



STRATEGIC PLANNING COUNCIL AGENDA

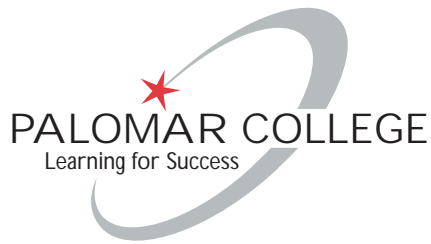
Date: February 3, 2004
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: SU-18

CHAIR: Amador

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

RECORDER: Baldrige

	Exhibits	Time
A. <u>MINUTES</u>		2 min.
1. Approve Minutes of December 2, 2003		
B. <u>DISCUSSION/INFORMATION ITEMS</u>		
1. Statewide Funding Formula Community Colleges	Exhibit B1	15 min.
2. Budget		
a. Updates		15 min.
b. FY 04-05 Budget Development	Exhibit B2B	10 min.
3. Community College Survey of Student Engagement		
4. Governance Structure Document		5 min.
5. Student Learning Outcomes Task Force	Exhibit B5	10 min.
C. <u>REPORTS OF PLANNING COUNCILS</u>		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		
D. <u>REPORTS OF CONSTITUENCIES</u>		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		
E. <u>OTHER ITEMS</u>		



STRATEGIC PLANNING COUNCIL MINUTES

February 3, 2004

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, February 3, 2004, in SU-18. The meeting was called to order at 2:01 p.m. by Dr. Sherrill L. Amador.

Roll Call

Members Present: Amador, Barton, Bishop, Cater, Cuaron, Dowd, Drinan, Eberhart, Frady, Giese, Halttunen, Jay, Madrigal, McCluskey, Miyamoto, Owens, Patton, Soto, Spear, Wallenius

Members Absent: Dimmick, Key, Magana, Designee for Faculty Senate Past President

Guests Present: Barbara Baldridge, Sue Doran (for Dimmick)

A. Minutes

MSC Halttunen, Soto

The minutes of the meeting of December 2, 2003, were approved with the following corrections:

Page 1, two motions near the bottom of the page that were defeated should read, "MS Motion did not pass."

Page 3, F-5, second sentence should read, "They met yesterday with Marty Hitelman"

Dr. Amador asked that each of the constituent groups be certain that they have the appropriate number of representatives appointed to SPC.

B. Action Items/Second Reading – There were none.

C. First Reading – There were none.

D. Discussion/Information Items

1. Statewide Funding Formula - Community Colleges

Dr. Amador noted that each member of SPC had received a copy of the CCLC's "League Issues Brief" regarding the statewide funding formula for community colleges. (**Exhibit D-1**) She discussed the potential for a new funding formula contained in this document. Our existing formula for community colleges is so convoluted, misunderstood, and hard to calculate that it does not work from a practical standpoint. It is also very inequitable in that it is program-based funding. When it was created, it attempted to appease a variety of groups, not change anything, but call it something new. It became very evident through last year's budget negotiations that community colleges are not funded appropriately because of the interests of equalization, growth, and the issue of non-credit funding. Many feel that community colleges' adult education FTES should be funded at a higher level than high school adult education. Each of these three interests have gone to their legislators to attempt to get action. As a result, nothing has happened. Consequently, the statewide funding formula has been developed. It is a work in progress, and Exhibit D-1 indicates the status as of December, 2003. In January, the new Governor's budget came out with favorable indications for community colleges in his initial proposal for 2004-05. It has something for each of the three interest groups but not necessarily what each of those groups wanted. That could be a concern for us if we get into a fight outside of our system as to how the funding formula is going to work. As of last week, there was still hope of doing something with the new funding allocation and going along with what the Governor has proposed. Some of the people in the interest groups are already promoting their own issue. There is an attempt to bring the various groups

together, so that the system can come up with one proposal from our system. One of the major issues that goes across all three areas of interest is how to treat the census. The proposal gives a center an extra million dollars. The term “center” needs to be more clearly defined. It is the commitment of the CEO Board, whether we get funding or not, to try to resolve the issue of the formula. Once that is done, as money comes into the system, there will be a formula to distribute it.

Jerry Patton noted that Palomar College is 63rd out of the 72 districts in the state, in terms of funding. We are at \$3,592 per FTE. The highest college is over \$8,000. Dale Wallenius added that if we were brought up to the average by adding another \$180 per FTE, it would bring close to \$3 million each year to the College.

