PALOMAR COLLEGE
Learning for Success

STRATEGIC PLANNING COUNCIL
AGENDA

MEETING TYPE:			Date:	9/2/03
	x	Staff	Starting Time:	2 p.m.
		Product/Project	Ending Time:	4 p.m.
		Special	Place:	SU-18

CHAIR: **Sherrill Amador**

MEMBERS: **Barkley, Barton, Bishop, Cater, Cuaron, Dimmick, Dowd, Drinan, Eberhart, Frady, Giese, Halttunen, Jay, Key, Madrigal, Magana, McCluskey, Millet, Miyamoto, Owens, Patton, Soto, Spear, Wallenius**

RECORDER: **Barbara Baldridge**

Order of Agenda Items	Desired Outcome	Resources Used	Time Allotted
A. MINUTES – MAY 20, 2003	Decision	Attached	2 min.
B. ACTION ITEMS/SECOND READING			
C. FIRST READING			45 min.
1. 2003-04 Annual Implementation Plan (Draft)	Discussion	Handout	
2. Template for Progress on AIP (Barton/Amador)	Discussion	Handout	
3. Student Learning Outcomes Task Force (Spear)	Discussion	Exhibit attached	
4. Flexible Multi-Year Budget Planning Task Force (Patton)	Discussion	Exhibit attached	
5. Equipment Replacement Task Force (Patton)	Discussion	Exhibit attached	
D. DISCUSSION ITEMS			45 min.
1. 2003-04 Governance Document	Discussion	Handout	
2. Evaluation of SPC and Governance (Barton)	Discussion	Handout	
3. Governance Training (Amador)	Discussion		
E. REPORTS OF PLANNING COUNCILS			10 min.
1. Administrative Services Planning Council – Jerry Patton			
2. Human Resource Services Planning Council – Jack Miyamoto			
3. Instructional Planning Council – Berta Cuaron			
4. Student Services Planning Council – Joe Madrigal			
F. REPORTS OF CONSTITUENCIES			20 min.
1. Administrative Association – Ken Jay			
2. Associated Student Government – Amador Soto			
3. Confidential/Supervisory Team - Jo Anne Giese			
4. CCE/AFT – Becky McCluskey			
5. Faculty Senate – Steve Spear			
6. PFF/AFT – Mary Ann Drinan/Mary Millet			
G. PENDING ITEMS			
H. OTHER ITEMS			

STRATEGIC PLANNING COUNCIL
MEETING MINUTES
September 2, 2003

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, September 2, 2003, in SU-18. The meeting was called to order at 2:00 p.m. by Dr. Sherrill L. Amador. Dr. Amador welcomed the members to the first meeting of the new school year. Each person introduced him/herself and the group they were representing. Notebooks were provided for new SPC members.

ROLL CALL

Members Present: Amador, Barkley, Barton, Bishop, Cater, Cuaron, Dimmick, Dowd, Drinan, Eberhart, Frady, Giese, Halttunen, Ivey, Jay, Madrigal, McCluskey, Miyamoto, Owens, Patton, Soto, Spear
Members Absent: Key, Magana, Wallenius
Guests Present: Barbara Baldridge

A. MINUTES

MSC (Bishop/Cater) to approve the minutes of the meeting of May 20, 2003

B. ACTION ITEMS/SECOND READING – There were none.

C. ACTION ITEMS/FIRST READING

1. 2003-04 Annual Implementation Plan

The group received copies and discussed the draft of the 2003-04 Annual Implementation Plan. **(Exhibit C-1)** This will be brought back for action at the September 16 meeting.

2. Template for Progress on AIP

Michelle Barton distributed copies of and discussed the Progress Report Template for Strategic Plan 2005, Annual Implementation Plan. **(Exhibit C-2)** Several suggestions for additions/revisions were made. Ms. Barton will include the recommended changes and send it to Barbara Baldridge for distribution. This document is intended for use by the primary person responsible for completing the AIP.

3. Student Learning Outcomes Task Force

Dr. Amador reported that the idea for this task force came out of this summer's work group. Because of the magnitude of all of this, institutionally, we are going to have to pull it together because the institution must ultimately develop the methodology and the measurements for accreditation. Steve Spear discussed the governance structure group request to form the Student Learning Outcomes Task Force. On the June 30 letter to the College from the Accrediting Commission for Community and Junior Colleges, mention was made of the need to establish the institutional review process and the need to measure student learning outcomes. We have been doing student learning outcomes for years at the individual and department levels, but we have never integrated it into the review process and carried it out. Mr. Spear and Dr. Amador worked on the proposed request together **(Exhibit C-3).** This has been to the Faculty Senate last week, and they will be reviewing it again on September 15. It is anticipated that the Senate will request that the number of faculty members on the task force be increased.

Dr. Amador noted that this task force is not going to do all the institutional work for the next six years on learning outcomes. This is to structure it, to help us so that we know how we're going to do it. It is similar to taking an objective and defining it. An attempt has been made to capture the work that has already been done in this area by including persons on the task force from other areas/groups on campus who have been addressing this issue. We will need to tell the Accrediting Commission where we are with this issue via a status report in 2005.

This will be brought back for action at the September 16 meeting.

4. Flexible Multi-Year Budget Planning Ad Hoc Committee

Jerry Patton discussed the governance structure group request to form the Flexible Multi-Year Budget Planning Ad Hoc Committee. **(Exhibit C-4)** Following discussion, it was agreed that this should be an ad hoc committee under the Revenue Allocation Committee's jurisdiction.

5. Equipment Replacement Task Force

Jerry Patton discussed the governance structure group request to form the Equipment Replacement Task Force. **(Exhibit C-5)** Mr. Patton stated that he will probably need some suggestions and recommendations for members. The need for this task force was identified by recommendation number five in the accreditation report that we have a process to effectively identify and fund equipment replacement needs. That would encompass all kinds of equipment, including that which is not technology related. The equipment would need to be identified, its age determined, developing replacement criteria, and determining how we would pay for it. It was recommended that the membership of this task force be broader and that there be a co-chair so that it will not be perceived as being a resource allocation issue. It was also recommended that, as this covers a broad variety of equipment, there should be a commitment from the College to replace the products, leaving the decision of how to pay for them up to RAC.

Mr. Patton was asked if this task force would also consider the repair of equipment as this is a big expense in many areas. He stated that they would assess the equipment to determine whether additional repair or replacement would be appropriate. There also needs to be a process or mechanism to identify repair costs and identify where the funds are to come from. Judy Eberhart reported that some faculty members get professional development credit for repairing equipment in their areas.

Dr. Amador recommended that the task force look at the way the categorical funds are used to be certain they benefit the institution. Lynda Halttunen recommended that software be considered as an addition to this list. Mr. Patton stated that he and Berta Cuaron need to meet to discuss the two AIP items that relate to this. Dr. Amador suggested that, after Mr. Patton and Ms. Cuaron meet, it might be determined that a subcommittee dealing with only technology should be formed.

Steve Spear commented that, having just begun his fourth decade at this institution, this is the first time he has seen anyone actually bring up the concept of having a campus-wide organized equipment prioritization. However, he suspects there is equipment on campus that no one really knows is there. Mr. Patton noted that the value of equipment determines whether or not it is carried on the inventory. However, if equipment is being used and has value in the classroom, we need to be sure it is listed so that we can start the replacement process.

This will be brought back for action at the September 16 meeting.

6. Personal Printing Costs

Bonnie Dowd stated that she prefers to receive hard copies of the SPC agenda and minutes, rather than electronic copies, as she must print them out on her home printer or on her department's printer. She has requested that copies come from a district-wide source because it is wear and tear on her computers.

Dr. Amador noted that lengthy documents are always presented in hard-copy form at the meeting so that the council members do not have to print them. The agenda is usually not more than 1 or 2 pages, and the minutes 4 or 5 pages. In the past, members have requested that they receive the minutes electronically in order to save printing expenses. Mike Dimmick pointed out that if hard copies are made and council members have already printed their own, we would end up with a lot of extra copies. Chris Barkley suggested that those who want hard copies request them, and that number of copies could be made and brought to the meeting.

D. DISCUSSION ITEMS

1. 2003-04 Governance Document

The group received copies of the Palomar College Governance and Administrative Structure document. **(Exhibit D-1)** This document will be placed on the web site.

This summer, Dr. Amador prepared a compilation of all the committees from the last faculty manual, which was printed in 2001. She took the administrative organizational structure of the College and showed how it relates to the governance structure. Committees that do not show an asterisk (*) after their names on the table of contents have not been reviewed by SPC. In order to do so, the administrator identified by the governance chart should bring forward those committees with recommendations for approval as is or changes on a governance structure request form to SPC. Those committees identified as being "pending faculty contract" are not included in this group and will continue as is until the contract is finalized.

It would be good to have all these committees reviewed before the end of the fall semester. The document could then be revised and out before the spring semester begins.

Bonnie Dowd called attention to page 4 of the document which states, "Recommendations shall emerge ideally as a result of group consensus. When consensus cannot be reached, a majority of members shall determine the recommendation" and asked if all committees and councils are now required to vote. Dr. Amador pointed out that the wording was approved last year. Bruce Bishop pointed out that ideally, in a decision-making situation, consensus is the ideal thing. If everyone can agree to support a recommendation, that would be ideal. But absent the ability to get that consensus, we still need some kind of decision-making paradigm to take forward from that committee. Realizing that all councils on this campus are open so that, if the recommendation comes from one of the planning councils that this is what a majority of the people on this council agreed to, other members of that council who are in disagreement with it still have the option to appear at the next level and speak to the minority opinion. Otherwise, one person can stop a consensus from being reached, and no action can take place.

2. Evaluation of SPC and Governance

Michelle Barton presented and discussed the results of the 2002-03 Strategic Planning Council Self-Evaluation. **(Exhibit D-2)**

Dr. Amador stated that one of the things that came out of this is the fact that we are working toward something. People want to improve upon it, and that is very positive for an organization, given the fact that we have been doing this for only one year and had many setbacks with the budget reductions. Next year, when we do the evaluation of SPC again, the four planning councils need to do the same survey so that they may evaluate their own work.

3. Governance Training

Dr. Amador reported that it is important that members of SPC and the planning councils understand their roles. Half-hour training sessions will be given two or three different times toward the end of September or beginning of October – as soon as all the constituent groups have selected all of their representatives for the councils. Dr. Amador would like each of the group presidents to work with her and Michelle Barton to put together a training packet for their groups. She would like each of the organizations to indicate to the rest of the SPC members how their constituent group works in terms of the communication loop. We all need to understand each other's internal processes. When we discuss things here, we assume that it will be communicated to the constituency groups. But we need to make sure that we are communicating with each other and that people are reporting back to their groups about what was said, discussed, need more information about, what the timelines are, and what we're working on in terms of the process. Dr. Amador will be calling the presidents of the organizations to meet with her and Ms. Barton to script out a lesson plan with the active involvement of each of the presidents or whomever they want to designate to be able to share their communication process of how they see this working. Everybody in SPC has representatives on the planning councils within the governance structure. Bonnie Dowd suggested including group dynamics and discussing the fact that change is difficult and to talk about the challenges with change. She also thinks it is important that "we

agree to disagree" with respect and civility. The stating of one's opinion should not be taken as a personal attack.

Dr. Amador pointed out that, when we went through the strategic planning process, we spent a lot of time on those values regarding mutual respect and integrity. We do need to be concerned about that. Regarding comments to peers and colleagues – discussion is one thing; personal attack is a different issue – and that seems to be the strategy in some cases.

It is important that all members of all the planning councils understand each other's processes as they are not all the same. Dr. Amador asked the groups to agree to assign their members to the planning councils by the end of September or first of October so that the training may take place.

4. SPC Meeting Time

Jerry Patton suggested that a longer block of time be set aside for the SPC meetings so that we don't run out of time before the agenda is finished. This item will be put on the agenda for a November meeting for discussion to see if we can come up with a better grid.

E. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council

Jerry Patton reported that this council had taken a break over the summer but has now reconvened. They are starting to work on defining outcomes and benchmarks and tying them to the institutional review process. They are also looking at their action plans and getting ready for budget preparation for 04-05.

2. Human Resource Services Planning Council

Jack Miyamoto reported that this council has not met since the summer break but will meet next Tuesday, September 9.

3. Instructional Planning Council

Berta Cuaron reported that this council will have its first meeting of the new year next Wednesday, September 10.

4. Student Services Planning Council

Joe Madrigal reported that this council will have its first meeting of the new year next Wednesday, September 10.

F. REPORTS OF CONSTITUENCIES

1. Administrative Association – There was no report.

2. Associated Student Government

As Amador Soto had to leave the meeting early, Bruce Bishop reported on his behalf. The ASG election is going to be held the first week of October. ASG encourages all SPC members, all faculty and staff to encourage students they know that they think would be interested in student government to go to the Office of Student Affairs and get a packet to find out about the election and ideally stand for election. There are several positions open for the entire academic year.

The ASG had their first meeting of the school year last Wednesday. They seem like an enthusiastic group of students and are looking forward to a productive year. They will be attending a Student Leadership Conference October 17-19 in Sacramento.

ASG is looking forward to the grand opening of the Student Union on Thursday.

3. Confidential and Supervisory Team – There was no report.

4. CCE/AFT

Tricia Frady reported that four new officers were elected, effective July 1. There is currently one vacant position. The new executive council members are busily trying to get themselves organized.

5. Faculty Senate

Steve Spear reported that the Faculty Senate is working on the Learning Culture Task Force, which they have sent to one of their committees. They have reestablished the joint council between PFF and the Faculty Senate to work on the representation on committees for those positions that were not negotiated. They will be studying the criteria for the academic department assistants. They will bring back the Student Learning Outcomes Task Force at the next meeting.

6. PFF/AFT

Mary Ann Drinan reported that she will be attending a number of meetings this month.

G. PENDING ITEMS – There were none.

H. OTHER ITEMS

Bruce Bishop asked everyone to attend the Grand Opening Ceremony of the Student Union on Thursday at 11 a.m.

I. ADJOURNMENT

There being no further business, the meeting was adjourned at 3:53 p.m.

