PALOMAR COLLEGE
Learning for Success

STRATEGIC PLANNING COUNCIL
AGENDA

MEETING TYPE:				
	x	Staff	Date:	11/18/03
		Product/Project	Starting Time:	2 p.m.
			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, Ivey, Jay, Key, Madrigal, Magana, McCluskey, Miyamoto, Owens, Patton, Soto, Spear, Wallenius**

RECORDER: **Josie Silva**

Order of Agenda Items	Desired Outcome	Resources Used	Time Allotted
A. MINUTES – November 4, 2003	Decision		2 min.
B. ACTION ITEMS/SECOND READING **None**			
C. FIRST READING **None**			
D. DISCUSSION/INFORMATION ITEMS			
1. Selection of Administrative Co-Chair for Technology Master Plan Committee	Information		60 min.
2. Phone & Register System Herman Lee	Information/Discussion		
3. 2003-04 Annual Implementation Plan - November Status Report	Information/Discussion		
4. Full Time Obligation/50% Law Implications - Michelle Barton, Berta Cuaron, Jerry Patton	Information/Discussion		
E. REPORTS OF PLANNING COUNCILS			20 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

1. **Institutional Review Committee Structure**
   Second Reading - December 2

H. OTHER ITEMS

1. **Board Policy Reference Numbering** Handout

PALOMAR COLLEGE
Learning for Success

STRATEGIC PLANNING COUNCIL
MEETING MINUTES
November 18, 2003

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, November 18, 2003, in SU-18. The meeting was called to order at 2:00 p.m. by Mr. Joe Madrigal since Dr. Amador was on her way back to campus from a meeting in San Diego.

ROLL CALL

Members Present:	Amador, Barton, Bishop, Cater, Cuaron, Dowd, Drinan, Eberhart, Frady, Giese, Halttunen, Ivey, Madrigal, McCluskey, Miyamoto, Owens, Patton, Soto, Spear, Wallenius
Members Absent:	Dimmick, Jay, Key, Magana
Guests Present:	Jayne Conway, Sue Doran (for Dimmick), Herman Lee, Josie Silva, Mark Vernoy

A. MINUTES

MSC (Halttunen/Dowd) to approve the minutes of the meeting of October 21, 2003, with revisions
MSC (Halttunen/Dowd) to approve the minutes of the meeting of November 4, 2003 as submitted

At this time, Dr. Amador joined the meeting.

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

C. ACTION ITEMS/FIRST READING – There were none.

D. DISCUSSION/INFORMATION ITEMS

1. Selection of Administrative Co-Chair for Technology - Master Plan Committee

Dr. Amador informed the Committee that Dr. Mark Vernoy was selected to be the Administrative Co-Chair for Technology-Master Plan Committee.

2. Phone and Register System (PAR)

Herman Lee gave a presentation on the PAR system. He distributed a report in which students were surveyed on the use of telephone registration versus on-line registration. **(Exhibit D2)** Mr. Lee informed the committee of the costs involved if the District continues with the telephone registration system. He assured everyone that Student Services is well prepared to help individual students who need help registering for classes. Employees in various areas of the campus will be trained to answer questions and help register students on-line. Dr. Amador stated that SPC made the decision last spring to go forward with on-line registration and to phase out PAR. Staff was asked to develop a list of all the ways students will be assisted and present it to SPC on December 2.

3. 2003-04 Annual Implementation Plan - November Status Report

The 2003-2004 Annual Implementation Plan November, 2003, status reports were reviewed. **(Exhibit D3)**

4. Full Time Obligation/50% Law Implications

Ms. Barton discussed the full-time obligation requirement and reviewed in detail how the obligation number is calculated. She stressed that the obligation number is recalculated for a district several times and the implications to the district when it falls below its obligation. Mr. Patton discussed the issue of the 50% law and the implications to the District if the District falls below the 50%. The District is currently at 50.48% which is acceptable, but with the SERP retirements, the 14 vacant faculty positions that were vacant before the SERP, and with the possible Golden Handshake retirements, the District will fall under the 50% full-time obligation in 2003-04. Ms. Cuaron stated that IPC was currently prioritizing eight additional faculty positions. Mr. Madrigal pointed out that the 50% law is purely instructional and does not include counselors and librarians. Recruitment is underway for ten full-time faculty positions. Mr. Patton said that the funding for the eight additional positions has remained in the budget. At this time, Ms. Maryann Drinan stated that PFF is not supporting the hiring of the additional full-time faculty. A lengthy discussion followed regarding the 50% law, the full-time obligation, and the District's decision to hire eight more faculty for a total of 18 for the 2004-05 academic year.