2a. Budget Update

Jerry Patton provided an update on the 2003-04 budget. So far, we have not had any mid-year reductions. We are awaiting property taxes and student fees. The last two years, we have not received backfill. CCLC is urging passage of Propositions 55-58 on the March 2 ballot.

The Governor’s proposal for 2004-05 includes 3% growth. Our growth cap will be about 1.7%. It includes \$80 million equalization. One way of funding COLA of 1.84% would be to take \$20 million from equalization, leaving \$60 million. The difference would be made up from the general fund. There is also consolidation of categorical programs.

Dr. Amador added that it is proposed to increase enrollment fees again, probably to \$26 per unit so that students will be eligible for federal funds. Currently, we are not able to access those funds because our fees are so low. Students will be upset about the increase in fees; however, it may not be good strategy to protest it given the severe budget situation. Our fees per unit would still be much lower than the rest of the nation. The Governor has now put more money on the table for community colleges than for either of the other higher education systems. Although we are not pleased with an increase in fees, we probably should not spend our efforts fighting the Governor on this issue.

Mr. Patton noted that if the equalization drops from \$80 million to \$60 million, growth, COLA, and equalization would increase Palomar’s budget by about \$3.8 million for 2004-05. However, if the propositions on the March 2 ballot fail, it would mean a 25% cut for all state agencies. A grass-roots effort similar to the one undertaken last year needs to take place. Mr. Patton also reported that lawsuits pending may have an effect on the budget.

Dr. Amador noted that there are four resolutions on the next Board agenda urging the electorate to vote for Propositions 55-58. Both 57 and 58 must pass in order for either of them to take effect.

2b. FY 04-05 Budget Development

Jerry Patton noted that if the bond passes, we will be OK for FY 2003-04. That makes the Governor’s budget look very positive. There will be much discussion between March 2 and the May revise. As we look toward budget development, a calendar has been developed, which Mr. Patton distributed at this time. **(Exhibit D-2b)** This exhibit will be on the Administrative Services website. Mr. Patton briefly discussed the information. This afternoon the Revenue Allocation Committee will discuss asking the planning councils to submit additional requests above and beyond the continuation or roll-over budget. In light of the potential cutback that may occur, it is expected that these submissions will be frugal. It is suggested that not more than three of the highest priorities each planning council be submitted. Later on, when the realities of the 2004-05 budget are known, we could come back and revisit any additional requests.

Mr. Patton also distributed copies of a Budget Development Work Flow Chart, indicating the process for submitting proposed budgets. Dr. Amador noted that most of the work of prioritizing will be done by the planning councils before submitting them to SPC.

3. Community College Survey of Student Engagement

Michelle Barton noted that our strategic plan evaluation includes a measure of student feedback for a means of collecting student information. Specifically, the plan calls for administering the Community College Survey of Student Engagement. In our AIP this year, there is an objective to develop and implement programs and services to increase persistence, completion, and transfer. In following up on those two items, we discussed administering the CCSSE. It is a national survey designed around research outcomes, retention, completion and persistence, the factors that affect retention, and whether or not students complete their goals. This survey is not the same as the one given a few years ago that was prepared for our accreditation visit. We need to administer it now so that the planning councils may use the information gleaned from it in developing their programs for persistence and retention.

A random sample of 40 to 50 sections will be selected this spring. The faculty members of those sections will be contacted, asking them for permission and a date to administer the survey. A representative from the research office will administer the survey, which will require 20 to 30 minutes of class time. It is proposed that the survey be administered the end of March and beginning of April. A memo will be sent in the next couple of weeks notifying the entire campus community of the survey. The results will probably be available some time in June.

Dr. Amador noted that this survey will give us our much-needed baseline. This will be something that the Student Learning Outcomes group will want to discuss.

4. Governance Structure Document

Dr. Amador distributed copies of the newly revised Governance Structure document and noted that a flow chart had been included. **(Exhibit D-4)** There are still some committees that are awaiting the faculty contract. The Computer Coordinating Committee is awaiting input from the Technology Task Force. Additional hard copies are available in the President's Office. The document will also be placed on the web site.