ACC = Recommendation from accreditation
02-03 = left over from last years plan

PALOMAR COLLEGE
Learning for Success

Strategic Plan 2005
Annual Implementation Plan
2003-2004

Objective/Activity ***Goal: Student Success***		**Primary Person(s):** VP Student Services, Chief Advancement Officer	
Increase scholarship recipients by ___ % through improved processes and procedures (02-03)		**Assigned Groups:** Scholarship Committee	
Estimated Cost:	One Time	**Funding Source:** Foundation, General Funds	
	Ongoing X	**Time Line:** June, 2004	
November, 2003	February, 2004		May, 2004

Objective/Activity ***Goal: Student Success***		**Primary Person(s):** VP Instruction; VP Student Services	
Provide comprehensive and innovative class scheduling options to improve accessibility and timely program and degree completion (02-03)		**Assigned Groups:** Instructional and Student Services Deans; Chairs and Directors	
Estimated Cost:	One Time	**Funding Source:**	
	Ongoing X	**Time Line:** June, 2004 (Plan)	
November, 2003	February, 2004		May, 2004

C-1
9-2-03
B-2
9-16-03

Objective/Activity ***Goal: Student Success***		**Primary Person(s):** VP Instruction; VP Student Services
Improve articulation with area high schools at the discipline level and within student services (02-03)		**Assigned Groups:** Chairs & Directors; Instructional and Student Services Deans; Matriculation & Transfer Advisory Committee; Articulation Officer
Estimated Cost:	One Time	**Funding Source:** Matriculation/General Fund
	Ongoing X	**Time Line:** June, 2004

November, 2003	February, 2004	May, 2004

Objective/Activity ***Goal: Student Success***		**Primary Person(s):** VP Instruction; VP Student Services
Develop and implement programs and services to increase persistence, completion, and transfer (02-03)		**Assigned Groups:** Director, Institutional Research and Planning
Estimated Cost:	One Time	**Funding Source:**
	Ongoing X	**Time Line:** June, 2004 (January, 2004 – Plan)

November, 2003	February, 2004	May, 2004

DRAFT

Objective/Activity ***Goal: Teaching and Learning Excellence***		**Primary Person(s):** Faculty Senate
Foster a learning culture that promotes institutional and student expectations, responsibilities, and respect (02-03)		**Assigned Groups:** President; VP Instruction; VP Student Services; Director, Student Affairs; Director, Institutional Research and Planning
Estimated Cost:	One Time	**Funding Source:**
	Ongoing X	**Time Line:** June, 2004 (January, 2004 – Plan)
November, 2003	February, 2004	May, 2004

Objective/Activity ***Goal: Teaching and Learning Excellence***		**Primary Person(s):** President; Faculty Senate President
Develop processes for measuring student learning outcomes and integrate into a formal method of review of academic programs and certificates the creation and evaluation of student learning outcomes on a course, program, and degree/certificate level (ACC)		**Assigned Groups:** VP Instruction; Director, Institutional Research & Planning; Institutional Review Committee; IPC; Chairs and Directors
Estimated Cost:	One Time	**Funding Source:**
	Ongoing X	**Time Line:** April, 2004
November, 2003	February, 2004	May, 2004

DRAFT

Objective/Activity ***Goal: Organizational and Professional Development***		**Primary Person(s):** VP Human Resource Services
Promote cross-functional training and education to improve institutional understanding and teamwork		**Assigned Groups:** HRSPC; Technology Training Coordinator
Estimated Cost:	One Time	**Funding Source:**
	Ongoing X	**Time Line:** June, 2004 (January, 2004 Plan)

November, 2003	February, 2004	May, 2004

Objective/Activity ***Goal: Organizational and Professional Development***		**Primary Person(s):** VP Human Resource Services
Develop mechanisms to ensure that supervisors and department chairs evaluate classified staff, administrators/managers, and part-time faculty on a regular cycle with formal and timely follow-up following (adhering to) college policy on contract provisions (ACC)		**Assigned Groups:** HRSPC
Estimated Cost:	One Time X	**Funding Source:**
	Ongoing	**Time Line:** June, 2004

November, 2003	February, 2004	May, 2004

DRAFT

Objective/Activity ***Goal: Resource Management***		**Primary Person(s):** VP Finance & Administrative Services
Explore options for flexible multi-year departmental budget planning (02-03)		**Assigned Groups:** Director of Fiscal Services; Revenue Allocation Committee
Estimated Cost:	One Time X	**Funding Source:**
	Ongoing	**Time Line:** June, 2004 (Plan)

November, 2003	February, 2004	May, 2004

Objective/Activity ***Goal: Resource Management***		**Primary Person(s):** VP Finance & Administrative Services
Continue efforts to make budget reports user-friendly (02-03)		**Assigned Groups:**
Estimated Cost:	One Time	**Funding Source:**
	Ongoing X	**Time Line:** June, 2004

November, 2003	February, 2004	May, 2004

DRAFT

Objective/Activity ***Goal: Resource Management***		**Primary Person(s):** VP Instruction; VP Finance & Administrative Services
Develop and implement a long range budget plan for computer hardware and software upgrades and/or replacement (02-03)		**Assigned Groups:** Technology Committee; Revenue Allocation Committee; VP Student Services; VP Human Resource Services
Estimated Cost:	One Time X	**Funding Source:** General Fund; Categorical
	Ongoing	**Time Line:** June, 2004

November, 2003	February, 2004	May, 2004

Objective/Activity ***Goal: Resource Management***		**Primary Person(s):** VP Finance & Administrative Services; VP Instruction; VP Student Services
Ensure planning and Revenue Allocation processes effectively address the equipment replacement needs of the educational and student services programs of the college (ACC)		**Assigned Groups:** Revenue Allocation Committee
Estimated Cost:	One Time X	**Funding Source:**
	Ongoing	**Time Line:** January, 2004 (Plan)

November, 2003	February, 2004	May, 2004

DRAFT

Objective/Activity ***Goal: Resource Management***		**Primary Person(s):** VP Human Resource Services	
Structure employment procedures to ensure recruitment and hiring efforts resulting in further diversification of the staff with an emphasis on full-time faculty (ACC)		**Assigned Groups:** HRSPC; Faculty Senate	
Estimated Cost:	One Time X	**Funding Source:**	
	Ongoing	**Time Line:** June, 2004 (Plan and Procedures)	
November, 2003	February, 2004		May, 2004

Objective/Activity ***Goal: Resource Management***		**Primary Person(s):** VP Finance & Administrative Services	
Future retiree health and dental benefits be clearly identified and funded as a future obligation of the college (ACC)		**Assigned Groups:**	
Estimated Cost:	One Time X	**Funding Source:**	
	Ongoing	**Time Line:** January, 2004 (Plan)	
November, 2003	February, 2004		May, 2004

DRAFT

Objective/Activity ***Goal: Facilities Improvement***		**Primary Person(s):** VP Finance & Administrative Services; Director of Facilities
Develop and fund an on-going district-wide maintenance plan for buildings and grounds that demonstrates the commitment to a clean, attractive learning environment (02-03)		**Assigned Groups:** Facilities Review Committee
Estimated Cost:	One Time	**Funding Source:** General Funds
	Ongoing X	**Time Line:** June, 2004

November, 2003	February, 2004	May, 2004

Objective/Activity ***Goal: Facilities Improvement***		**Primary Person(s):** VP Finance & Administrative Services; Chief of Police; Director of Facilities
Develop and implement a flexible parking plan that accommodates the needs of students, faculty, staff, and the community (02-03)		**Assigned Groups:** Facilities Review Committee
Estimated Cost:	One Time X	**Funding Source:**
	Ongoing	**Time Line:** January, 2004 (Plan)

November, 2003	February, 2004	May, 2004

DRAFT

Objective/Activity ***Goal: Facilities Improvement***		**Primary Person(s):** VP Finance & Administrative Services;	
Evaluate and improve district-wide facilities-related safety and security throughout District (02-03)		**Assigned Groups:** Safety & Security Committee; Director of Facilities; Manager, Environmental Health & Safety; Chief of Police; Director of Education Centers	
Estimated Cost:	One Time	**Funding Source:** Parking Fund; General Fund	
	Ongoing X	**Time Line:** June, 2004	
November, 2003	February, 2004		May, 2004

Objective/Activity ***Goal: Facilities Improvement***		**Primary Person(s):** VP Finance & Administrative Services; VP Instruction	
Develop and implement uniform Facilities Use Policy and Procedures		**Assigned Groups:** Director, Student Affairs	
Estimated Cost:	One Time X	**Funding Source:**	
	Ongoing	**Time Line:** January, 2004	
November, 2003	February, 2004		May, 2004

DRAFT

Strategic Planning Council
Progress Report Template for Strategic Plan 2005
Annual Implementation Plan

Template 1: If work on objective is "In Progress."

1. What is your work plan for this objective?
    a. Who is working on it?
    b. What goals have you established?
    c. What tasks are you going to complete?
    d. What are your timelines?
    e. What progress have you made to date?
2. Is your work integrated with others responsible for this objective? How?
3. How will you determine if the tasks you complete make an impact? (How will you measure success?)

Note: If previous progress report includes your work plan, provide an update on progress made to date.

Template 2: If work on objective has not started.

1. When will you begin working on this objective/activity?
2. Are there any barriers that have prevented work from beginning?

Template 3: If work on the objective is completed.

1. What progress was made during the reporting period?
2. What is the outcome of your work on this objective? What has been the impact?
3. Are you planning to continue tracking or monitoring the outcomes? If so, how?
4. Is this objective "Completed" or "Continuous Process?"

DRAFT

PALOMAR COLLEGE
Learning for Success

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by President and Faculty Senate President	**Date** August, 2003

Proposed Name of Requested Group
Student Learning Outcomes Task Force

	Council		**Committee**		**Subcommittee**	X	**Task Force**
Action Requested:		X	**Add**		**Delete**		**Change**

Role, Products, Reporting Relationships:
The Student Learning Outcomes Task Force is formed to:

1. Respond to the Accrediting Commission recommendation
   The college has begun to develop processes for measuring student learning outcomes and should integrate into its formal method of review of academic programs and certificates the creation and evaluation of student learning outcomes on a course, program, and degree/certificate level; and
2. Prepare for meeting the new accreditation standards for the next comprehensive site visit in March 2009.

While faculty will determine specific learning outcomes at the course and program level, the Task Force product is a detailed implementation plan that defines the structures, tasks, timelines, and responsibilities, as they relate to broader institutional objectives of student success, mission and effectiveness, and program development and review.

The Task Force will report to the Strategic Planning Council.

Meeting Schedule: 1st and 3rd Thursday, 2:00 p.m. – 3:30 p.m. (start date October 16)

Co-Chairs: President; President, Faculty Senate

Members: 7 Faculty Members appointed by Faculty Senate; Faculty Co-Chair, Curriculum Committee; Articulation Officer; 1 Classified Staff Member appointed by CCE; 1 Confidential/ Supervisory Team Member appointed by CAST; 1 Manager appointed by Administrative Association; 1 Student appointed by ASG; Director, Institutional Research & Planning; Co-Chairs – Institutional Review Committee; VP Instruction; VP Student Services; Dean, Counseling & Matriculation.

Reviewed by Strategic Planning Council: Comments:

_____ First Reading

_____ Approved/Denied

PALOMAR COLLEGE
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Exhibit C-4

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by **Jerry Patton**					**Date: 8/8/03**		
Proposed Name of Requested Group Ad Hoc Committee Flexible Multi-Year Budget Planning ~~Task Force~~							
	Council		**Committee**		**Subcommittee**	X	**Task Force**
Action Requested:			**Add**		**Delete**		**Change**

Role, Products, Reporting Relationships:
-Efforts to fulfill the Resource Management goals in the 2003-04 Annual Implementation Plans
- Review department budgets, year-end balances
- Identify department needs, supplies, operating expenses
- Develop a "roll-over" budget plan
- Present through strategic planning process
Report to chair of Revenue Allocation Committee

Meeting Schedule: Unknown at this time

Chair: A member of the Revenue Allocation Committee

Members:

A representative from each employee group serving on RAC

If change is requested, attach current structure and list proposed changes.

Reviewed by Strategic Planning Council: Comments:

9-2-03 First Reading

_____ Approved/Denied

Approved by PAC: 10/2/01

PALOMAR COLLEGE
Learning for Success

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by **Jerry Patton**						**8/8/03**	
Proposed Name of Requested Group: Equipment Replacement Task Force							
	Council		**Committee**		**Subcommittee**	X	**Task Force**
Action Requested:			**Add**		**Delete**		**Change**

Role, Products, Reporting Relationships:

Efforts to fulfill the Resource Management goals in the 2003-04 Annual Implementation Plans
- Gather data of existing equipment (age, condition, etc.)
- Identify departmental equipment needs through their action plans
- Develop a periodic replacement schedule and a funding amount
- Request funding through Strategic Planning Council
- Submit as part of strategic planning process

Report to chair of Revenue Allocation Committee

Meeting Schedule: Unknown at this time

Chair: A member of the Revenue Allocation Committee

Members:

Kelley Hudson-MacIsaac or designee (for inventory control records)
Chair, or representative of the Computer Coordinating Committee
Two members of RAC, plus one to chair the task force

If change is requested, attach current structure and list proposed changes.

Reviewed by Strategic Planning Council: Comments:

_____ First Reading

_____ Approved/Denied

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PALOMAR COLLEGE

GOVERNANCE

AND

ADMINISTRATIVE STRUCTURE

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*Strategic Planning Council reviewed/approved

PRESIDENT'S MESSAGE

During the academic year of 2001-02, the Strategic Planning Task Force developed a strategic plan and an implementation process. In May, 2002, the Strategic Planning Council was formed and became the recognized participatory governance body of the College. The Strategic Plan 2005 was approved by the Council and the Governing Board in June.

The strategic planning process identified the need to formalize the District's governance structure and processes to assure the appropriate evaluation of, and response to, committee recommendations. In addition, it was determined there was a need to delineate and integrate the District's organizational and governance structures to promote a culture of inclusiveness, participation, collaboration, and mutual respect that recognizes and celebrates the value of contributions. The Strategic Planning Council has been in the process of formalizing the governance structure during the 2002-03 academic year.

During the 2002 fall semester, the administrative services, human resource services, instructional, and student services planning councils were formed and approved by the Strategic Planning Council. Each council is chaired by a vice president and has representation from all college constituent groups.