Ms. Drinan again brought up the issue of the District's administration costs versus instructional costs and referred to information Dave Forsyth had gathered. Ms. Michele Barton is in disagreement with the data Mr. Forsyth gathered and explained the circumstances behind the incorrect data that was reported in the past. Ms. Barton also stated that she will be getting together with Dave Forsyth to help clear up any misunderstanding of the reported data and to furnish the correct information. Dr. Bonnie Dowd asked Ms. Barton to prepare a written report detailing this information.

E. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council

Mr. Patton reported that the Council is discussing changes to Comet Circle and hopes to make Comet Circle into a two-way road from Borden to Mission. The Facilities Review Committee approved a T-shop parking lot expansion and a Cingular Cell site. Mr. Patton further reported that the Safety & Security Committee assigned work groups to work on the Safety/Risk Management Board Policies.

2. Human Resource Services Planning Council

Dr. Miyamoto reported that the Council is still working on the administrative procedures to ensure the evaluation process of classified employees and managers is completed properly. He also mentioned that the Technology Training Coordinator, Erin Messersmith, has returned from maternity leave and will continue to implement more training courses.

3. Instructional Planning Council

Ms. Cuaron reported that Norma Bean volunteered and was supported to serve as the IPC representative on the Equipment Replacement Task Force. Ms. Cuaron also stated that extensive discussion took place on the implications of the full-time faculty obligation, the 50% law, and the proposed need to hire eight additional faculty for 2004-05.

4. Student Services Planning Council

Mr. Madrigal reported that the SS Planning Council met on Nov. 12, 2003. There were two items on the agenda.

First item: A presentation was given to the Council by Sue Doran and Rick Gommel providing a demonstration of the new PeopleSoft Upgrade features dealing with student self help features for registration and class lookup.

Second item: A new title was decided on for the Dean of Counseling and Matriculation. The new title is Dean of Counseling Services.

F. REPORTS OF CONSTITUENCIES

1. Administrative Association – There was no report.

2. Associated Student Government

Mr. Soto reported that the ASG collected donations for the Fire Victims Assistance Fund and will be giving these funds to the Foundation for distribution. Mr. Soto also said he will meet with ASG to discuss the phasing out of PAR.

3. Confidential and Supervisory Team - There was no report

4. CCE/AFT – There was no report.

5. **Faculty Senate**

Steve Spear reported that Berta Cuaron, Mike Rourke, and Beth Lowe will be meeting on November 24, with the Faculty Senate to review the Institutional Review Process. He mentioned that an ad hoc committee has been formed to revise the Faculty Manual. Dr. Spear also stated that Judy Eberhart has been appointed Professional Development Coordinator for the next two years.

6. **PFF/AFT** – no report

G. PENDING ITEMS

1. **Institutional Review Committee Structure**

The second reading for this item will be December 2, 2003.

H. OTHER ITEMS

1. **Board Policy Reference Numbering**

This document was passed out to members for informational purposes. **(Exhibit H1)**

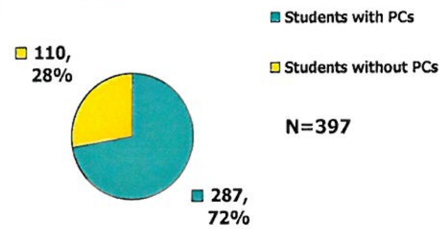
There being no further business, the meeting was adjourned at 4:55 p.m.