6. Student Learning Outcomes Task Force

Dr. Amador provided an update on this task force. They started meeting in mid-October and had about four meetings where they attempted to define what they were talking about. The task force has developed objectives to accomplish before it is finished. They revisited the Principles of Assessment document that was distributed several years ago and are considering distributing it again. Staff Development activities on the issue have been set up for March. The biggest chore they have is to make a recommendation for a permanent structure of how the assessment of student learning outcomes will be done at the institutional level. Most of the work will be done in the individual faculty member's classroom; but there are program and institutional levels. More importantly, there is the evidence piece, which is the measurement of how do we know and how to make changes, that needs to be developed. The task force is looking at how to structure the committee, which needs to be approved by this group so that they can actually start the work. A smaller work group will meet during the next two weeks to prepare some initial drafts. Then, they will go back to the task force. Hopefully, by the end of March, SPC will see the first draft, which will then go out to all the various constituent groups. A governance structure request form will be forwarded to SPC.

E. Reports of Planning Councils

1. Administrative Services Planning Council

Jerry Patton reported that the ASPC met on January 22. They discussed the budget and the Equipment Replacement Task Force, which Ken Jay has chaired. They are proposing some Board policy changes having to do with risk management, injury and illness prevention programs, and the smoking policy. They discussed institutional review and integrating it into their action plans.

2. Human Resource Services Planning Council

Jack Miyamoto reported that the HRSPC met on January 27. They finalized the classified evaluation process and the changes recommended through accreditation. In the spring, mandatory workshops will be held for supervisors. Workshops for classified employees will also be held to explain the process and what their supervisors should do. They reviewed the HRS budget draft for 2004-05 and will continue that process until the time comes when they need to approve it. They discussed institutional review and how it relates to District goals. They continued their discussion regarding recruitment and hiring of more diversified faculty. The next meeting will be February 10.

3. Instructional Planning Council

Berta Cuaron reported that the IPC met on January 28. They had a brief presentation from Calvin One-Deer Gavin on the Hispanic Serving Institution designation. The possibility of moving forward with a Title 5 proposal for this next year was discussed and supported by the group. They also had a presentation by Pat Schwerdtfeger on the NCHEA grant, working on the first-year student success rate in collaboration with CSUSM and MiraCosta. They concluded their discussion on establishing baseline data for ADA parity and workload measures. They applied the scores to the measures they were working with and everything fell into place, with the exception of a couple of program areas. They are looking at bringing some recommendations for minor changes to the form used for faculty position priorities. They mapped out the next couple of months with institutional review, establishing their priorities for budget and planning, and their AIP status report.

4. Student Services Planning Council

Joe Madrigal reported that the SSPC met on January 28. They also had a presentation by Calvin One-Deer Gavin. He is moving forward with a presentation that will be taken to the Faculty Senate later this month, trying to get faculty support for the grant under Title 5. The proposal must have faculty buy-in, instructional support, as well as institutional support. If it is successful, we will move ahead and write a planning grant. We will then have an opportunity to gather in groups, college wide, and decide where our priorities are in line with our strategic planning process. Mr. Gavin is to be commended for his efforts in this area. SSPC also discussed credit/non-credit procedural issues and fee exemption for international students. They presented for second reading and approval their institutional review documents and the executive summary prepared by Mr. Madrigal. Those documents will be forwarded to SPC.

Dr. Amador stated that it is her understanding that reports will not come to SPC. Interested parties can look at them on the web site. SPC's connection with the Institutional Review Committee was to check processes and progress and to ensure that training was occurring. The purpose for institutional review for an area was to go to the planning council and use that input for plans, action plans, change of direction, and those kinds of things. SPC wants to be assured that the planning councils are using institutional review information to make their action plans. There are reorganization proposals being discussed involving staff, which will stay within the parameters of the budget. Decisions will be made at the planning council and the information reported to SPC.

F. Reports of Constituencies

1. Administrative Association – No report.

2. Associated Student Government

Amador Soto reported that ASG held its first meeting of the spring semester on January 28 and will meet again tomorrow. They are beginning to plan the spring break festivities. They have one new member and will be recruiting additional members.

3. Confidential/Supervisory Team – No report.

4. CCE/AFT

Becky McCluskey thanked Dr. Amador for taking the Classified Staff Development Day request to the Vice Presidents' meeting and for its approval. It will be held on the afternoon of March 17.

5. Faculty Senate

Steve Spear reported that the Senate started work yesterday on a draft copyright policy and procedure. When it is completed, it will be brought forward to SPC. The faculty members of the Presidential Search Committee will be named by Monday, February 9.

6. PFF/AFT

Mary Millet reported that PFF had an executive board meeting last week. They are having a member meeting on February 27. They had department rep training on January 23. Department reps act as liaisons between the faculty and the elected officers. The next negotiating session will be held this Friday.