In January, 2003, the governance structure framework was approved by the Strategic Planning Council. Several existing committees have been reviewed and revised as well. The Strategic Planning Council will finalize its review of all existing governance groups in the 2003 fall semester. The structure is based on the philosophy that effective governance occurs within the context of developing and implementing plans and the continuous evaluation of outcomes. The college district is transitioning to this new planning and governance model which will promote the culture of inclusiveness, participation, collaboration, mutual respect, and celebrating individual and group contributions in the future. Annual evaluations of the governance structure and processes are the responsibility of the Strategic Planning Council.

An effective governance planning model requires a direct relationship between governance groups and the administrative structure. A clear understanding of this relationship by all involved promotes communication, participation, and accountability. This document includes both the 2003-04 administrative structure (pages 6-9) and the 2003-04 governance structure, as approved by Strategic Planning Council through May, 2003 (pages 10-14).

Sherrill L. Amador, Ed.D.
Superintendent/President

July, 2003

PALOMAR COLLEGE GOVERNANCE STRUCTURE

Introduction

The Palomar College governance structure involves faculty, staff, administration, students, and the community in the planning and operation of the College.
The governance structure and practices embrace the Palomar College values of supporting inclusiveness of individual and community viewpoints in collaborative decision-making processes; promoting mutual respect and trust through open communication and actions; and fostering integrity as the foundation for all we do. The Governing Board is the final authority for governance at Palomar College. The Governing Board delegates authority to the Superintendent/President who in turn solicits and receives input through the shared governance decision-making process.

Organization

The Strategic Planning Council, as the principal participatory governance body of the College, creates the processes for recommending College policies and governance committee structures. The Strategic Planning Council reviews actions, recommendations, and requests of planning groups and task forces. The Strategic Planning Council amends and guides the Planning processes and recommends policies and procedures to respond to the changing needs of the student population and the internal and external environments. The Strategic Planning Council develops, implements, evaluates continuously and revises, if necessary, the District's plans and initiatives, both long-term and short-term. A three-year planning cycle is used to implement the Strategic Plan.

An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year. The Strategic Planning Council will review the Annual Implementation Plan three times during an academic year to evaluate progress toward the Vision and strategic goals of the College.

The Superintendent/President serves as the chair of the Strategic Planning Council. To provide communication within the governance structure, all planning council chairs report progress on their objectives and activities at each Strategic Planning Council meeting.

Representation

The governance structure provides for representation from seven recognized constituencies at Palomar College; students, Faculty Senate, bargaining unit faculty, bargaining unit classified staff, Administrative Association members, Confidential and Supervisory employees, and senior and executive administration.

Appointments from the constituencies, when not specified by position, are made by the following:

- ASG – students
- Faculty Senate – faculty on academic and professional matters
- PFF/AFT – faculty
- CCE/AFT – classified staff

- Confidential and Supervisory Team (CAST) – supervisors and confidential employees
- Administrative Association – directors and managers
- Superintendent/President – senior and executive administrators

The constituent appointees serve the length of term designated by their representative group.

Responsibilities of Representatives

The primary responsibilities of representatives are as follows:

- prepare for and attend meetings
- participate in discussions
- communicate with individual constituencies; and
- contribute to informed decision making.

Recommendation Process

Recommendations shall emerge ideally as a result of group consensus. When consensus cannot be reached, a majority of members shall determine the recommendation.

Each chair is responsible for communicating recommendations through the appropriate administrative and/or governance structure.

All representatives are responsible for keeping their respective constituencies informed of the proceedings and recommendations.

The process for presenting items first for Information, then for Action at a subsequent meeting shall be followed, thus allowing sufficient time for discussion. Allowance will be made for suspending this process when deemed appropriate by a majority.

Definitions of Governance Structures

Council – A group of constituency representatives designated or selected to act in an advisory capacity that meets on a regular basis. The charge of a council entails college-wide issues.

Standing Committee – A permanent committee of constituency representatives intended to consider all matters pertaining to a designated subject that meets on a regular basis. A standing committee is part of the governance structure.

Permanent Sub Committee – A permanent sub group of a standing committee designated to consider specific subjects in detail for recommendations back to the standing committee. The chair must be a member of the committee to which it reports. Other members need not be members of the committee to which it reports.

Ad Hoc Committee – A committee created by a council or standing committee to address and make recommendations on a particular subject as needed and meets until a task is completed. The members need not be from a council or standing committee.

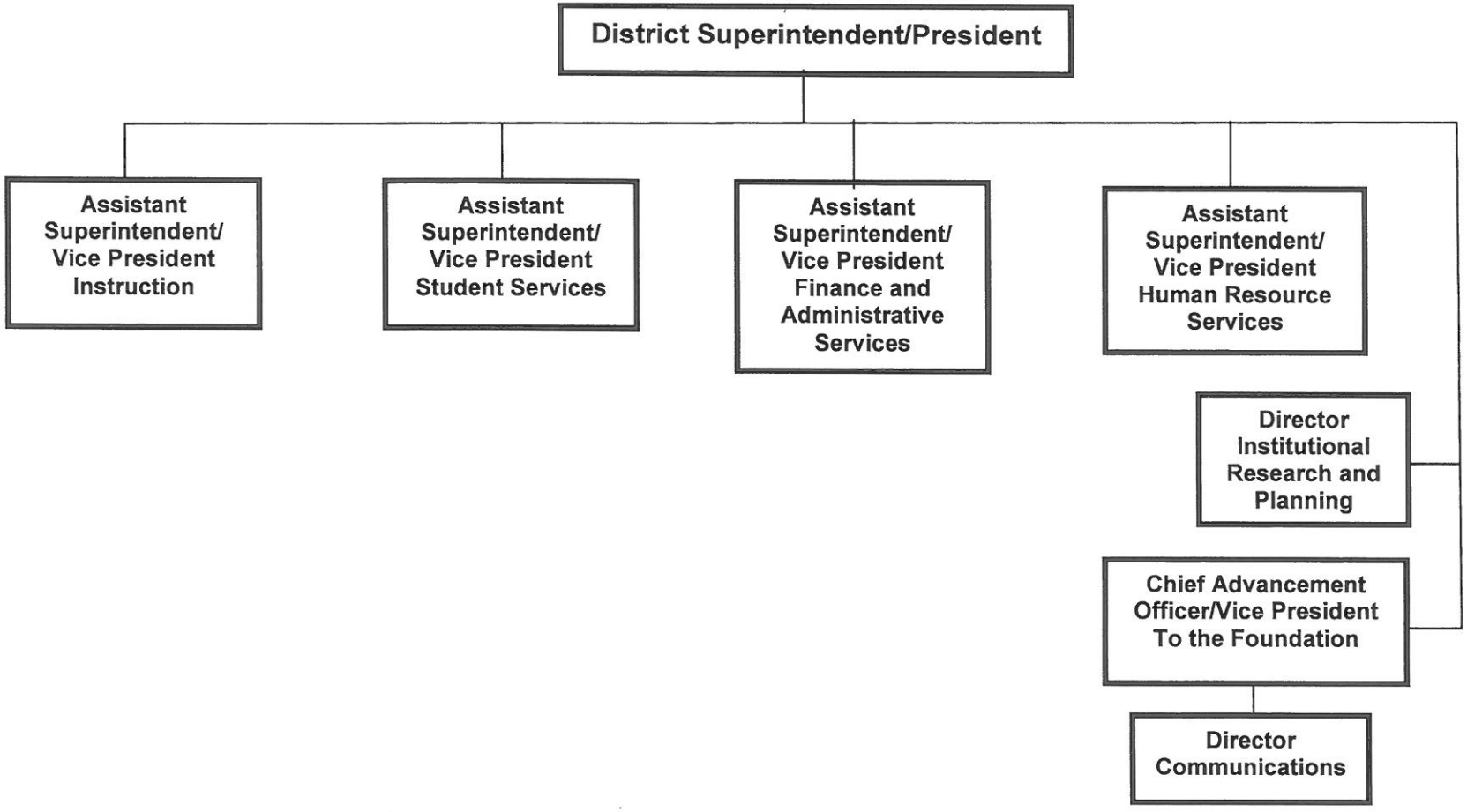
Task Force – A constituency-represented group created to address a special college-wide subject/issue and meets until the subject/issue is resolved.

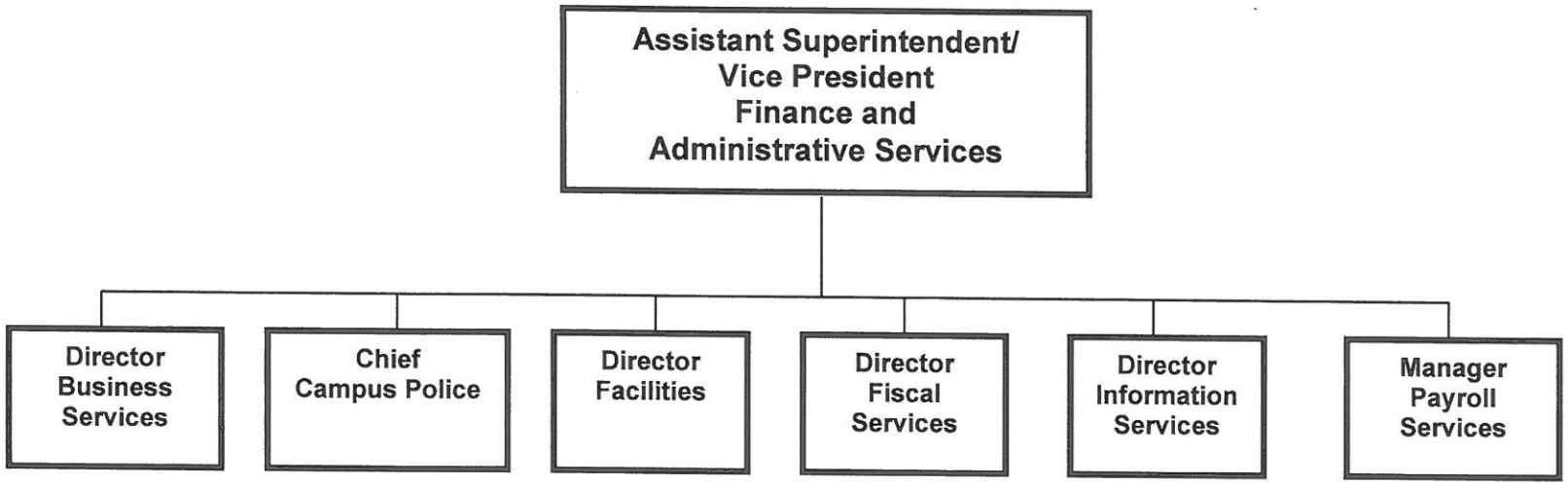
Open Access

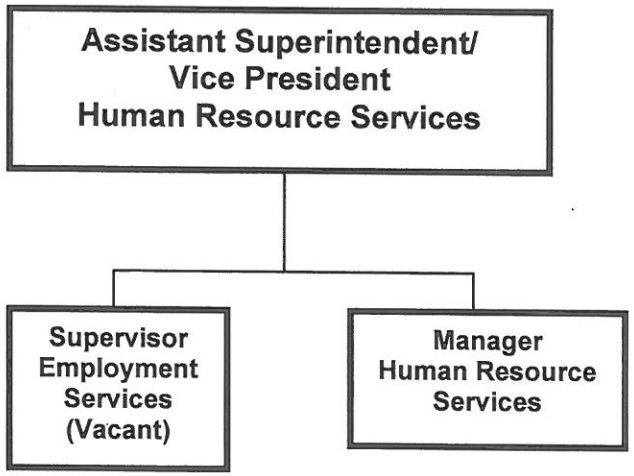
Governance meetings are public. In addition to representation afforded to individuals through constituencies, other individuals and groups may be heard in any governance meeting by requesting and receiving permission from the chair to participate and/or have items added to the agenda. Written minutes will be prepared for all governance meetings. Agendas, minutes, reports, and other work products of all governance committees and other groups involved in governance should be made readily accessible to all interested parties.

