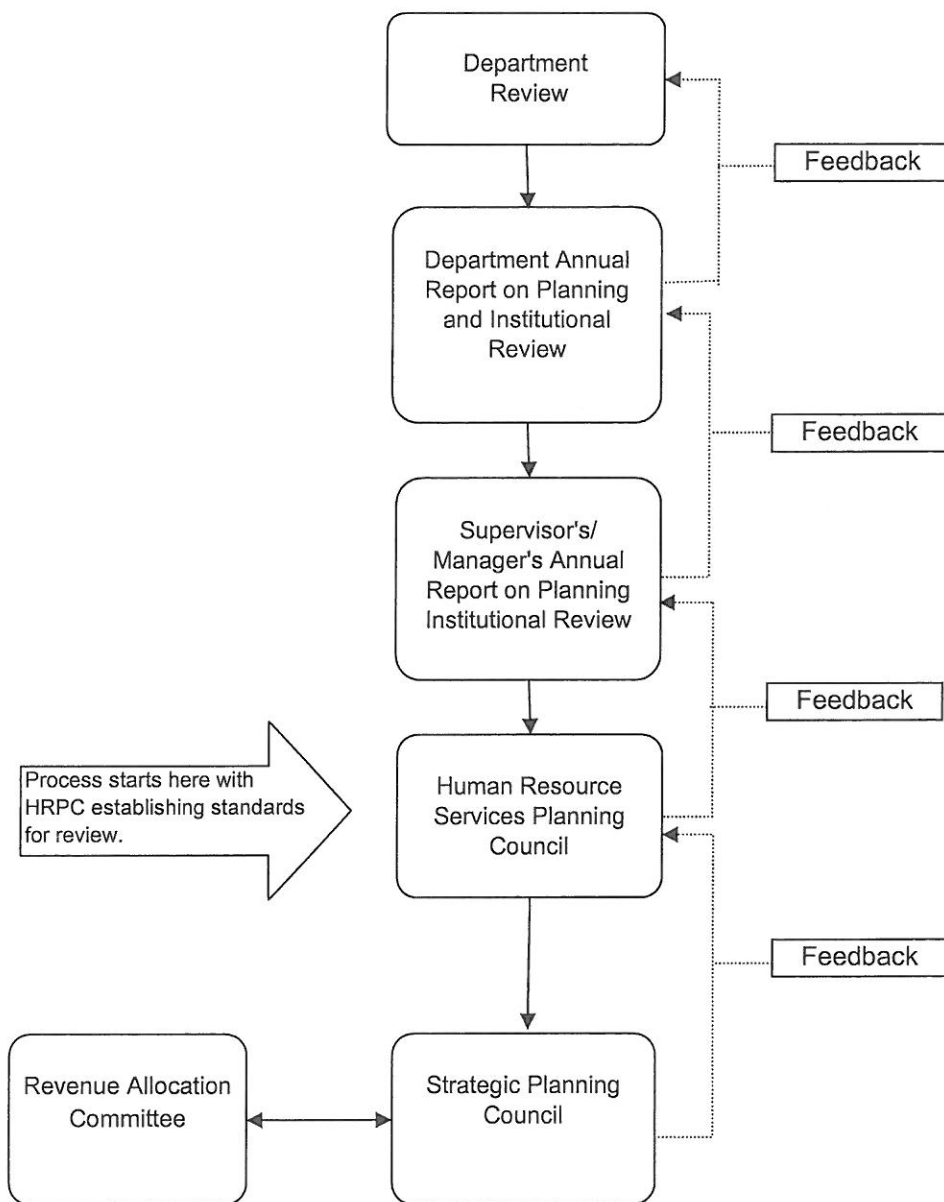
Flow charts showing steps in proposed institutional review process for each of the VP areas.