G. Pending Items – There were none.

H. Other Items

1. Annual Implementation Plan – February Updates

The February updates of the AIP will be due next week and will be brought to SPC at the February 17 meeting.

2. Curriculum Committee – Student Member

Bruce Bishop asked if his request to have the student member of the Curriculum Committee be a voting member of that committee had been approved by the Faculty Senate. Steve Spear reported that it has been approved. The appropriate correction will be made in the Governance Structure document.

I. Adjournment

There being no further business, the meeting was adjourned at 2:55 p.m.



LEAGUE ISSUES BRIEF

A publication to assist local districts in understanding & responding to statewide issues under review within the League or in the Chancellor's Consultation Process. Provided to CEOs for distribution to and discussion with trustees, staff and others, as appropriate.

December 12, 2003

ISSUE

Is there system-wide support for a new funding allocation mechanism for California Community Colleges?

BACKGROUND

Why is a new allocation formula needed?

Since 1991, community college funding has been allocated by a complex mechanism known as program-based funding. While this formula was intended to establish a higher level for community college funding, the formula was not used successfully to determine the level of funding needed by the colleges, but was used only to allocate funds. Thus, after twelve years, the level of funding varies from district to district and the colleges are not able to serve all the students seeking classes.

A new allocation mechanism is being considered at this time for several reasons:

- Internal demands – There are at least three major areas in which funding has been especially inadequate for district needs. These are: equalization, growth, and noncredit funding rates. Each affects different districts and each has become a significant problem in recent years.
- The state's economic cycle – Community colleges have suffered significant cuts in recent years; this is the time to revise the formula so that future funds are allocated in a way that addresses present inequities.
- The current visibility of the system – Over the last two years, community college funding has been a focal point in Capitol budgetary discussions. Virtually every discussion of Proposition 98 or related issues includes vocal support from legislators seeking assurance that community college interests are considered.
- Changes in leadership provide a unique opportunity – Governor Schwarzenegger has promised that he would propose that legislators fully fund Proposition 98 for community colleges. If the legislators were to do so, this new mechanism could be fully funded with the new funding directed to address significant inequities.

What new funding formula is under consideration?

The formula under consideration is a new allocation mechanism that uses concepts derived from several community college funding studies drafted over the last five years. Its significant advantages include:

- Fully equalizing credit rates among districts over five years;

- Restoring access through growth funding so that colleges will be able to serve students coming to them;
- Increasing the noncredit rate and tying it to the K-12 rate so that colleges can serve noncredit students more effectively;
- No reduction in funding for any district.

(Chief business officers have been provided with information on how this formula would affect their districts. For further information and calculations, go to <http://www.ccleague.org/funding>)

Will the proposed formula address equalization?

Yes. The proposal uses the basic allocation structure proposed in the Newmyer-Dymally report. That basic structure has been amended to recognize the additional costs of operating CPEC-approved centers and large single-college districts. Beyond the basic allocation, the proposal would equalize marginal funding (i.e., the average funding rate districts receive after computationally deducting the basic allocation from prior year's funding) per full-time equivalent student (FTES) over a five-year period. At the end of that time, 68 districts will be within \$100 per student of the second-highest district, thereby achieving equalization and eliminating the need for ongoing equalization funding. (The highest district will continue to be West Kern, a small district with historically significant local revenues.)

Will the proposed formula address growth and access?

Yes. This proposal would provide an infusion of growth funds (5% in 2004-05, 4% in 2005-06, and 3% for the remaining three years of the equalization phase-in) to correct the access gap created over the last eighteen months by the low level of growth funds and mid-year cuts. Growth funds will be allocated at the target rate (the credit rate within \$100 per student of the second-highest district) for all districts. To restore access, districts will be eligible to restore enrollment to the 2002-03 actual enrollment level. The proposal does not change the calculation of individual district growth rates.

How will the formula address noncredit disparities?

Under the current formula, the K-12 adult education rate continues to increase faster than the community college non-credit rate, and noncredit programs and services for students in community college service areas are funded less than those in K-12 service areas. This proposal will increase the community college noncredit rate to the K-12 adult education rate in its third year of operation (2006-07) and tie it to the K-12 rate to avoid future erosion.

Does this allocation formula eliminate categorical programs?

No. The formula under consideration does not eliminate categorical programs. The only change in categorical funding occurs with folding current Partnership for Excellence (PFE) funds into the base so they will receive annual cost-of-living adjustments. There are no other changes which would affect categorical programs.