D-2

*e*Services Profile

3

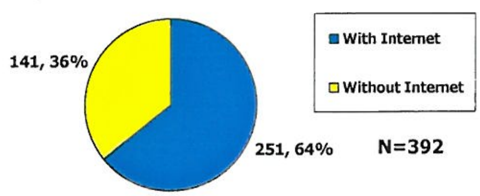
Use of Personal Computers Survey Fall 2002-Spring 2003



4

Survey on Internet Access

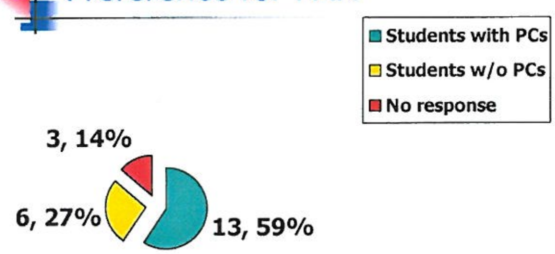
Do you have internet access from home?



Note: 21 students indicated they preferred PAR

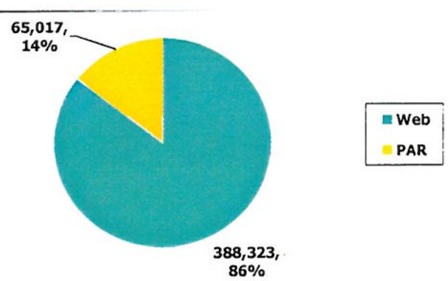
5

Preference for PAR



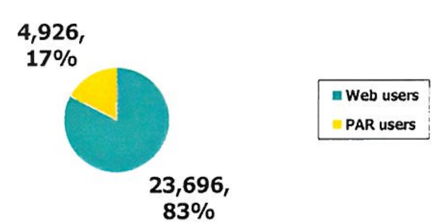
6

Actual Usage "Hits"



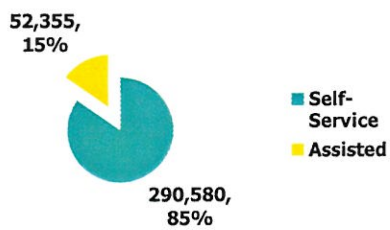
7

Actual Usage: Unique Students

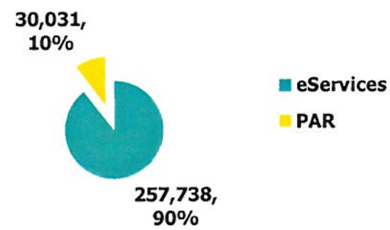


8

Enrollment Requests



Self-Service Enrollment Requests



PAR: Convenience but Limitations

- Limited service – 96 lines (split)
- Questionable reliability
- Incompatible with Project 8

What does it cost to maintain PAR?

- $14,000 annual telephone line payment
- $4,500 annual software maintenance fee
- $2,116 annual hardware maintenance
- **Total annual ongoing cost= $20,616**

savings

Estimated PAR Continuation Costs FY 04-05

	Edify V.7.6	TouchNet 24 lines v.8.1	EPOS 48 lines –V.8.1
License Fees	$0	$86,000	$116,000
Annual Maintenance	$4,500	$11,955	$12,828
Hardware Maintenance	$2,116	$0	$0
One year maintenance for v7.6 updates	$100,000	$0	$0
Telephone Lines	$14,000	$8,160	$16,320
Training/implementation support	$0	$14,500	~~$156,148~~
Total Cost Estimated	**$120,616**	**$120,615**	**$156,148**
Project 8 Delay	12-15 mos.	3-5 mos.	3-5 mos.

Conclusions

- Continue plan to phase out PAR
- Implement Project 8 as soon as possible
- Provide training to staff and students on v.8 self-service. Provide online tutorials.
- Continue with the Help Line

D3

Approved by SPC, 9-16-03

PALOMAR COLLEGE
Learning for Success

Strategic Plan 2005
Annual Implementation Plan
2003-2004

Objective/Activity 1 ***Goal: Student Success***			**Primary Person(s):** VP Student Services, Chief Advancement Officer
Increase scholarship recipients by 10% through improved processes and procedures (02-03) **Major tasks / plans to accomplish goal.** 1. Update and simplify scholarship application. 2. Maximize alternative outreach and awareness forms of media. 3. Work with Instructional area and other Student Services departments to distribute information to students.			**Assigned Groups:** Scholarship Committee
Estimated Cost:	One Time		**Funding Source:** Foundation, General Funds
	Ongoing	X	**Time Line:** June, 2004