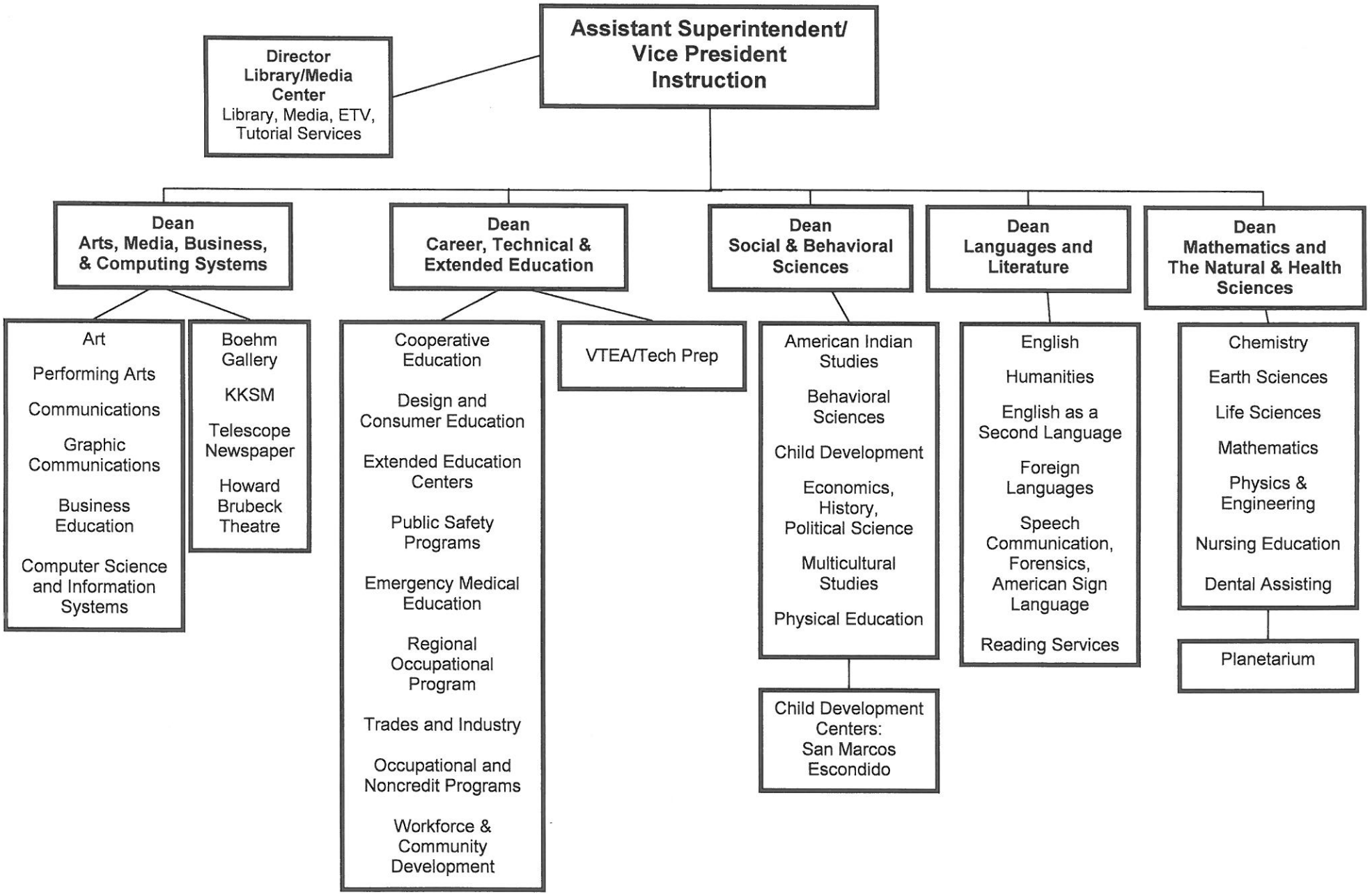
Approved by SPC: 1-21-03

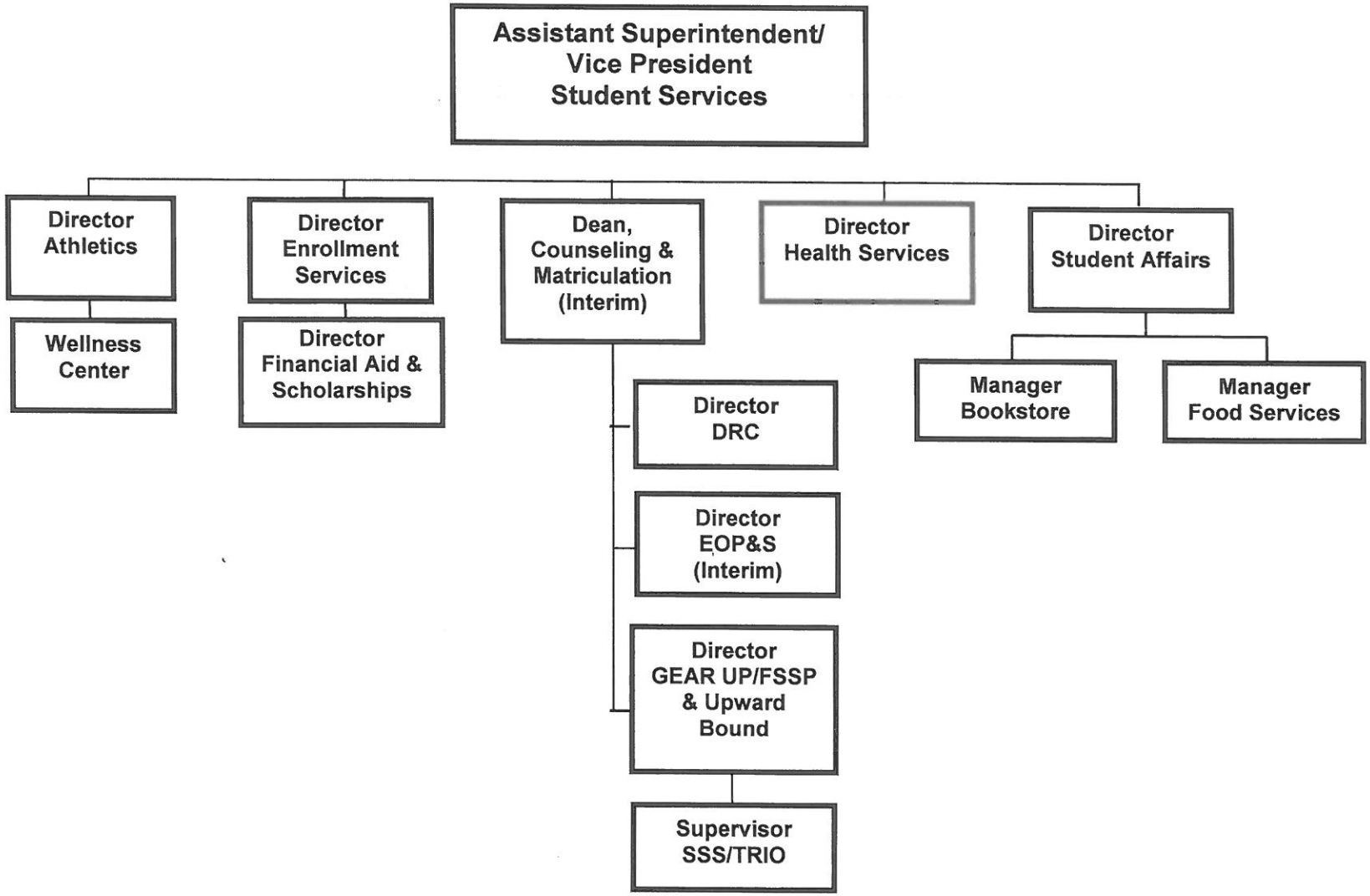
Palomar College
Administrative Structure
2003-04



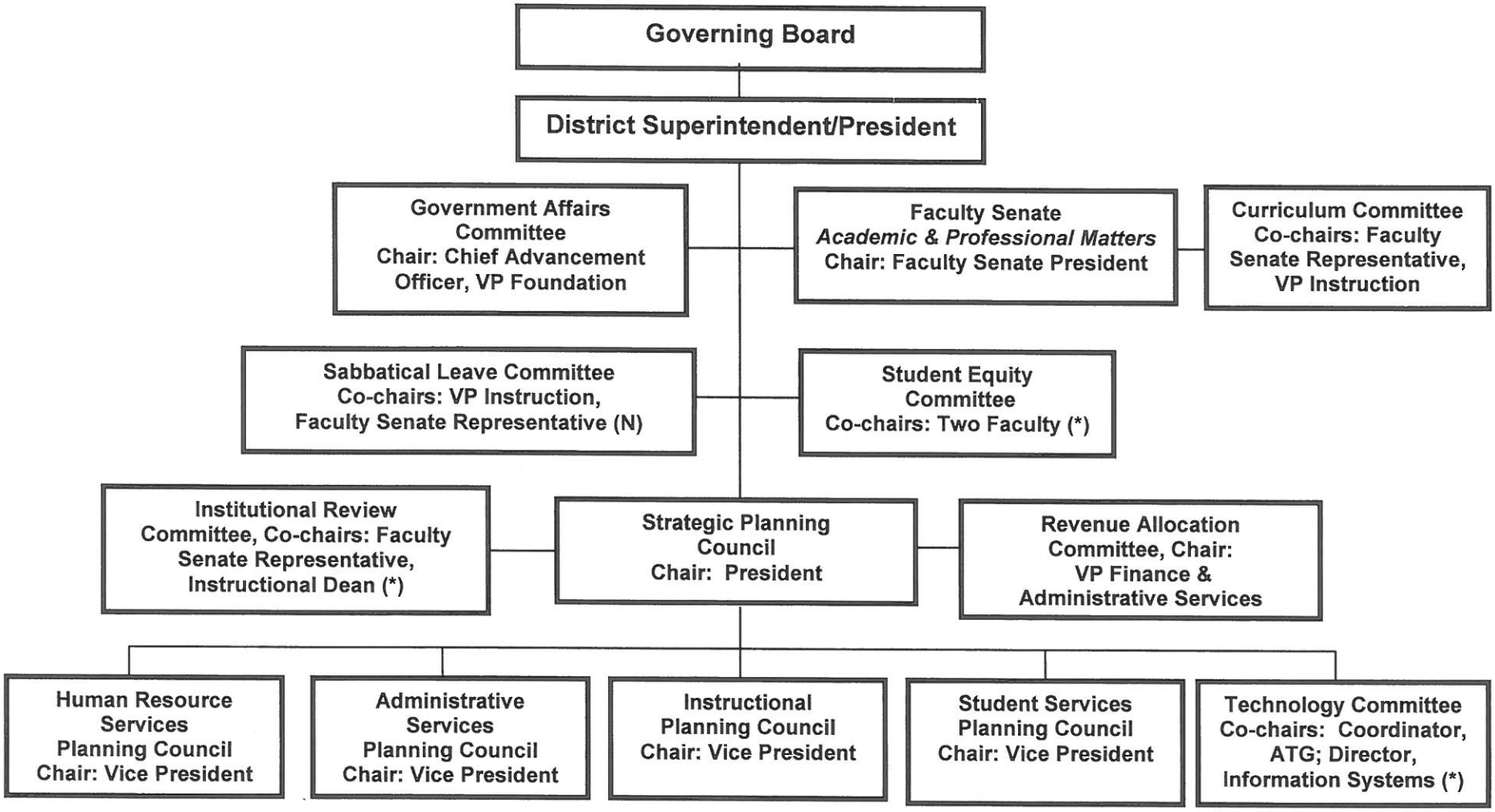

Assistant Superintendent/
Vice President
Finance and
Administrative Services
Director
Business
Services
Chief
Campus Police
Director
Facilities
Director
Fiscal
Services
Director
Information
Services
Manager
Payroll
Services


Assistant Superintendent/
Vice President
Human Resource Services
Supervisor
Employment
Services
(Vacant)
Manager
Human Resource
Services


Assistant Superintendent/ Vice President Instruction
Director Library/Media Center
Library, Media, ETV, Tutorial Services
Dean Arts, Media, Business, & Computing Systems
Art
Performing Arts
Communications
Graphic Communications
Business Education
Computer Science and Information Systems
Boehm Gallery
KKSM
Telescope Newspaper
Howard Brubeck Theatre
Dean Career, Technical & Extended Education
Cooperative Education
Design and Consumer Education
Extended Education Centers
Public Safety Programs
Emergency Medical Education
Regional Occupational Program
Trades and Industry
Occupational and Noncredit Programs
Workforce & Community Development
VTEA/Tech Prep
Dean Social & Behavioral Sciences
American Indian Studies
Behavioral Sciences
Child Development
Economics, History, Political Science
Multicultural Studies
Physical Education
Child Development Centers: San Marcos Escondido
Dean Languages and Literature
English
Humanities
English as a Second Language
Foreign Languages
Speech Communication, Forensics, American Sign Language
Reading Services
Dean Mathematics and The Natural & Health Sciences
Chemistry
Earth Sciences
Life Sciences
Mathematics
Physics & Engineering
Nursing Education
Dental Assisting
Planetarium

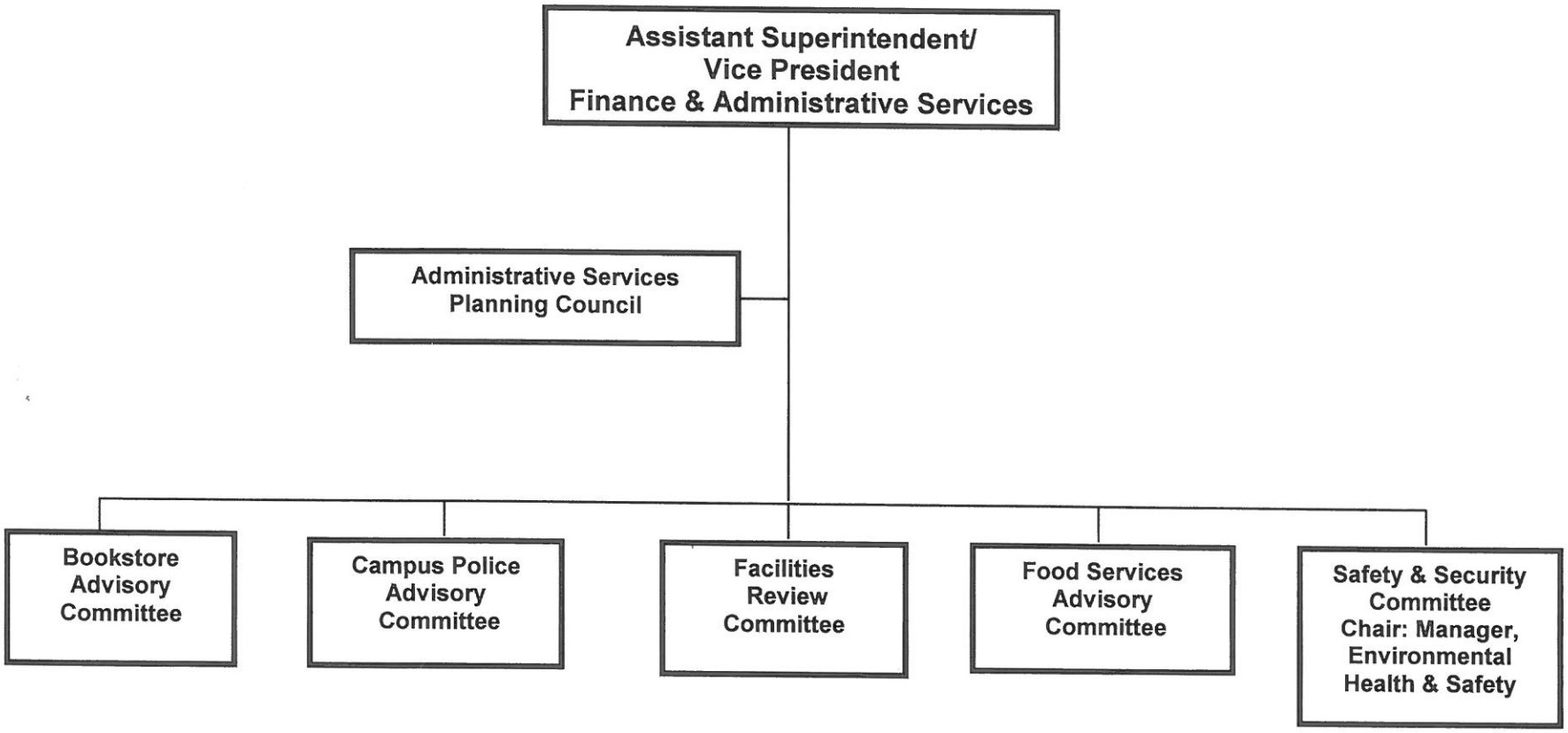

Assistant Superintendent/
Vice President
Student Services
Director
Athletics
Wellness
Center
Director
Enrollment
Services
Director
Financial Aid &
Scholarships
Dean,
Counseling &
Matriculation
(Interim)
Director
DRC
Director
EOP&S
(Interim)
Director
GEAR UP/FSSP
& Upward
Bound
Supervisor
SSS/TRIO
Director
Health Services
Director
Student Affairs
Manager
Bookstore
Manager
Food Services