What are the elements of the formula?

- 1) The formula will provide a basic allocation for each district. That allocation will be \$4 million for single college districts with more than 10,000 FTES; \$3 million per college in multi-college districts as well as single college districts with less than 10,000 FTES; and \$1 million per eligible CPEC-approved center.
- 2) Each district's base funds will be increased by its share of the prior year's PFE funds.

- 3) Marginal funding (i.e., credit funds after computationally deducting the basic allocation from the prior year's funding) per credit FTES will be equalized over five years (or sooner if the budget allows) using the Newmyer/Dymally basic allocation structure.
- 4) Growth will be calculated at 5% for 2004-05, 4% for 2005-06, and 3% for the remaining three years of the phase-in of equalization. In using this growth money, districts will be eligible to restore enrollment to the 2002-03 actual enrollment level. This will correct the access gap created over the last 18 months and avoid penalizing districts which had unfunded enrollment in 2002-03 and were forced to drop these additional students in the current year. These funds will be allocated at the target rate (the newly-equalized rate within \$100 per FTES.)
- 5) Noncredit rates will start at the current community college level of \$2113 per FTES and rise to the K-12 rate by 2006-07. In the years thereafter, the community college noncredit rate will be equal to the K-12 rate and will rise with it.
- 6) Districts will retain student fee revenue for all nonresident students and other students served for whom state apportionment is not provided.
- 7) There will be a continuous appropriation for apportionments to ensure that, if the state budget is delayed, cash payments for essential programs are uninterrupted and property tax shortfalls will be backfilled.

Can this proposal be funded within the Proposition 98 guarantee?

Yes. During the current year, community colleges will receive approximately 10.0% of Proposition 98 funds. The statutory level is 10.93%; in negotiations with the Education Coalition several years ago, agreement was reached on a compromise amount of 10.6% for community colleges. If this proposal were fully funded, its cost would range from a low of 10.06% (2004-05) to a high of 10.41% (2009 -10) of Proposition 98 funds; these levels are lower than the percentage of funds received by community colleges in the best years of the 1990's. To the extent community colleges are successful in making progress toward the previous agreement level, other community college funding elements above the basic proposal would be funded through the normal budget process.

Will this approach increase the amount of funding for community colleges?

Yes. This proposal addresses allocation needs of community colleges to achieve equalization among districts, provide additional growth funding, and increase in noncredit rates to the K-12 rate. To achieve these allocation goals, additional funding will be necessary. However, this proposal does not address the qualitative issues contained in program-based funding.

Does this proposal Fund the Real Cost of Education?

No. While this proposal does not fund the Real Cost of Education at more than \$9,000 per FTES, it at least solves major inequities in three important areas. This proposal is phase I in terms of changing our funding allocation mechanism. A second phase to get the real cost of education funded will be undertaken as soon as the first phase is complete. Given the fiscal condition of the state at this time, the outcome would not be successful if both phases were attempted to be implemented at the same time.

TIMELINE

December 15 – February

The League receives positions of the local districts

February 19

Proposal is presented to Chancellor's Consultation Council

March

Board of Governors considers proposal

March – June

Passage is sought in Legislature for implementation as part of the 2004-05 state budget

LOCAL ACTION SUGGESTED

CEOs are encouraged to share this information with their trustees, CBOs and administrative staff as well as local consultation groups to determine if there is support for the new funding allocation mechanism for California Community Colleges as described in this paper and in more detail at <http://www.ccleague.org/funding>. CEOs are asked to notify the League office by **February 17** about whether or not they can support this proposal so that it can be forwarded to the Consultation Council, Board of Governors and Legislature.