November, 2003 1. Scholarship application updated, simplified and made available to student on August 1st. 2. Scholarship Program Information Booklet available to students November 1st. 3. Application and program information available on the Financial Aid web page and front counter.	February, 2004	May, 2004

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="3">Objective/Activity 2
Goal: Student Success</td><td colspan="2">Primary Person(s): VP Instruction; VP Student Services</td></tr>
<tr><td colspan="3">Provide comprehensive and innovative class scheduling options to improve accessibility and timely program and degree completion (02-03)

Major tasks / plans to accomplish goal.

1. Designate student services managers to serve on the VP of Instruction Cabinet and Enrollment Management Planning Group.
2. Support staff participation on School Web Services Implementation Team.
3. Customize student e-services and replace current class search.</td><td colspan="2">Assigned Groups: Instructional and Student Services Deans; Chairs and Directors</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td colspan="2">One Time</td><td colspan="2">Funding Source:</td></tr>
<tr><td colspan="2">Ongoing X</td><td colspan="2">Time Line: June, 2004 (Plan)</td></tr>
<tr><td colspan="2">November, 2003

1. This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04.

2. IPC formed a Work Group for this goal at its 10/8/03 meeting and the Work Group began its dialog on 10/22. Representatives from Student Services will be asked to participate in this discussion..

3. VPI Cabinet met on 10/8 and 10/22 to discuss Enrollment Planning Strategies</td><td colspan="2">February, 2004</td><td>May, 2004</td></tr>
</table>

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="3">Objective/Activity 3
Goal: Student Success</td><td>Primary Person(s): VP Instruction; VP Student Services</td></tr>
<tr><td colspan="3">Improve articulation with area high schools at the discipline level and within student services (02-03)

Major tasks / plans to accomplish goal.

1. Promote / support Articulation staff to:
   ▪ Articulate top 20 majors for each UC Dual Admissions Program.
2. Review Tech Prep agreements with local high schools for currency.
3. Schedule / evaluate the annual High Schools Administrators' Meeting / Luncheon to provide dialogue between school representatives and college officials.
4. Increase enrollment in University Links Program.
5. Provide financial aid information nights to high school students / parents.
6. Develop / implement outreach efforts to the new Mission Hills High School.
7. Increase recruiting of local high school student athletes in identified sports.
8. Increase ASG awareness in local high schools.</td><td>Assigned Groups: Chairs & Directors; Instructional and Student Services Deans; Matriculation & Transfer Advisory Committee; Articulation Officer</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td colspan="2">One Time</td><td>Funding Source: Matriculation/General Fund</td></tr>
<tr><td colspan="2">Ongoing X</td><td>Time Line: June, 2004</td></tr>
<tr><td colspan="2">November, 2003

1. This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04.

2. IPC formed a Work Group for this goal at its 10/8/03 meeting and the Work Group began its dialog on 10/22/03.

3. A plan for articulating high school Fire and Police Academies at Missions Hills High School with Palomar's public Safety Program has been presented to SMUSD. Classes will start Fall 2004.</td><td>February, 2004</td><td>May, 2004</td></tr>
</table>

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 4
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

Major tasks / plans to accomplish goal.

1. Define joint projects with Instruction to improve retention.
2. Increase the number of Ed. Plans developed by counselors by 5%.
3. Work with Research and Planning Office to create Research Agenda for Student Services.
4. Utilize student e-mail to increase communication effectiveness. — Bonnie Dowd
5. Implement Project 8, SA upgrade.
6. Implement one-stop admissions and financial aid services.
7. Implement a Bursar's operation in the Student Services Center.
8. Provide quality health, wellness and prevention services to meet the needs of students.

Estimated Cost:		**Funding Source:**
One Time		
Ongoing	X	**Time Line:** June, 2004 (January, 2004 – Plan)

November, 2003

1. This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04.

2. IPC formed a work group for this goal at its 10/8/03 meeting and the work group began its dialog on 10/22/03. Representatives from Student Services will be asked to participate in this discussion.