DRAFT PROPOSAL **Expertise-Based Institutional Review** **Administrative Services**



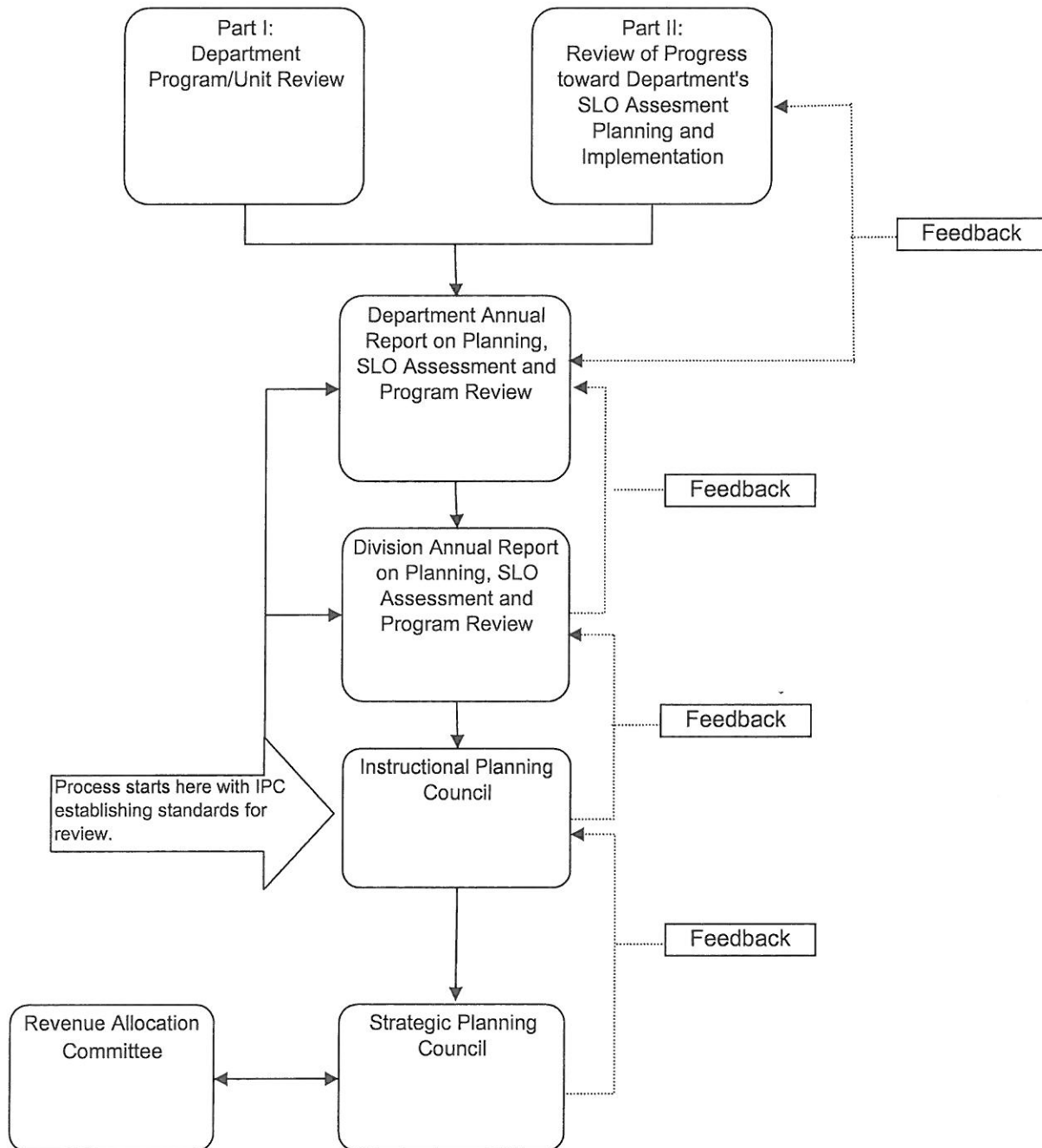
DRAFT

DRAFT PROPOSAL
Expertise-Based Institutional Review
Human Resource Services



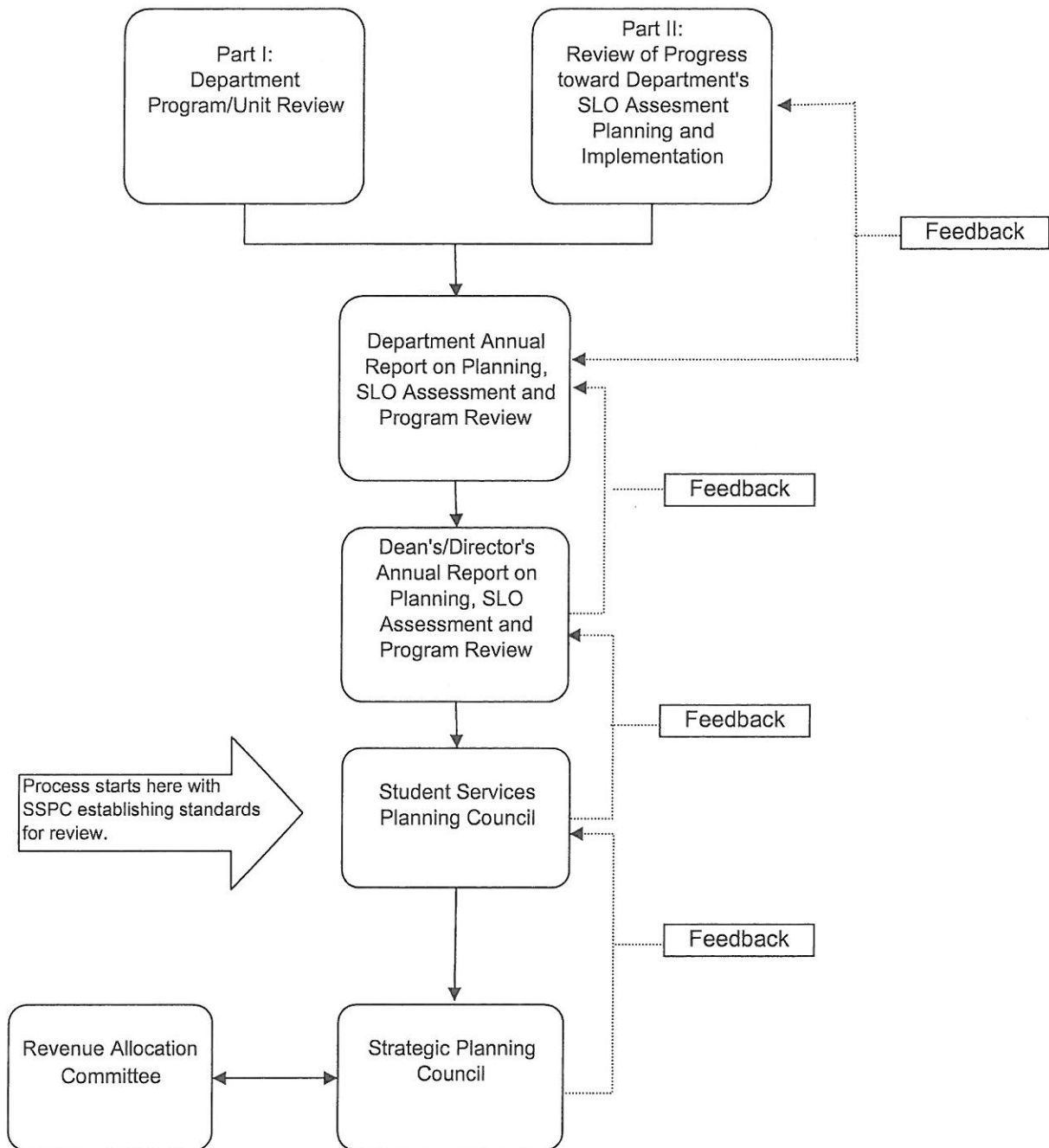
DRAFT

DRAFT PROPOSAL
Expertise-Based Institutional Review
Instruction



DRAFT

DRAFT PROPOSAL
Expertise Based Institutional Review
Student Services



DRAFT

**Superintendent/President's Office
&
Functions
Estimated Ending Fund Balances
June 30, 2003**

President	\$10,000.00
Governing Board	2,500.00
Advancement	
Marketing	32,000.00
PIO	4,000.00
Institutional Research/Planning	2,000.00
TOTAL	\$50,500.00