Palomar College
Governance Structure
2003-04



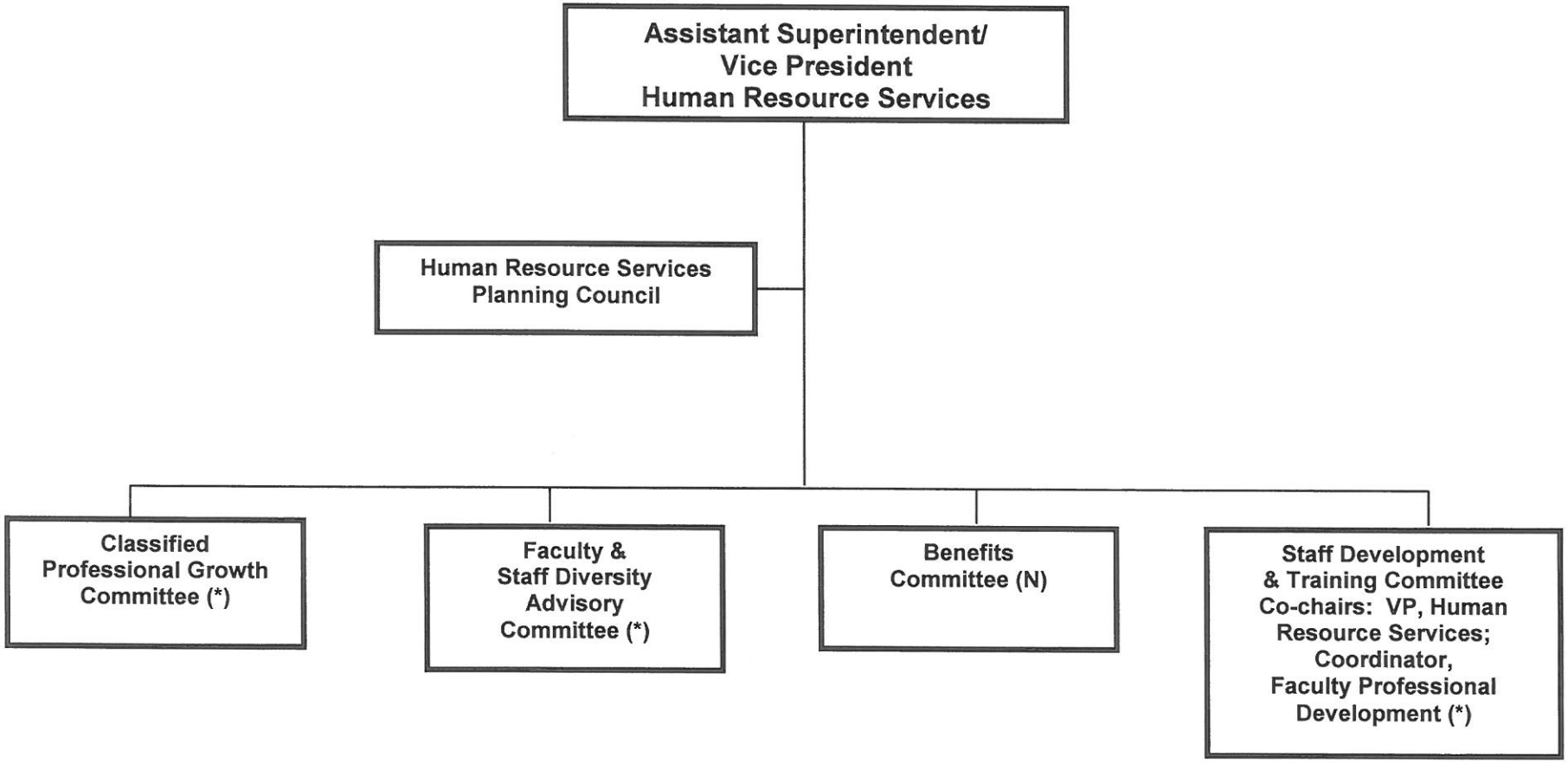
* = Not reviewed by SPC
N = Pending PFF negotiations

Finance & Administrative Services
Governance Structure
2003-04



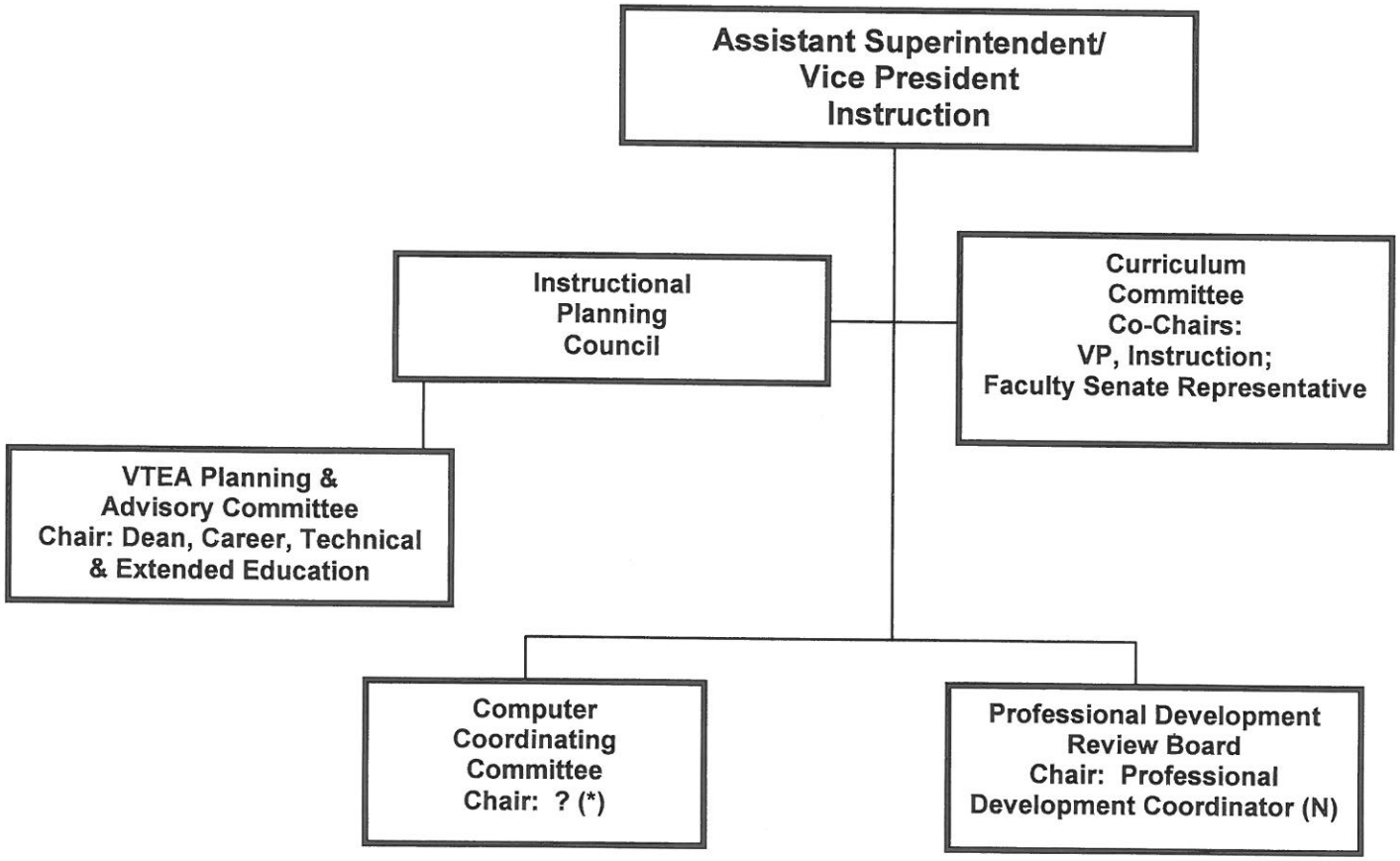
Committees/Council Chaired by Vice President, unless noted
* = Not reviewed by SPC
N = Pending PFF negotiations

Human Resource Services
Governance Structure
2003-04



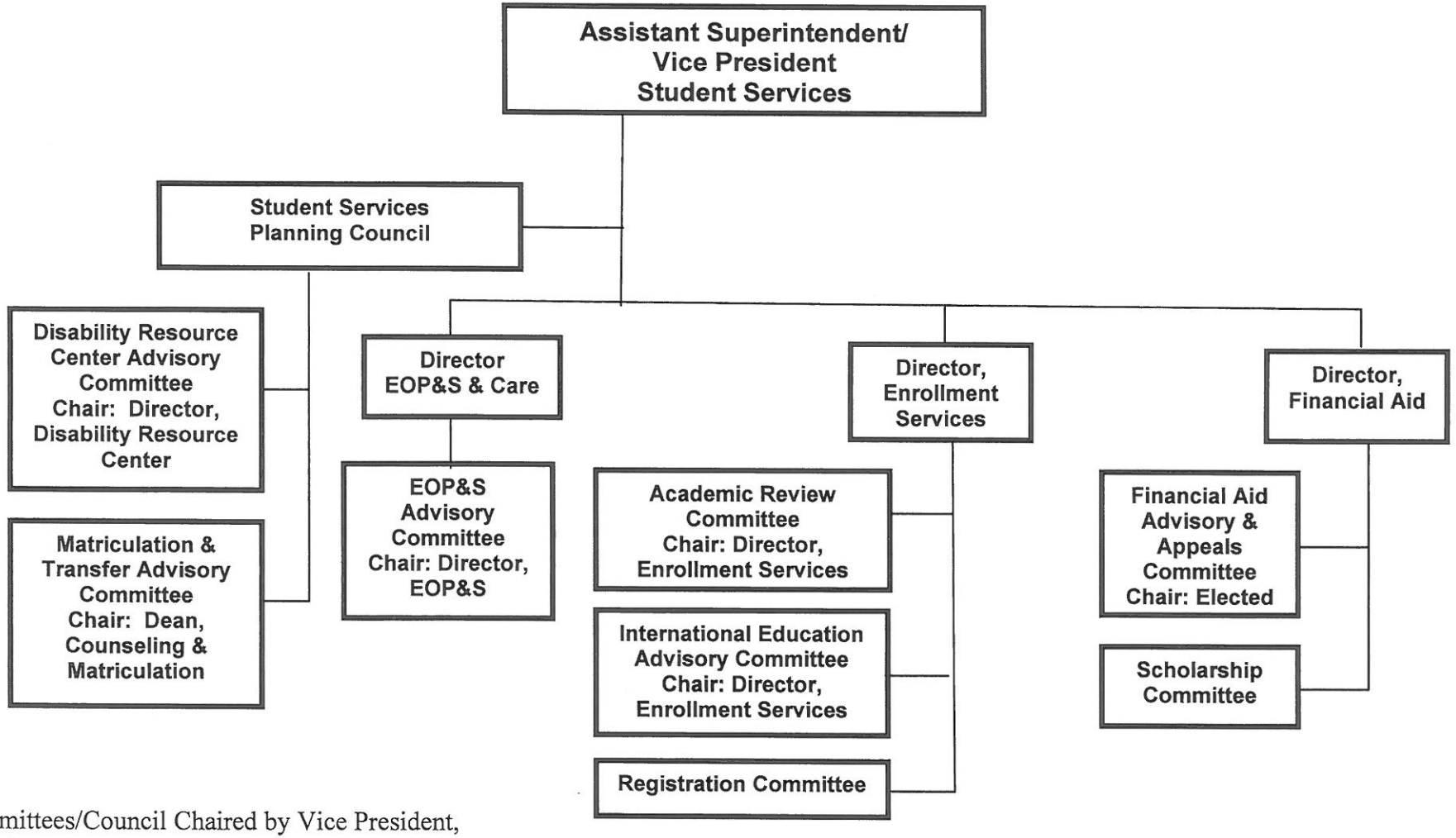
Committees/Council Chaired by Vice President, unless noted
* = Not reviewed by SPC
N = Pending PFF negotiations

Instruction
Governance Structure
2003-04



Committees/Council Chaired by Vice President, unless noted
* = Not reviewed by SPC
N = Pending PFF negotiations

Student Services
Governance Structure
2003-04



Committees/Council Chaired by Vice President,
unless noted

* = Not reviewed by SPC

N = Pending PFF negotiations

STRATEGIC PLANNING COUNCIL

The Strategic Planning Council, representing all constituent groups of Palomar College, implements the strategic plan, **develops** or **revises** governance policies, and **communicates** with the respective groups. The strategic planning process guides budget priorities. Recommendations made by the Strategic Planning Council will reflect the values and support the mission of the College and be in the best interest of improving student success and serving the community.

Role

The Strategic Planning Council, as the **recognized participatory governance body of the College**, creates the processes for recommending College policies and governance committee structures. The Strategic Planning Council reviews actions, recommendations, and requests of planning groups and task forces. The Strategic Planning Council amends and guides the planning processes and recommends policies and procedures to respond to the changing needs of the student population and the internal and external environments. The Strategic Planning Council develops, implements, evaluates continuously and revises, if necessary, the District's plans and initiatives, both long-term and short-term. A three-year planning cycle is used to implement the Strategic Plan. An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year.

Communication with individual constituencies and participation in the Council meetings are the primary responsibilities of the Strategic Planning Council members.

Products

Palomar College's Strategic Plan, Annual Implementation Plans, Criteria for Annual Evaluation of the planning outcomes, Annual Progress Report, Policies and Procedures recommendations.

Meeting Schedule

First and Third Tuesdays, 2:00 p.m. to 4 p.m.