3. The work group agreed to begin a scan of research regarding retention both globally and specifically in terms of what we know regarding retention and the Palomar College Student. Some of that data was distributed to the committee.

February, 2004

May, 2004

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 5 ***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) **Major tasks / plans to accomplish goal.** 1. Meet with Student Services managers and Student Services Planning Council to share information and open lines of communication with all Student Services departments. 2. Align all Student Services mission statements, goals and objectives with Palomar College Board and Strategic Planning Council goals. 3. Seek external funding / grants that support the college's learning culture. 4. Implement an exit survey for all second-year student athletes.		**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 This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04.	February, 2004	May, 2004

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="3">Objective/Activity 6
Goal: Teaching and Learning Excellence</td><td colspan="2">Primary Person(s): President; Faculty Senate President</td></tr>
<tr><td colspan="3">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)

Major tasks / plans to accomplish goal.

1. Provide Student Services representation on the Learning Outcomes Task Force.
2. Implement transfer survey to develop transfer and athletic scholarship data.
3. Provide cohort information for student athletes for Fall 1999, 2000 and 2001.
4. Define and evaluate the contributions of Student Services departments to student learning outcomes measures.</td><td colspan="2">Assigned Groups: VP Instruction; Director, Institutional Research & Planning; Institutional Review Committee; IPC; Chairs and Directors ??</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td colspan="2">One Time</td><td colspan="2">Funding Source:</td></tr>
<tr><td colspan="2">Ongoing X</td><td colspan="2">Time Line: April, 2004</td></tr>
<tr><td colspan="2">November, 2003

This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04.
add Dr. Amador's comments</td><td colspan="2">February, 2004</td><td>May, 2004</td></tr>
</table>

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 7 ***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
Training and Development of staff continues to be an ongoing process as staff has opportunities to enroll in courses and workshops through the HRS Training and Development component. With the return of Erin Messersmith, Training and Development Coordinator, from maternity leave, this goal will be more fully developed in the coming months.		

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 8 ***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, 2004 HRSPC has completed a first draft of a procedure to ensure that supervisors evaluate their direct reports on a regular cycle with formal and timely follow-up. The procedure includes timely notification to supervisors of when and how many evaluations are forthcoming, a timeline in which to have the evaluations completed, and accountability for completing the evaluations on time as well as consequences for not doing so. There is also a mandatory evaluation training workshop component as well as a training component for the evaluation.	February, 2004	May, 2004

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 9 ***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 – An "In-Progress" Report	February, 2004	May, 2004
1. Work Plan: (a) study prior year financial statements (b) analyze state budget/fiscal status (c) run simulations of various % of carryover potential (d) address inequities between departmental budgets 2. Who: RAC formed sub-committee 3. Goals: (a) maintain fiscal stability (b) simple, easy & flexible (c) consistent balance of carryover funds (d) alternatives in budget crisis (repayment if depleted) (e) make recommendation (f) consider zero-base budgeting. 4. Timeline: March, 2004 for plan 5. Tasks: (a) run simulations of prior years at various %; (b) analyze impact of simulations ; (c) use five year forecast model with various % carryover and analyze impact on ending fund balances in Fund 11; (d) make recommendation through RAC to SPC.		

Continued: Objective 9 6. Done to date: sub-committee has draft proposal ready for next RAC meeting Barriers: State Budget Crisis		

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="3">Objective/Activity 10
Goal: Resource Management</td><td colspan="2">Primary Person(s): VP Finance & Administrative Services</td></tr>
<tr><td colspan="3">Continue efforts to make budget reports user-friendly (02-03)</td><td colspan="2">Assigned Groups:</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td colspan="2">One Time</td><td colspan="2">Funding Source:</td></tr>
<tr><td colspan="2">Ongoing X</td><td colspan="2">Time Line: June, 2004</td></tr>
<tr><td colspan="2">November, 2003 – Work Not Started Report