Administrative Services

Budget Reduction Considerations

Line	Dept	Item	Amount	Totals
1	Bookstore	Follett Commission - Bookstore	\$ 150,000	\$ 150,000
2				
3	Bus Services	Risk Management (JPA Premiums) - Bus Services	\$100,000	
4	Bus Services	Graphic Specialists (2) - Bus Services	\$91,712	
5	Bus Services	Senior Buyer - Bus Services	\$46,709	
6	Bus Services	Sr. Office Specialist - AP - Bus Services	\$40,452	
7	Bus Services	Storekeeper - Bus Services	\$48,744	
8	Bus Services	Office Specialist - Print Services (Business Services)	\$40,455	
9	Bus Services	Student Hourly	\$54,000	\$422,072
10				
11	Contracts	Various Operations - Contracts Office	\$7,585	
12	Contracts	Contracts Officer - Contracts Office	\$125,135	\$132,720
13				
14	Facilities	Facilities Recycling - Facilities	\$5,000	
15	Facilities	Energy Consumption - Facilities	\$20,000	
16	Facilities	Reduce Cellphones - Facilities	\$3,000	\$28,000
17				
18	Fiscal Svcs	Budget Technician - Fiscal Svcs	\$71,222	
19	Fiscal Svcs	Sr. Accounting Asst - 45% - Cashiering (Fiscal Svcs)	\$16,169	
20	Fiscal Svcs	Fiscal Services Tech - Budget - 45% (Fiscal Svcs)	\$ 16,979	
21	Fiscal Svcs	Sr. Accounting Asst - 100% - Cashiering (Fiscal Svcs)	\$ 43,507	\$147,877
22				
23	IS	Decrease Utilities Budget - IS	\$40,000	
24	IS	Centralize Main Campus Servers - IS	\$50,000	
25	IS	Telecommunications Technician - IS	\$60,000	
26	IS	Telephone Operator Services - IS	\$35,000	
27	IS	Technical Services - IS	\$50,000	
28	IS	Programmer - IS	\$60,000	
29	IS	Replace Nextel Phones - IS	\$6,000	\$301,000
30				
31	Payroll	Replace student worker with work study employee	\$10,000	
32	Payroll	Cut back on supply expenses (Payroll)	\$3,000	
33	Payroll	Eliminate most overtime compensation (Payroll)	\$3,000	
34	Payroll	Eliminate charge for "fold/stuff" paychecks (Payroll)	\$630	\$16,630
35				
36	VPFAS	Reduce Student Workers - VPFAS	\$30,000	
37	VPFAS	Reduce Operations - VPFAS	\$40,000	
38	VPFAS	Reduce Contingency - VPFAS	\$ 40,000	\$110,000
39				\$ 1,308,299



BUDGET REDUCTION PLAN

DEPARTMENT/FUNCTION: HUMAN RESOURCE SERVICES

CURRENT FUNCTION(S) PROVIDED:

Employer/Employee Relations, Employment Services, Health Benefits, Employee Records, Adjunct Faculty Hiring, Short-Term/Hourly Employee Hiring, all other general human resource components.

PROPOSED CHANGES TO FUNCTION(S):

- Combine Human Resources and Payroll Functional Specialist Position
- Employment Services reduced by 1.5 FTE

IMPACT OF CHANGES (BASED ON CRITERIA):

With the elimination of 1.5 FTE in Employment Services, efficiencies will be affected and additional time will be requested to perform all employment services functions.

Combining of the HR and Payroll Functional Specialists positions will result in reduced services to both Human Resource Services and Payroll. All functions will be accommodated, it will take more time.

The reduction of budget dollars from the 400010 and 500010 accounts will mean that there will be fewer dollars available to run the HR department.

SAVINGS ACHIEVED (INDICATE HOW ACHIEVED; LIST POSITIONS, IF APPLICABLE):

Reinstatement

<u>Priority</u>	<u>Item</u>	<u>Savings</u>
1	Combine HR and Payroll Functional Specialists Positions	\$ 62,500
2	Eliminate Office Specialist position in Employment Services (100%)	36,746
3	Reduce 400010 and 500010 budget accounts	22,000
	Eliminate Employment Services Position 50% (CCCSAT funded)	(26,056)
		<u>\$121,246</u>

AMOUNT OF SAVINGS:

- 2002-2003 - \$15,000 ONE-TIME
- 2003-2004 - \$121,246 ON-GOING SAVINGS

EXECUTIVE ADMINISTRATOR:

Dr. Jack Miyamoto
Assistant Superintendent/Vice President
Human Resource Services