Chair

Superintendent/President

Members

Vice President, Instruction
Vice President, Student Services
Vice President, Finance and Administrative Services
Vice President, Human Resource Services
One Dean, Instruction
One Dean, Student Services
Director, Institutional Research
Director, Student Affairs
Faculty Coordinator, Professional Development
Past President, Faculty Senate (or designee)
President, CCE
Past President, CCE (or designee)
Vice President, CCE
President, Faculty Senate
3 Faculty Members appointed by Faculty Senate
2 Co-Presidents, Palomar Faculty Federation
President, Administrative Association
President, Confidential and Supervisory Team
President, ASG
Executive Vice President, ASG (or designee)
Chief Advancement Officer/VP of Foundation

Approved by PAC: 3-19-02
Revised by SPC: 12-17-02

ADMINISTRATIVE SERVICES PLANNING COUNCIL

Role

The ASPC is responsible for the development of the strategic plans of Administrative Services. These responsibilities include:

- Adequate support services are provided to Palomar College
- Adequate resources for service levels requested
- Efficient and effective utilization of resources
- Guidance, direction, and oversight to these committees/task forces:
    - Facilities Review Committee
    - Bookstore Advisory Committee (now a task force but should be ongoing)
    - Food Services Advisory Committee (now a task force but should be ongoing)
    - Safety and Security Committee
    - Campus Police Committee (now a task force but should be ongoing)
- Based on plans, determine staffing needs

Products

The ASPC will be responsible for developing and submitting to the Strategic Planning Council the plans, budgets, and expenditures of Administrative Services and its respective departments/programs

- Strategic Plans of all Administrative Services Departments
- Three-year operating plans of all Administrative Services Departments
- Annual Plan and Budget of all Administrative Services Departments
- Facilities Master Planning
    - Facilities Master Plans: short-, intermediate-, and long-range
    - Five-Year Capital Outlay Plan
    - Scheduled Maintenance Plan
    - Facilities component of Educational Master Plan
    - Resource Impact Analysis of recommended policies, plans, and procedures on Facilities
- Bookstore
    - Oversight Annual Report to Strategic Planning Council
- Food Service
    - Oversight Annual Report to Strategic Planning Council
- Campus Police
    - Oversight Annual Report to Strategic Planning Council
- Annual Progress Report
- Annual Priorities of Staffing Needs

Reporting Relationship

Strategic Planning Council

Meeting Schedule

Second and Fourth Thursdays, 3:30 p.m. to 5:00 p.m.

Chair

Vice President, Finance and Administrative Services

Members

Two Faculty Members appointed by the Faculty Senate
Director of Information Services
Two Classified Unit Employees appointed by CCE/AFT
Director of Student Affairs
Director of Facilities
Manager of Payroll Services
Director of Business Services
Manager of Bookstore
Director of Fiscal Services
Manager of Food Services
Counsel, Contracts, and Special Projects
One Student appointed by ASG
Chief of Police
One Faculty Member who also serves on Facilities Review Committee

Approved by SPC: 5-7-02

HUMAN RESOURCE SERVICES PLANNING COUNCIL

Role

The HRPC is responsible for the development of the strategic plans of Human Resource Services. These responsibilities include:

- Appropriate support services to Palomar College in the area of human resource services
- Appropriate level of support and resources for level of services required
- Effective and efficient policy and procedure development in human resource services necessary to meet the needs of the College
- Guidance, direction, and oversight provided for such activities as:
    - Employee hiring
    - Staff diversity efforts
    - Development and coordination of staff training programs
    - ADA compliance
- Based on plans, determine staffing needs

Products

The HRPC is responsible for submitting to the Strategic Planning Council the plans, budgets, and expenditure projections of the Human Resource Services Department. The products of the HRPC include:

- Strategic Plans for Human Resource Services
- Human Resource Services Three-Year Plan
- Annual Budget for Human Resource Services
- Annual Progress Report
- Annual Priorities of Staffing Needs

Reporting Relationship

Strategic Planning Council

Meeting Schedule

Second and Fourth Tuesdays, 3:30 p.m. to 4:30 p.m.

Chair

Vice President, Human Resource Services

Members

Manager, Human Resource Services
Supervisor, HR/Employment Services
Two Faculty Members appointed by the Faculty Senate
Two Classified Unit Employees appointed by CCE/AFT
Trainer/Coordinator
Assistant to Faculty Professional Development Coordinator
One Faculty Member appointed by the PFF

Approved by SPC 5-7-02

INSTRUCTIONAL PLANNING COUNCIL

Role

The Instructional Planning Council develops, implements, evaluates continuously and revises, if necessary, Instruction's plans and initiatives, both long- and short-term. A three-year planning cycle is used to implement the Instruction Strategic Plan. An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year. The Instructional Planning Council reports its actions, makes recommendations and requests related to the Instruction Plan and to policies and procedures related to Instruction in response to the changing needs of the student population, business and industry, and the internal and external environments. The Council is responsible for guidance, direction, and oversight to the Professional Development Review Board, Curriculum Committee, and Academic Technology Group. Based on plans, determine staffing needs.

Products

Instruction Strategic Plan, Annual Implementation Plan (including staffing, equipment, facilities, technology, and budget recommendations), Criteria for Annual Evaluation of the planning outcomes, Annual Progress Report, Policies and Procedures recommendations related to Instruction, Annual Priorities of Staffing Needs.

Reporting Relationship

Strategic Planning Council

Meeting Schedule

Second and Fourth Wednesdays, 2:30 p.m. to 4:00 p.m.

Chair

Vice President, Instruction

Members

Five instructional deans
Director of Extended Education/Escondido Center
Seven Faculty Members (one each from the five instructional divisions, library, and student services appointed by Faculty Senate)
Two Classified Unit Employees appointed by CCE/AFT (one from Instruction area)
One Student appointed by ASG
Manager, Worksite Education and Training
Research Analyst

Approved by SPC: 5-7-02

STUDENT SERVICES PLANNING COUNCIL

Role

The SSPC is responsible for the development of the strategic plans for Student Services. These responsibilities include:

- Determining the level, adequacy, and efficiency of student services necessary to support the College's strategic plan
- Providing guidance, direction, and oversight to these committees/task forces:
  - Academic Review Committee
  - DRC Advisory Committee
  - EOP&S Advisory Committee
  - International Students Advisory Committee
  - Matriculation Advisory Committee
  - Registration Committee
- Based on plans, determine staffing needs

Products

The SSPC will be responsible for developing and submitting to the Strategic Planning Council the following:

- Strategic Plans for all Student Services departments
- Three-year operating plans for all Student Services departments
- Annual Plan and Budget for all Student Services departments
- Annual Progress Report
- Annual Priorities of Staffing Needs

Reporting Relationship

Strategic Planning Council

Meeting Schedule

Second and Fourth Wednesdays, 9:30 a.m. to 11:00 a.m.

Chair

Vice President, Student Services

Members

Dean, Counseling/Matriculation
Director, Career Services or Transfer Center
One EOP&S Faculty Member
Director, Athletics
One DRC Faculty Member
Director, Enrollment Services
Chair, Counseling (or designee)
Director, Student Affairs
Two Faculty Members appointed by Faculty Senate from Instructional Areas
Research Analyst
Two Classified Unit Employees appointed by CCE/AFT (one from Student Services)
One Student appointed by ASG

Approved by SPC: 5-7-02, Revised 5/13/03

ACADEMIC REVIEW COMMITTEE

Role

The Academic Review Committee considers all problems of admission, probation, academic suspension, and certification of graduates.

Reporting Relationship

- Director, Enrollment Services

Chair

- Director, Enrollment Services, Chair

Members

- Dean, Counseling and Matriculation
- Four Teaching Faculty
- Articulation Officer
- Evaluation Supervisor (non-voting)
- One Student (non-voting)

BENEFITS COMMITTEE

Role

The Benefits Committee reviews current benefits and makes recommendations for additions and changes to employee and retiree health and welfare benefits. It reviews benefits changes in light of federal and state laws, as well as District planning and policy decisions. The Committee seeks input from employees and retirees for benefits needs, considers costs of benefits, and advises employee and retiree groups, the administration, and the Staff Planning Committee as necessary.

Reporting Relationships

- Faculty Senate, the Administrative Association, the CCE/AFT, and the President's Cabinet.
- The Committee makes recommendations to the Resource Allocation Committee.

Chair

- Vice President, Human Resource Services

Members

- Four Faculty Members
- Four Classified Unit Employees
- One Administrative Association Member
- One Confidential/Supervisory Team Member
- Two Retirees
- One Senior/Executive Administrator

BOOKSTORE ADVISORY COMMITTEE

Role

The Advisory Committee works as a liaison between the student government, faculty representatives, Administrative Services, and the bookstore vendor to assist in providing quality services from the vendor, and to make recommendations to the vendor for improvement/changes in services to students, faculty, and the college.

Reporting Relationship

- Administrative Services Planning Council

Chair

- Vice President, Finance and Administrative Services

Members

- Two Faculty Members
- Two Students
- One Administrative Association Member
- One Classified Unit representative
- One Confidential/Supervisory Team Member
- Director of Student Affairs
- Bookstore vendor representative (non-voting)

Approved by SPC: 2-18-03

CAMPUS POLICE ADVISORY COMMITTEE

Role

To provide direction and oversight to the Campus Police Department.

Products

Written quarterly report on the efficiency and effectiveness of the department on parking, traffic control, safety and security.

Reporting Relationship

- Administrative Services Planning Council

Chair

- Vice President, Finance and Administrative Services

Members

- Chief of Police
- Police Lieutenant
- Two Faculty Members appointed by Faculty Senate
- One Confidential/Supervisory Team Member
- One Classified Staff Member appointed by CCE/AFT
- Director of Student Affairs
- One Student appointed by ASG
- Director, Education Centers/Extended Education

Approved by SPC: 5-21-02

CLASSIFIED PROFESSIONAL GROWTH COMMITTEE

Role

The Classified Professional Growth Committee reviews and approves the professional growth programs for classified staff and monitors the progress of classified employees enrolled in professional growth programs. The Committee recommends changes and additions to the requirements and structure of the program.

Reporting Relationship

- Vice President, Human Resource Services

Members

Six Classified Staff Members:

- Two Technical/Para-Professional/Professional
- One Service/Skilled Crafts
- Three Secretarial/Clerical

Vice President, Human Resource Services, Advisor

COMPUTER COORDINATING COMMITTEE

Role

The purpose of the Computer Coordinating Committee is to:

A. Recommend standards for personal computers, work station computers, local and wide area networks and associated peripheral equipment.
   1. Periodically review available hardware and software for appropriateness to district use and make appropriate adjustments to standards.

B. Develop standard purchasing specifications conforming to adopted hardware and software standards.
   1. Develop and publish generic specifications to guide departments in ordering computing equipment.
   2. Develop a procedure to accommodate requests that do not conform to established standards.

C. Review requests for faculty office computers and recommend priority for purchases.

D. Review five-year computing plans from Instruction, Student Services and Administrative Services and combine into a five-year Institutional Computing Master Plan. The plan should include priorities for implementation. The Institutional Computing Master Plan will be submitted to the Educational Master Planning Committee for final review.

E. Appoint members to serve as liaisons between departments developing computing plans and the Committee.

Reporting Relationship

- Assistant Superintendent/Vice President, Instruction

Members

- Six Computer-Using Faculty Members
- Director, Information Services
- One Administrative Services Representative
- One Instructional Services Representative
- One Senior Administrator
- One Student Services Representative
- One CAI Expert

CURRICULUM COMMITTEE

Role

The Curriculum Committee shall be the preeminent body for the development and recommendation of curricular policy to include philosophy, goals, strategic and long-range planning. The Curriculum Committee shall coordinate, evaluate and review the college curricula to encourage innovation and excellence in instruction. The Curriculum Committee will develop a process to coordinate its planning activities with those of the Instructional Planning Committee.

Reporting Relationship

- Faculty Senate for ratification of its action and then via the Vice President for Instruction and the Superintendent/President to the Governing Board.

Chairs

- Vice President, Instruction (Co-Chair)
- Faculty Senate Representative (Co-Chair)

Members

- Four faculty representatives from each of the following divisions:
  Arts and Languages; Human Arts and Sciences; Mathematics and the Natural and Health Sciences; Media, Business and Community Services; and Vocational Technology
- All Instructional Deans
- Faculty Representative from Library
- Faculty Representative from Student Services
- Articulation Officer
- Representatives from appropriate areas will be solicited and appointed by the Senate.
- Student Liaison from ASG (observer)
- Members will serve a three-year term with 1/3 of the membership confirmed each year.

A. Tasks

It shall be the responsibility of the co-chairs to keep matters of strategic and long-range planning before the Curriculum Committee. Each fall semester, the co-chairs shall identify the strategic planning goals for the year and shall produce a report for Committee review no later than the last meeting of the year on goals met. In addition, the philosophy and goals of the college shall be reviewed annually from the perspective of the College Curriculum Committee.

1. Approval of new instructional, AA Degree, Certificate and Continuing Education programs.
   a. Reviews proposed programs to determine consistency with educational master plan
   b. Prevents unnecessary duplication and overlap among programs

c. Validates transfer and vocational programs in terms of educational and employment opportunities

2. Approval of new courses for inclusion in the College Catalog
   a. Edits language of catalog description
   b. Validates appropriate unit value
   c. Assigns placement within Associate Degree and CSU GE requirements
   d. Approves placement within AA and Certificate Programs
   e. Approves course prerequisites and co-requisites
   f. Approves basic skills entrance requirements
   g. Approves dual- and cross-listings
   h. Validates appropriateness of transfer and vocational courses
   i. Approves course syllabi
   j. Prevents unnecessary duplication and overlap among courses
   k. Monitors consistency of course numbers
3. Approval of changes to existing programs and courses in keeping with 1 and 2 above.
4. Approval of deletions of courses and programs from the College Catalog.
5. Establishes procedures for, and conducts a periodic review of, programs and courses.
   a. Develops criteria for a timely and systematic review of syllabi
   b. Annually reviews courses inactive for two years
   c. Receives the annual report of the Articulation Officer
6. Recommends college-wide academic performance standards including, but not limited to:
   a. Graduation requirements
   b. Minimum academic qualifications and standards for:
      (1) Basic skills courses
      (2) AA Degree applicable courses
      (3) Non-AA Degree applicable courses
      (4) Continuing Education courses
   c. Writing Across the Curriculum
   d. Reading Across the Curriculum
   e. Critical Thinking Across the Curriculum
7. Establishes standing and/or ad hoc committees as needed

Tasks not listed under a subcommittee are the responsibility of the Curriculum Committee as a whole.