1. When start: after final audit report and financial statements are finalized.

2. Barriers: learning curve for new Director</td><td colspan="2">February, 2004</td><td>May, 2004</td></tr>
</table>

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="2">Objective/Activity 11
Goal: Resource Management</td><td colspan="2">Primary Person(s): VP Instruction; VP Finance & Administrative Services</td></tr>
<tr><td colspan="2">Develop and implement a long range budget plan for computer hardware and software upgrades and/or replacement (02-03)</td><td colspan="2">Assigned Groups: Technology Committee; Revenue Allocation Committee; VP Student Services; VP Human Resource Services</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td>One Time X</td><td colspan="2">Funding Source: General Fund; Categorical</td></tr>
<tr><td>Ongoing</td><td colspan="2">Time Line: June, 2004</td></tr>
<tr><td colspan="2">November, 2003 – Work Not Started Report

1. When will work begin: Requested SPC approval for a Technology Master Plan Task Force to address this objective. Upon SPC approval Task Force will convene and begin work.

NOTE: Equipment Task Force is working on budget plan for line item budget for replacements.

2. Barriers: Only barrier was clarification of responsibility. New Technology Master Plan Task Force will now develop master plan that will drive funding requests.</td><td>February, 2004</td><td>May, 2004</td></tr>
</table>

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="2">Objective/Activity 12
Goal: Resource Management</td><td colspan="2">Primary Person(s): VP Finance & Administrative Services; VP Instruction; VP Student Services</td></tr>
<tr><td colspan="2">Ensure planning and Revenue Allocation processes effectively address the equipment replacement needs of the educational and student services programs of the college (ACC)</td><td colspan="2">Assigned Groups: Revenue Allocation Committee</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td>One Time X</td><td colspan="2">Funding Source:</td></tr>
<tr><td>Ongoing</td><td colspan="2">Time Line: January, 2004 (Plan)</td></tr>
<tr><td colspan="2"><u>November, 2003 – In-Progress Report</u>

1. Work Plan: (a) Review Equipment Inventory for age and warranty (b) Request departmental action plans to include equipment replacement needs (c) Establish permanent procedures (d) Develop master list of replacements and amount (e) Fund $250,000 in FY04-05.

2. Who: Taskforce

3. Goals: (a) Establish annual procedures
(b) Fund a minimum of $250,000 annually

4. Timeline: January, 2004 for plan

5. Tasks: (a) produce equipment inventory list (b) analyze age/condition/cost (c) analyze departmental requests in action plans (d) make recommendations

6. Done to date: Equipment inventory lists being prepared

7. Barriers: State Budget Crisis</td><td>February, 2004</td><td>May, 2004</td></tr>
</table>

Objective/Activity 13 ***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 Employment Services is in the process of identifying new strategies to improve the diversity of full-time faculty applicants. Included in the recommendations and strategies are dealing with the wording in job announcements, reviewing preferred qualifications, external recruitment advertising and improved hiring committee training. The HRSPC will ask representatives of Faculty Senate to provide additional input and recommendation into this process.	February, 2004	May, 2004

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 14 ***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 – In-Progress Report	February, 2004	May, 2004
1. Work Plan: (a) Board approved $500,000 annual contribution (b) develop an aggressive investment plan (c) Recommend adjustment to fully amortize liability 2. Who: Governing Board Finance Committee 3. Goals: (a) Fund initial amortization of $500,000 annually (b) develop investment strategy (c) review to determine adequacy of annual amount 4. Timeline: January, 2004, for plan on investing 5. Tasks: (a) prepare RFP for investment managers (b) select investment managers 6. Done to date: Annual funding plan in place 7. Barriers: scheduling Board Finance Committee		

Objective/Activity 15
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 | Ongoing X

Funding Source: General Funds

Time Line: June, 2004

November, 2003 - In-Progress Report	February, 2004	May, 2004
1. Work Plan: Develop outline sections, assign people to outline, develop short and long range plan and objectives. a) Facilities Review Committee and Facilities Departments are working on plans; b) Goals include Standards of Quality, Benchmarks, and a list of Facilities Improvement Projects. c) Tasks include outline, staff assignments, funds and schedule improvement projects. d) Timelines vary for each task but all tasks and objectives to be completed by June 2004. e) Outline is complete, tasks are assigned, 2002-03 improvement projects completed or in-progress. 2. No other group shares responsibility. 3. We will check impact and success by the number of projects completed, annual survey on staff/student satisfaction, 3DI, FCI index. 4. There have been some barriers – not enough staff time to develop plans and meet other responsibilities and limited funding for facilities maintenance and improvement projects.		