	A	B	C	D	E	F	H
			1	O			
			T	n			
			i	g			
			m				
			e				
1	Palomar College						
2	Considerations for Budget Reductions - FY02-03 and 03-04						
3	FY03-04						
4	Source				Amount	Subtotals	
5	Instruction						
6	Accreditation		X		\$ 125,000		
7	Dental Assisting - 4000 - ongoing 02-03		X		\$ 800		
8	Liaison between Child Development Dept & CCCTR ** - ongoing 02-03		X		\$ 4,300		
9	Planetarium Director * - ongoing 03-04		X		\$ 10,715		
10	Math Faculty Positions Funded for 03-04 less hourly backfill - ongoing		X	2	\$ 101,440		
11	Public Safety 6000 (one-time) 02-03	X			\$ 7,500		
12	AJ 6000 - ongoing 02-03		X		\$ 6,700		
13	Fire 6000 - ongoing 02-03		X		\$ 1,651		
14	Business Faculty Position Funded for 03-04 less hourly backfill - ongoing		X		\$ 50,720		
15						\$ 308,826	
16							
17	Lottery - Instructional Supplies						
18	2002-03 Lottery AL Division - one-time	X			\$ 13,494		
19	2002-03 Lottery CT Division - one-time	X			\$ 3,000		
20	2002-03 Lottery HAS Division - one-time	X			\$ 17,000		
21	2002-03 Lottery MBCS Division - one-time	X			\$ 15,000		
22	2002-03 Lottery MNHS Division - one-time	X			\$ 9,000		
23	2002-03 Lottery Instructional Supplies (add'l) - one-time	X			\$ 11,830		
24	2003-04 Lottery - Instructional Supplies	X			\$ 300,000		
25						\$ 369,324	
26	Designated						
27	2002-03 ROP overhead Instruction - one-time	X			\$ 19,106		
28	2003-04 ROP overhead Instruction - one-time	X			\$ 15,000		
29	Bulletin board Escondido	X			\$ 795		
30	Innovation fund Performing Arts	X			\$ 13,379		
31	2002-03 Catalog 1/3 Instruction - one-time	X			\$ 4,876		
32						\$ 53,156	
33	Unrestricted Supplies and Printing						
34	2002-03 Supplies & Printing AL Division - one-time	X			\$ 18,000		
35	2002-03 Supplies & Printing Centers - one-time	X			\$ 3,000		
36	2002-03 Supplies & Printing CT Division - one-time	X			\$ 20,000		
37	2002-03 Supplies & Printing HAS Division - one-time	X			\$ 24,000		
38	2002-03 Supplies & Printing MBCS Division - one-time	X			\$ 20,100		
39	2002-03 Supplies & Printing MNHS Division - one-time	X			\$ 20,000		
40	2002-03 Supplies & Printing Instruction - one-time	X			\$ 20,000		
41	2003-04 Supplies & Printing AL Division - one-time	X			\$ 18,000		
42	2003-04 Supplies & Printing CT Division - one-time	X			\$ 20,000		
43	2003-04 Supplies & Printing HAS Division - one-time	X			\$ 33,000		
44	2003-04 Supplies & Printing MBCS Division - one-time	X			\$ 17,900		
45	2003-04 Supplies & Printing MNHS Division - one-time	X			\$ 21,500		
46						\$ 235,500	
47	Short Term and Hourly Budgets						
48	2002-03 Hourly Centers - one-time	X			\$ 22,000		
49	2002-03 Student Hourly AL Division - one-time	X			\$ 15,000		
50	2002-03 Student Hourly HAS Division - one-time	X			\$ 3,000		
51	2002-03 Student Hourly MBCS Division - one-time	X			\$ 9,500		
52	2003-04 Student Hourly AL Division		X		\$ 5,000		
53	2003-04 Student Hourly HAS Division - one-time	X			\$ 10,000		
54	2003-04 Student Hourly MBCS Division - one-time	X			\$ 10,000		
55	Math Center 1000, 2000, 3000 hourly	X			\$ 7,500		
56	Public Safety 2000 hourly		X		\$ 4,238		
57	AJ 2000 hourly		X		\$ 11,542		
58	Fire 2000 hourly		X		\$ 5,750		
59						\$ 103,530	