B. Subcommittees

Membership to the subcommittees shall be appointed by the Co-Chairs maintaining the balance and continuity reflected in the membership of the Curriculum Committee as a whole.

The tasks identified above shall be accomplished through the following subcommittees:

Subcommittees Al, A2 - Course and Program Approval Committees (Two parallel committees)

Duties apply to all new courses, programs, and changes in existing courses and programs:

1. Prevents unnecessary duplication and overlap among programs
2. Approves placement within AA and Certificate Programs
3. Approves dual and cross-listings
4. Develops criteria for a timely and systematic review of syllabi
5. Edits language of catalog description and syllabi
6. Approves course syllabi
7. Monitors consistency of course numbers
8. Validates appropriate unit value
9. Approves course prerequisites and co-requisites
10. Approves discipline assignments for the purpose of establishing minimum qualifications.

Subcommittee B - General Education and Standards Subcommittee

Duties:

1. Assigns placement within Associate Degree and CSU GE requirements
2. Approves basic skills entrance requirements
3. Approves changes to existing programs and courses with respect to:
   (a) Assigning placement within Associate Degree and CSU GE requirements
   (b) Approving placement within AA and Certificate Programs
   (c) Approving basic skills entrance requirements
4. Receives the annual report of the Articulation Officer
5. Recommends college-wide academic performance standards including, but not limited to:
   (a) Graduation requirements
   (b) Minimum academic qualifications and standards for:
      (1) Basic skills courses
      (2) AA Degree applicable courses
      (3) Non-AA Degree applicable courses
      (4) Continuing Education courses
      (5) Certificate Programs

Subcommittee C - Curriculum Planning Subcommittee

Duties:

1. Reviews proposed programs to determine consistency with educational master plan
2. Validates transfer and vocational programs in terms of educational and employment opportunities
3. Validates appropriateness of transfer and vocational courses
4. Approves changes to existing programs and courses with respect to validating appropriateness of transfer and vocational courses
5. Recommends college-wide academic performance standards including, but not limited to:
   (a) Writing Across the Curriculum
   (b) Reading Across the Curriculum
   (c) Critical Thinking Across the Curriculum

6. Annually reviews courses inactive for two years

C. Procedure

Any proposal will proceed through the following channels:

- Program/Department, Division Dean, Curriculum Co-Chairs, one of the A Subcommittees (assigned by the Faculty Co-Chair), simultaneously to Subcommittees B and C, Curriculum Co-Chairs, Main Curriculum Committee, Faculty Senate, Vice President for Instruction, Superintendent/President, Governing Board.
- It is recommended that each subcommittee process proposals within a two-week time period. All proposals shall be first considered by one of the A subcommittees with the corrected syllabi. Proposals will be assigned by the faculty co-chair.
- If a problem is identified, it shall be the responsibility of the subcommittee to contact the department chairperson/director. There should be thorough communication between subcommittees and department representatives. Departments should be given direction and assistance from the subcommittees for any needed modifications to their proposals. It shall be the responsibility of the department chairperson/director to return corrected proposals to the appropriate subcommittee. In the event that a difference of opinion exists between the subcommittee and department, the proposal shall proceed either to the next subcommittee or the Curriculum Committee as a whole (whichever is next in line), via the Instruction Office, with the subcommittee's written recommendations attached. The Curriculum Committee as a whole shall have responsibility for recommending approval to the Governing Board. It shall be the responsibility of the faculty co-chair to facilitate this procedure.

Revised by PAC: 5-18-99

DISABILITY RESOURCE CENTER ADVISORY COMMITTEE

Role

The Disability Resource Center Advisory Committee is, as required by Title V of the Education Code, responsible to:

- Identify primary program and service goals of Disability Resource Center
- Recommend innovative approaches and resources
- Provide guidance and direction to Disability Resource Center and Palomar College related to the needs of the local community

Products

- Annual Report of Recommendations Regarding Disability Resource Center and ADA Compliance
- Annual Plan Recommendations

Reporting Relationship

- Student Services Planning Council

Chair

- Director, Disability Resource Center

Members

- Community Member, Social/Rehabilitation Services Agency
- Community Member, Education
- Two Faculty Members appointed by the Faculty Senate
- One Classified Unit Employee appointed by the CCE/AFT
- Dean, Student Support Programs
- One Administrative Association Member
- Two Students appointed by ASG
- ADA Compliance Officer for Instruction
- ADA Compliance Officer for Facilities

Approved by SPC: 5-21-02

ENVIRONMENTAL IMPACT REVIEW COMMITTEE

(deleted 4/22/03)

EXTENDED OPPORTUNITY PROGRAMS AND SERVICES ADVISORY COMMITTEE

Role

The EOP&S/CARE Advisory Committee is aware of the operation and plans of the EOP&S/CARE program and makes recommendations to the Director of the EOP&S/CARE program with respect to the needs and desires of the community.

Reporting Relationships

- Director, EOP&S/CARE

Members

- Director, EOP&S/CARE
- Members nominated by EOP&S Director, approved by SPC and Board

Revised by SPC, 5/13/03

FACILITIES REVIEW COMMITTEE

Role

The Facilities Review Committee generates the 20-Year Facilities Master Plan and keeps the plan current. It develops policy and plans to increase the quality and effective use of College facilities. It recommends the Scheduled Maintenance Plan and the Five-Year Capital Outlay Plan. It reviews requests for changes to the physical plant and the impact on various operations of Palomar College. It reviews (and recommends environmental impact studies by qualified consultants if significant environmental resources are potentially endangered by proposed earth movements or alterations of the natural habitat) the impact of the environment of all proposed earth movements or alterations of the natural habit prior to the beginning of any project, work, or activity. It recommends measures for mitigating the impact within the mandated guidelines of the California Environmental Quality Act of 1970. Decisions will be made by majority vote. The committee will utilize an agenda which identifies and separates information and action items and requires that items be identified before being moved to action.

Products

- Five-year Capital Outlay Plan
- Scheduled Maintenance Plan
- Resource impact analysis of recommended policies and plan

Reporting Relationship

- Administrative Services Planning Council/Strategic Planning Council

Chair

- Vice President, Finance and Administrative Services

Members

- Facilities Director
- One Senior/Executive Administrator
- Facilities Planning Manager
- One Classified Unit Member
- Four Faculty Members from different divisions
- One Administrative Association Member
- One Student appointed by ASG
- One Confidential/Supervisory Team Member

Approved by SPC: 2-18-03

FACULTY AND STAFF DIVERSITY ADVISORY COMMITTEE

Role

The Faculty and Staff Diversity Advisory Committee assists the District in achieving understanding and support of Faculty and Staff Diversity, Affirmative Action and Equal Opportunity programs. The Committee (1) assists in developing the District's Faculty and Staff Diversity Plan in compliance with state and federal regulations, statutes, and guidelines; (2) monitors the implementation and progress of the Faculty and Staff Diversity Plan and recommends corrective action when necessary; (3) advises the Affirmative Action Officer in the development and presentation of annual reports to the Governing Board and Superintendent/President and responds to affirmative action inquiries and concerns of all employees; (4) assists the Affirmative Action Officer in developing and coordinating information programs for District employees; (5) serves on hearing committees for formal complaints of unlawful discrimination including those filed on the basis of sexual harassment; (6) reviews and suggests revisions in services, employment policies, and other written and unwritten rules, policies, practices, and procedures that affect persons with disabilities; (7) monitors the implementation and compliance of the Americans With Disabilities Act; and (8) assists in the selection of Affirmative Action representatives in accordance with existing hiring policies.

Reporting Relationship

- Vice President, Human Resource Services

Chair

- Vice President, Human Resource Services

Members

- Faculty Diversity Coordinator
- Five Faculty Members (to include at least one Adjunct Faculty Member)
- Two Classified Unit Employees
- One Administrative Association Member
- One Confidential/Supervisory Team Member
- Director, EOP&S
- One Senior Administrator
- Two Students appointed by the ASG
- Two Community Representatives
- At-large Members (up to 3) may be appointed by the Superintendent/President after consultation with the Faculty and Staff Diversity Advisory Committee.

FINANCIAL AID ADVISORY AND APPEALS COMMITTEE

Role, Products

The purpose of the Financial Aid Advisory and Appeals Committee is to assist the Financial Aid and Scholarships Office with carrying out its mission of providing service to potential and current Palomar College students. The Financial Aid Advisory and Appeals Committee advises and makes recommendations to the Director of Financial Aid and Scholarships on matters related to the application of policy, procedures and practice relative to the administration of federal, state and institutional student financial aid programs. Furthermore, the committee reviews and makes recommendations to the Vice President of Student Services on written / oral appeals submitted by a student regarding his / her financial aid status (i.e., academic progress, student loan denials and projected year income).

Reporting Relationship

- Vice President, Student Services

Chair

- To be selected by committee members

Members

- Director of Financial Aid & Scholarships (non-voting)
- Faculty Representative
- General Counseling Representative - Faculty
- EOP&S or DRC Counselor Representative
- Athletic Department Faculty Representative
- Evaluations Department Representative
- Fiscal Services Representative (i.e., Cashiers or Disbursement)
- Financial Aid Academic - Counselor
- Financial Aid Advisor
- Student Representative

Revised by SPC, 5/13/03
Approved by SPC: 12-17-02

FOOD SERVICES ADVISORY COMMITTEE

Role

The Advisory Committee works as a liaison between the students, faculty representative, and Administrative Services.

The committee will review the food service operations and provide input to the Vice President, Finance and Administrative Services on menu, service, and quality of operations.

Products

Written quarterly report on menu, service and quality of food service operations.

Reporting Relationship

- Administrative Services Planning Council

Chair

- Vice President, Finance and Administrative Services

Members

- One Faculty Member appointed by Faculty Senate
- Two Students appointed by ASG
- Director, Student Affairs
- Food Services Management
- One Classified Employee appointed by CCE/AFT

Approved by SPC: 5-21-02

GOVERNMENT AFFAIRS COMMITTEE

Role

- Develop an annual district advocacy agenda for local, state, and federal issues.
- Provide a constituency-based structure for responding to issues which impact the college district.
- Create and implement a governmental relations strategy to ensure ongoing cooperative relationships and communication with external policy decision-makers and their staffs.
- Identify, cooperate with, and/or build coalitions with external groups which promote the district's advocacy agenda.

Products

- Annual advocacy agenda
- Governmental relations strategies
- Ongoing advocacy activities

Reporting Relationship

- Superintendent/President

Chair

- Chief Advancement Officer/Vice President of Foundation

Members

- Director, Public Information
- Vice President, Finance & Administrative Services
- Director, Marketing Communications
- Dean, Student Support Programs
- Two representatives appointed by ASG
- Two representatives appointed by Faculty Senate
- One representative appointed by Administrative Association
- One representative appointed by Confidential/Supervisory Team
- One representative appointed by CCE/AFT
- One representative appointed by PFF
- Superintendent/President (ex-officio)

Approved by SPC: 11-5-02

INSTITUTIONAL REVIEW COMMITTEE

Role

The Institutional Review Committee develops the methodology and processes by which all programs and services at Palomar College are reviewed on a periodic basis to evaluate their efficiency, effectiveness, and alignment with the Mission Statement, Vision Statement, and the Educational Master Plan. The Committee develops specific criteria and procedures by which individual programs, functions, and services are evaluated. It works with the staff of programs, functions, and services to gather data, perform reviews, develop findings, and make recommendations. Decisions will be made by majority vote. The committee will utilize an agenda which identifies and separates information and action items and requires that items be identified as information before being moved to action.

Products

- Procedures, criteria, and tools relating to the evaluation of all District functions and activities
- Program and Functional Review and Evaluation Reports containing specific recommendations
- Resource Impact (financial and other) Analysis of recommended plans and policies

Reporting Relationship

- Educational Master Planning Committee

Chairs

- Faculty Member, Co-Chair appointed by the Faculty Senate
- A second Co-Chair will be appointed by the Superintendent/President from the membership of the Institutional Review Committee.

Members

- Vice President for Instruction (or designee)
- Vice President for Human Resources (or designee)
- Vice President for Student Services (or designee)
- Vice President for Finance and Administrative Services (or designee)
- Five Faculty Members from divisions, library, or student services not already represented
- Two Classified Unit Employees
- One Administrative Association Member
- One Confidential/Supervisory Team Member
- One Student
- Curriculum Committee Faculty Co-Chair (or designee)

Tasks

- Establish terms and rotation of the Committee members
- Develop a complete list of programs, functions, and services to be evaluated
- Establish a cyclical time line for the evaluation, ensuring that all programs and services are reviewed on periodic basis
- Develop the evaluation tools, procedures, and criteria by which each program and service will be evaluated
- Identify the desired products of the review process, including reports and recommendations
- Review self-studies, conduct evaluations, make recommendations, and submit reports to the Strategic Planning Council and Educational Master Planning Committee.

INTERNATIONAL EDUCATION ADVISORY COMMITTEE

Role

The International Education Advisory Committee makes recommendations regarding the overall international education program. It reviews admission procedures in light of various laws, rules, and regulations governing international students and designs appropriate instructional programs to meet the needs of international students. It also recommends policies and procedures for study abroad programs.

Reporting Relationship

- Director, Enrollment Services

Chair

- Director, Enrollment Services

Members

- Coordinator, International Education
- One Counselor
- Classified Unit Employee
- Two Faculty Members (one from the ESL Department)

Revised by SPC, 5/13/03

MATRICULATION AND TRANSFER ADVISORY COMMITTEE

Role

The purpose of the Matriculation and Transfer Advisory Committee is to review and support the activity of the Matriculation and Transfer programs.

Products

Matriculation and Transfer Advisory Committee members are responsible for articulating the Palomar College Matriculation Plan and the Transfer Center Plan, goals, objectives, budget revisions and accomplishments to the constituencies they represent.