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 16 ***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 – An "In Progress" Report	February, 2004	May, 2004
1. Work Plan: Develop outline, assign staff to work on outline section, develop short and long range objectives. a) Facilities Review Committee, Facilities Department, and Campus Police are working on plans. b) Goals include: determine parking ratio, a list of short-term parking improvement projects and a parking master plan. c) Tasks include: develop outline, collect data, develop list of parking improvement projects. d) Timelines vary for each task; outline is completed, list of proposed projects is completed and master plan will be completed by June 2004. e) So far, the outline is completed and a list of projects has been proposed but we have not completed the back-up information. 2. Yes, Facilities Review Committee, Facilities Departments and Campus Police will all be required to review master plans before it is submitted. 3. We will check the impact and success by an annual review of the parking improvement projects to see what was completed, annual survey of students/staff satisfaction and compare parking ratio to desired level. 4. There have been some barriers – not enough staff time to develop plans and still meet other responsibilities.		

Strategic Plan
Annual Implementation Plan 2003-2004

<table>
<tr><td colspan="2">Objective/Activity 17
Goal: Facilities Improvement</td><td>Primary Person(s): VP Finance & Administrative Services;</td></tr>
<tr><td colspan="2">Evaluate and improve district-wide facilities-related safety and security throughout District (02-03)</td><td>Assigned Groups: Safety & Security Committee; Director of Facilities; Manager, Environmental Health & Safety; Chief of Police; Director of Education Centers</td></tr>
<tr><td rowspan="2">Estimated Cost:</td><td>One Time</td><td>Funding Source: Parking Fund; General Fund</td></tr>
<tr><td>Ongoing X</td><td>Time Line: June, 2004</td></tr>
</table>

<table>
<tr><td>November, 2003

1. Work Plan:

Develop outline, assign responsible staff to their areas, evaluate and develop short and long term objectives and costs.
a) Safety & Security Committee, Facilities Department, Environmental Health & Safety, Risk Management, Campus Police, Health Services and Director of Extended Education are working on this plan.
b) Goals include evaluating all areas for safety and security, develop solutions to problems, develop district-wide safety program (backed by Governing Board Policy) and request annual budget for safety and security.
c) Tasks include: develop outline and staff assignments, collect data, develop list of safety and security problems and solutions, start developing a District Safety & Security manual.
d) Timelines are: November 2003 for outline and staff assignments, February 2004 for draft of Governing Board Policy and June 2004 for the Master Plan.
e) Completed to date: outline is completed, areas are assigned. A few groups are working on their section of the plan.</td><td>February, 2004</td><td>May, 2004</td></tr>
</table>

Continued: Objective #17 2. A large number of groups will be involved in the development of the plan and the District Safety & Security Manual. This project will require assistance from all segments of the District. 3. We will check the impact and success by reviewing safety and security incident reports to compare the numbers. We will survey Students/Staff annually on their satisfaction with this plan. 4. There have been some barriers – not enough staff time to evaluate problems, develop solution plans and still complete your normal job duties. Funding will also become a barrier to dealing with identified safety hazards.		

Strategic Plan
Annual Implementation Plan 2003-2004

Objective/Activity 18 ***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 – In-Progress 1. Work Plan: (a) Task Force has revised policy and procedures (b) survey Southern California CCC for facility use rates (c) process through governance structure for final Board approval. 2. Who: Facility Use Task Force 3. Goals: a revised, up-dated Facilities Use Policy and Procedures 4. Timeline: (a) Revisions are completed (b) surveys have been sent out, awaiting responses 5. Tasks: (a) complete survey (b) finalize rates (c) process through governance structure 6. Done to date: Draft of policy and procedures completed 7. Barriers: None	February, 2004	May, 2004

H1

BOARD POLICY
REFERENCE NUMBERING

BP 1XXX .... District

BP 2XXX .... Board of Trustees

BP 3XXX .... General Institution

BP 4XXX .... Academic Affairs

BP 5XXX .... Student Services

BP 6XXX .... Business and Fiscal Affairs

BP 7XXX .... Human Resources