	A	B	C	D	E	F	H
1	Palomar College		1	O			
2	Considerations for Budget Reductions - FY02-03 and 03-04		T	n			
3	FY03-04		i	g			
4	Source		m			Amount	Subtotals
60	Contract Positions 2003-04 unless otherwise noted		e				
61	Manager, Community Education - Vacant as of July 1, 2003			X	1	\$ 74,978	
62	2003-04 Instr. Support Asst II - Nursing Vacant as of March 28, 2003			X	0.16	\$ 5,004	
63	2002-03 Instr. Support Asst II - Nursing 2 months salary		X			\$ 900	
64	ATG Instr. Computer Lab Tech. to Instr. Support Asst. I			X	1	\$ 9,243	
65	PE Trainer 30% to Athletic Equipment Asst.			X	0.3	\$ 3,822	
66	Instructional Support Asst I - ESL (Reduction from 1.0)			X	0.5	\$ 20,868	
67	Ed Center Assistant - Camp Pendleton			X	1	\$ 40,323	
68	Media Equipment Technician - Library/Media			X	1	\$ 49,184	
69	Instructional Support Asst III - Art			X	1	\$ 58,809	
70	Training Officer - Public Safety/Police Acad (2 at 0.45 ea)			X	0.9	\$ 35,924	
71	Instr Computer Lab Technician - Camp Pendleton			X	1	\$ 52,000	
72							\$ 351,055
73							
74	Total					\$1,421,391	\$ 1,421,391
75	* negotiable item funding to come from Planetarium fees rather than general fund						
76	** funding to come from Child Care Center funds rather than general fund						

CONSIDERATIONS FOR BUDGET REDUCTIONS - FISCAL YEAR 2003 / 04
STUDENT SERVICES
UNRESTRICTED FUNDS

Priority	Area	Reduction	Cost Savings Achieved
	Student Services	Classified Hourly	\$1,000
	Student Support Programs	Dean, Student Support Programs	\$25,000 (Net Effect)
		Sr. Administrative Secretary (1.0 FTE)	\$49,842
		4000 – 5000 – 6000	\$47,700
	Counseling & Matriculation *Earlier this Spring semester, an approximate total of \$300,000 of Counseling hourly 2003/04 funds was approved as a backfill to the proposed EOPS/DSPS contract counselor salaries budget reductions – Priority 1	Transfer Education Advisor (.45 FTE)	\$17,507
		Career Center Advisor (.45 FTE – vacant)	\$17,507
		Career Center - Classified Student Hourly	\$ 4,000
		Reconfigure Counseling Services Supervisor	\$64,577
		Outreach – PEERS	\$10,000
		Counseling - Classified Student Hourly	\$32,212
		PEERS Program	\$13,450
	Financial Aid & Scholarships	Classified Student Hourly	\$ 2,800
		Financial Aid Specialist (1.0 FTE -vacant)	\$41,566
		Financial Aid Systems Module Functional Specialist (1.0 FTE – vacant)	\$58,220
		4000 – 5000 – 6000	\$17,546
	Enrollment Services	Admissions Assistant (.50 FTE)	\$20,000
		Administrative Secretary (1.0 FTE)	\$47,810
	Athletics	Office Specialist (.45 FTE)	\$15,244
		Classified Hourly	\$ 5,000
		4000 – 5000 – 6000	\$25,000
	Tutorial Services	Reduce academic year hourly tutoring	\$25,000
		Eliminate summer tutoring	\$ 6,000
(7.85 FTE Classified) TOTAL			\$546,981