Reporting Relationship

- Student Services Planning Council

Chair

- Dean, Counseling and Matriculation

Members

- Vice President, Instruction
- Vice President, Student Services
- Non-Credit Matriculation Coordinator
- One ESL Instructor
- One Math Instructor
- One English Instructor
- One Reading Instructor
- Director, EOP&S
- Director, Information Services
- Director, DRC
- Director, Enrollment Services
- Director, Institutional Research and Planning
- Assessment and School Relations Supervisor
- One Instructional Dean
- Transfer Counselor
- Counseling Services Supervisor
- One Classified Employee
- One Student

Approved by SPC: 12-3-02

PROFESSIONAL DEVELOPMENT REVIEW BOARD

Role

The Professional Development Review Board reviews all professional development contracts. The board determines whether all proposed activities of a staff member conform to section III.B of the Professional Development plan and notifies the staff member of its assessment. The board also reviews the evaluation that is part of the completion section of the contract form.

Reporting Relationship

- Coordinator, Professional Development

Members

- Coordinator, Professional Development (non-voting)
- One Senior Administrator
- Eight Faculty Members:
  - one from each Instructional Division
  - one from Student Services Faculty
  - one from the Library
  - one Adjunct Faculty Member

REGISTRATION COMMITTEE

Role

The Registration Committee serves primarily to review and examine the registration system and to improve the process for registering students.

Reporting Relationship

- Director, Enrollment Services

Chair

- Director, Enrollment Services

Members

- Manager, Admissions and Records
- Director, Information Services
- Supervisor, District Cashiering Services, Fiscal Services
- Dean, Counseling, Guidance, and Career Development
- Chair, Counseling
- One Faculty
- One Student
- Curricular Schedule Technician
- One Instructional Dean
- Director of Extension Education/Escondido Center

REVENUE ALLOCATION COMMITTEE

Role

The Revenue Allocation Committee establishes the guidelines and timelines for the preparation of the unrestricted and designated budgets. The committee will review the estimated revenue projections for the upcoming fiscal year to determine total funds available as well as projections for future years. The committee will review prioritized funding requests as submitted by the Strategic Planning Council and will recommend allocation and re-allocation/reductions of resources to the strategic plans. The recommended annual unrestricted and designated budgets will be forwarded to the Strategic Planning Council.

Products

- Establishes Guidelines/Timelines for Budget Development
- Annual college unrestricted and designated budgets
- Future Year Revenue Projections

Process

- Reviews/approves revenue estimates

Reporting Relationship

- Advises SPC of revenue estimates
- Reviews SPC priorities and allocates funding

Chair

- Vice President, Finance and Administrative Services

Members

- President, Vice President and Secretary of the Faculty Senate (or designee)
- Two Faculty Members as designated by the Faculty Senate
- Vice President, Instruction
- Vice President, Student Services
- Vice President, Human Resource Services and Affirmative Action
- One Administrative Association Member
- One Confidential/Supervisory Team Member
- Five Classified Unit Employees (who shall also serve as members of the bargaining unit)
- One PFF representative
- One Student appointed by ASG

Approved by SPC: 2-18-03

SABBATICAL LEAVE COMMITTEE

Role

The Sabbatical Leave Committee reviews and recommends approval/disapproval or revision of sabbatical leave applications and sabbatical leave reports and considers requests made under the Salary Schedule Credit Policy. Except for the Vice President for Instruction, committee members will serve three-year terms with 1/3 of the membership confirmed each year. No more than 50% of the faculty members shall be non-tenured.

Reporting Relationship

- Superintendent/President

Chairs

- Faculty Member, Co-Chair
- Vice President, Instruction, Co-Chair

Members

- One Educational Administrator
- One Faculty Senator
- One Faculty Member from Library/Media Center
- One Faculty Member from Student Services
- One Faculty Member from each Instructional Division

SAFETY AND SECURITY COMMITTEE

Role

The Safety and Security Committee examines the operation of the College with respect to safety and security. Areas considered by the Committee are: safety manual, periodic safety inspections, general security of facilities, inspection of hazardous materials and equipment, designation of dangerous areas, general laboratory safety, and all matters concerning risk management.

Products

SP198 requires all California employers to establish and maintain effective injury and illness prevention programs. These must be written and include elements of California Labor Code Section 10.6401.7

Reporting Relationship

- Vice President, Finance and Administrative Services
- Administrative Services Planning Council

Chair

- Manager, Environmental Health and Safety

Members

- Director, Business Services
- Director, Escondido Center – Extended Studies
- Child Development Representative
- Manager, Human Resources
- Three Faculty Members, representing different divisions, appointed by Faculty Senate
- Director, Facilities
- Two Classified Unit Employees
- Director, Health Services
- Student Services Representative
- One Administrative Association Member
- Chief of Police
- One Student appointed by ASG
- One Faculty Member appointed by PFF
- One Confidential/Supervisory Team Member

Approved by SPC: 2-18-03

SCHOLARSHIP COMMITTEE

Role

The Scholarship Committee reviews applications for Palomar College scholarships, selects award recipients, and assists the Director of Financial Aid and Scholarships in establishing policy relative to the administration of the scholarship program.

Reporting Relationship

- Director, Financial Aid

Chair

- Director, Financial Aid and Scholarships (non-voting of recipients)

Members

- Director, Enrollment Services
- Six Faculty Members
- One Classified Unit Employee
- One Student
- One Confidential/Supervisory Team Member
- One Financial Aid Advisor (Scholarship) as process coordinator

Revised by SPC, 5/13/03

STAFF DEVELOPMENT AND TRAINING COMMITTEE

Role

The Staff Development and Training Committee reports to the Strategic Planning Council and is responsible for making recommendations for annual staff development funding expenditures, administers periodical needs assessment surveys, and guides in the development of a Human Resources Development Plan. The Committee guides staff development activities by establishing priorities, policies and procedures for allocations, and collecting information that can be used for ongoing and summary evaluation.

Product

- Three-year Human Resources Development Plan

Reporting Relationship

- Strategic Planning Council

Chairs

- Coordinator, Faculty Professional Development, Co-chair
- Vice President, Human Resource Services, Co-chair

Members

- Two representatives from the Professional Development Review Board
- Two representatives from the Professional Growth Committee
- One Senior Administrator from the Professional Development Review Board
- One Administrative Association Member
- One Confidential/Supervisory Team Member

STUDENT EQUITY COMMITTEE

Role

The Student Equity Committee prepares the Student Equity Plan, monitors the District's progress toward meeting its student equity goals, and keeps the District's Student Equity Plan up to date. The Student Equity Committee will coordinate its activities with those of the Planning Committees, Curriculum Committee, Registration Committee, Faculty and Staff Diversity Advisory Committee, Matriculation Committee, and other District committees as necessary.

Reporting Relationship

- Superintendent/President

Chair

- One of the Five Teaching Faculty Members serving on the committee (Co-Chair)
- (Co-Chair to be elected by the Committee)

Members

- Five Teaching Faculty Members
- Dean of Counseling, Guidance, and Career Development
- Representative of Instruction (selected by the Committee from its membership)
- One Instructional Dean
- Director of EOP&S
- Director of Matriculation
- Director of Disability Resource Center
- One Counseling Faculty Member
- One Librarian
- One Classified Employee
- Two Students

TECHNOLOGY COMMITTEE

Role

- Recommend information technology policy, procedures, training, acquisitions, and implementation based on best advice available from internal and external sources.
- Ensure compliance with State information technology guidelines.
- Promote effective working relationships to promote use of information technology among all members of the college community.
- Recommend District standards for hardware, software, licensing, training, and infrastructure.
- Update Local Telecommunications and Technology Implementation Plan yearly.
- Coordinate efforts of other District groups involved with information technology, e.g. Computer Coordinating Committee, PeopleSoft ad hoc security task force.
- Decisions will be made by majority vote.
- The committee will utilize an agenda which identifies and separates information and action items and requires that items be identified as information before being moved to action.

Products

- Advice to Educational Master Planning Committee, Vice Presidents, and President on matters relating to District-wide use of information technology.
- Technology master plan constantly revised in light of new technology and changed State guidelines.

Reporting Relationship

- Educational Master Planning Committee

Chairs

- Coordinator, Academic Technology Group (Co-Chair)
- Director, Information Services (Co-Chair)

Members

- One representative appointed by each of the four vice presidents
- Three faculty members
- One classified computer technician appointed by the CCE/AFT
- One senior or executive administrator appointed by the President
- One faculty member representing a program on campus that has a technology/computer lab
- The chair of the Computer Coordinating Committee
- One representative from Educational Television

VTEA PLANNING AND ADVISORY COMMITTEE

Role

The VTEA Planning and Advisory Committee works as a liaison between the occupational programs and services funded with the College's Carl D. Perkins Vocational and Technical Educational Act (VTEA). The Committee provides recommendations for the development of the District's VTEA Plan and recommendations for enhancing workforce and economic activities and programs.

Products

- The major products will be the annual VTEA Plan, Quarterly Reports to the State.

Reporting Relationship

- Instructional Planning Council

Chair

- Dean, Career and Technical Education

Members

- Four faculty members from occupational programs
- Director of Career Services
- Two Administrative Association representatives (from occupational and economic development programs)
- One Instructional Dean
- One representative from industry*
- One representative from business*
- One representative from labor*
- One special populations representative*
- One Workforce Investment Act (WIA) representative*
- One student
- Tech Prep Coordinator

* Required by law

Approved by SPC, 5/13/03

2002-03 Strategic Planning Council - Evaluation On Governance Summary

	NO. SURVEYED	AVG. RATING
1. The roles and responsibilities of the planning councils (Administrative Services, Human Resource Services, Instructional, and Student Services) are clearly defined and understood	14	3.7
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.	14	4.1
3. The process for proposing changes (e.g., changes to committee members, establishing a new committee) to the governance is clearly defined and understood.	14	4.2
4. The process for presenting issues or matters for discussion within the governance structure is clearly defined and understood.	14	4.1
5. The planning councils spend the appropriate amount of time discussing and acting upon issues and topics.	13	3.6
6. Overall, the planning councils have operated effectively this year.	13	4.0
7. The governance structure allows for expression of ideas, input, and feedback at all levels of the institution (i.e., communication flows vertically up through the organization and horizontally across the organization).	14	3.9
8. What are the strengths of the current governance structure? Please give specific examples.	See Attached	
9. How can we improve the current governance structure? Please give specific examples.	See Attached	

2002-03 Strategic Planning Council - Evaluation On Governance Questions and Comments

1. The roles and responsibilities of the planning councils (Administrative Services, Human Resource Services, Instructional, and Student Services) are clearly defined and understood	NO. SURVEYED	AVG. RATING
	14	3.7

Comments:

1. I feel they are just one more meeting and there is no "planning"
2. Until voting was allowed, the Councils were not that effective
3. I think that the budget cuts finally brought the role of the councils to light. The roles and responsibilities are just being understood.
4. I think this has been problematic, as some councils are perceived as "rubber stamps" for their VP while others engage in lively debate. Having the councils vote is progress.

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.	NO. SURVEYED	AVG. RATING
	14	4.1

Comments:

1. The structure does provide opportunity but leadership must ensure. All have not been consistent.
2. Whether groups' ideas/views are considered is debatable.
3. The opportunity is there and should be taken advantage of. Some groups (or perhaps their representatives) are more articulate then others and some staff may be reluctant to speak up in the current climate.

3. The process for proposing changes (e.g., changes to committee members, establishing a new committee) to the governance is clearly defined and understood.	NO. SURVEYED	AVG. RATING
	14	4.2

Comments:

1. Its clear to me and should be clear to anyone who takes the time to read the information available.

4. The process for presenting issues or matters for discussion within the governance structure is clearly defined and understood.	NO. SURVEYED	AVG. RATING
	14	4.1

Comments:

2. There is a process?
3. Clearly defined perhaps could be better understood.

5. The planning councils spend the appropriate amount of time discussing and acting upon issues and topics.	NO. SURVEYED	AVG. RATING
	13	3.6

Comments:

1. Time must be allowed in Planning Councils so no surprises at SPC.
2. I do not sit on any planning councils and can't answer this accurately. Some councils are seen as "rubber stamps" but I have no way to assess the accuracy of this information.
3. I do not attend planning councils.
4. Can't talk about other councils

6. Overall, the planning councils have operated effectively this year.	NO. SURVEYED	AVG. RATING
	13	4.0

Comments:

1. I feel the budget crisis was a hindrance in the planning process
2. Until voting was allowed, the Councils were not that effective
3. I am familiar with one
4. Generally yes. These were forums for information and decision making (except for the student services until recently) appears to be out in the open. I understand student services planning council is better.
5. They are just beginning; so far so good.

7. The governance structure allows for expression of ideas, input, and feedback at all levels of the institution (i.e., communication flows vertically up through the organization and horizontally across the organization).	NO. SURVEYED	AVG. RATING
	14	3.9

Comments:

1. I agree that the structure "allows" for expression of ideas etc. However, the "flow" of information horizontally is dependent on the specific people in positions.
2. Not as well as it could & probably should
3. We need to do better at this and it is a responsibility of the SPC members, planning council members and the President. I think this will improve as the new system evolves and we get more comfortable with it.
4. People seem to express their really strong feelings via email.

8. What are the strengths of the current governance structure? Please give specific examples.

Comments:

1. Ability for all constituent groups to contribute
2. Processes, once initiated, are followed effectively.
3. This is difficult to answer. Some groups are not willing to move forward.
4. Adequate constituent representation - open meetings - good dialogue
5. It is consistent, open and allows for free flow of information.
6. Inclusiveness
7. It has a structure i.e., process, which hasn't previously existed. Things are finally happening.
8. Opportunity for participation from all constituencies across the institution.
9. The intent is excellent, the vality is a sham.
10. The structure is in place. Now people have to learn how to use it.

9. How can we improve the current governance structure? Please give specific examples.

Comments:

1. Give it a chance to work
2. Open process to each individual by making concerted efforts to define governing process to all individuals.
3. This is difficult to answer. Some groups are not willing to move forward.
4. The people who serve need to communicate with constituents otherwise it is only an elite group.
5. Provide training to new constituent representatives
6. Ensure consistency in how all planning councils operate. Inclusive & participatory=builds trust.
7. In this current climate of financial uncertainty, massive change and contentious union negotiations, it's a miracle that we accomplished as much as we did. I recommend that everyone (individuals/groups) take a literal and figurative deep breath before speaking, sending emails, posturing etc. and try to look at what's best for the institution. Suspicion, name calling, and overt hostility are counterproductive as are hidden agendas. These have not occurred in SPC to my knowledge but their presence on the campus have hampered the group's effectiveness.
8. Consider other ideas; don't use SPC as a gp. that has defined roles but no power, empowerment, or true input.
9. Continue working it.