CONSIDERATIONS FOR BUDGET REDUCTIONS - FISCAL YEAR 2003 / 04
STUDENT SERVICES
RESTRICTED FUNDS

Priority	Area	Reduction	Cost Savings Achieved
	EOP&S	EOPS/CARE Supervisor (1.0 FTE)	\$63,183
		EOPS/CARE Staff Aide (1.0 FTE)	\$46,794
		EOPS/CARE Staff Assistant (1.0 FTE – vacant)	\$45,838
		EOPS/CARE Outreach Tech (.45 FTE)	\$15,219
		EOPS/CARE Office Specialist (.45 FTE)	\$18,918
		EOPS/CARE Office Specialist (.45 FTE)	\$12,563
		Reduce Tutorial Salaries	\$ 4,601
		Reduce hourly EOPS counseling	\$33,418
		Reduce classified / student hourly	\$36,587
		Reduce discretionary costs	\$25,000
	DSP&S	Instructional Support Asst III (1.0 FTE)	\$50,190
		Instructional Support Asst I (.45 FTE)	\$14,149
		Disabled Student Assistant (.45 FTE)	\$14,149
		Staff Aide (1.0 FTE)	\$53,756
		Reduce hourly counseling	\$39,571
		Reduction – supplies	\$ 2,912
		Reduction – equipment	\$ 3,750
		Reduce hourly instruction	\$ 2,279
		Reduce 4000 – 5000	\$ 6,352
		Eliminate student hourly / short term	\$52,773
	Matriculation *This reduction will not affect existing staff levels	6000 account	\$126,482
(4.35 FTE - Classified) EOP&S (2.90 FTE – Classified) DSP&S Matriculation			EOP&S – \$302,121 DSP&S – \$239,881 Matriculation - \$126,482
Adding the backfill from counseling hourly to EOPS/DSP&S contract counselors' salaries, the total cuts in Student Services is approximately \$892,061 for 2003/04 from unrestricted funds.			UNRESTRICTED - \$546,981
GRAND TOTAL			RESTRICTED - \$668,484

April 10, 2003

TO: STRATEGIC PLANNING COUNCIL

FROM: Mr. Joseph L. Madrigal 
Vice President of Student Services

SUBJECT: Proposed Budget Reductions, Student Services, 2003/04

The attached list of proposed budget reductions in Student Services for 2003/04 is hereby forwarded to the Strategic Planning Council. These reductions were reviewed by the Student Services Planning Council during its regular meetings on March 19th, April 2nd and April 9th, 2003. The following concerns pertaining to these budget reductions have been expressed by the Student Services Planning Council members and Student Services staff:

- The reductions in staff positions are directed mainly at the classified staff.
- The EOP&S and DSP&S programs have been earmarked for budget cuts that, if realized, will significantly impact the level of services provided to their students. (It is important to note that these categorical programs budget cuts are not part of the college's general fund)
- The reductions in Counseling / Matriculation are also disproportionate in comparison to the college wide general fund cuts. In addition to the cuts mentioned on the attached pages, an approximate total of \$300,000 has been taken from Counseling hourly to backfill for the EOP&S and DSP&S counselors.
- Other budget areas, independent of employee positions, should be considered before any staff positions are reduced / eliminated. (e.g. – staff furloughs, contract reductions, pay cuts, matrix freeze, reduction in health benefits, SERP, sabbaticals, etc.)
- Each manager, following consultation with staff, has been asked to develop a priority list identifying the order of cuts to be restored should the college be in such a position to do so. Statements justifying the restoration of cuts should include the rationale for restoration and the impact on students.

The Deans / Directors have prioritized the reductions in terms of importance given any budget restorations.

JLM:dg

Strategic Planning Council - Self Evaluation
2002-03

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Not Applicable
1. The role and responsibilities of the Strategic Planning Council (SPC) are clear and well understood. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The SPC has operated effectively this year. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The SPC has operated efficiently this year. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The Annual Implementation Plan and methods for evaluating our progress on accomplishing its tasks are clear and understood (i.e., tasks identified, plan, individuals/groups responsible for completing tasks, three progress reporting periods, Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Procedures used to guide the functioning of the SPC are effective (e.g., structure, conduct, and the organization of meetings). Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Communication between council members is open and participative. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I understand my role and responsibilities as a member of SPC. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. As a member of SPC this year, I was able to participate in the decision-making process of the college. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. If you have not already commented, as a member of SPC what did we do well this year? Please give specific examples.						
10. If you have not already commented, as a member of SPC how can we improve? Please give specific examples.						

PLEASE ANSWER QUESTIONS ON THE BACK

Strategic Planning Council - Governance Structure
2002-03

	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Not Applicable
1. The roles and responsibilities of the planning councils (Administrative Services, Human Resource Services, Instructional, and Student Services) are clearly defined and understood. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The governance structure provides an opportunity for each campus constituency (students, faculty, classified staff, and administrative staff) to identify and articulate its views on institution-wide issues. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The process for proposing changes (e.g., changes to committee membership, establishing a new committee) to the governance is clearly defined and understood. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The process for presenting issues or matters for discussion within the governance structure is clearly defined and understood. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Overall, the planning councils have operated efficiently this year. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Overall, the planning councils have operated effectively this year. Comments:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. What are the strengths of the current governance structure? Please give specific examples.						
8. How can we improve the current governance structure? Please give specific examples.						