PALOMAR COLLEGE
Learning for Success

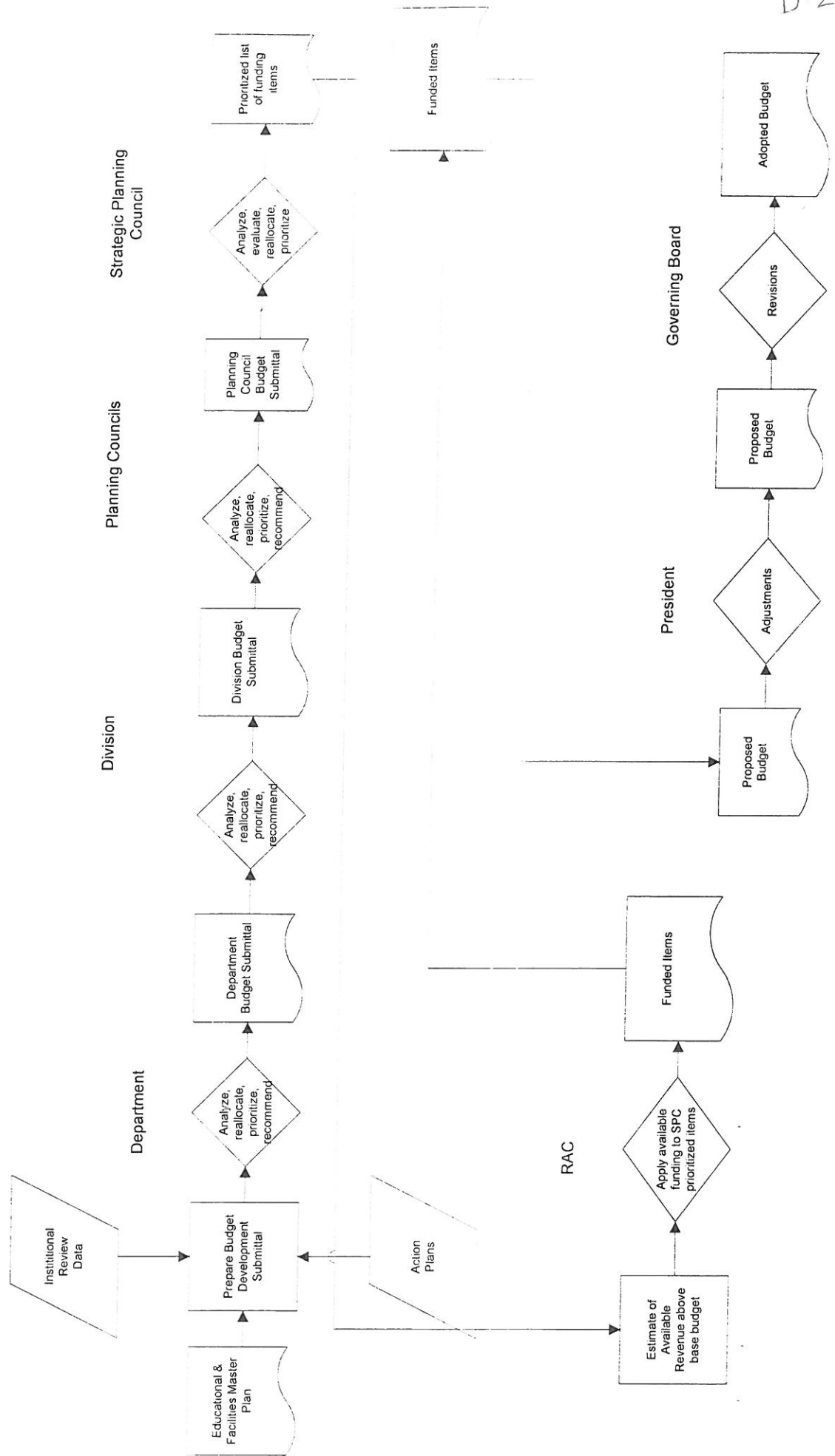
Fiscal Services

PALOMAR COMMUNITY COLLEGE DISTRICT

2004-2005 BUDGET DEVELOPMENT TIMETABLE
For Designated and Restricted Project/Grants and Funds other than the
General Fund Unrestricted

February 2, 2004	Budget Development Forms available in nVision. Directions for printing and completing attached. Please note that Budget Development Forms are not required for Unrestricted General Fund (Fund 11/Project Grant 0000000): Unrestricted will be completed by Fiscal Services, Designated and Restricted must be completed by the appropriate director/chair/etc.
March 26, 2004	Final ratification and approval of departmental budget by all Planning Councils; forward to VP, Finance & Admin Services to compile and forward to SPC and RAC
April 6, 2004	Strategic Planning Council and RAC will begin budget review
May 3 – 7, 2004	Unrestricted Budget Development available to all interested parties for review on line in PeopleSoft. Please review for any input errors or omissions.
May 7, 2004	Designated and Restricted programs submit budgets to Fiscal Services —proposed budgets and estimated budgets are acceptable. Attach grant letter, if appropriate.
May 10 – 21, 2004	Designated and Restricted input to Budget Development by Fiscal Services
May 31, 2004	Budget Development finalized for Tentative Budget and printed for Governing Board Approval
June 8, 2004	Governing Board approve Tentative Budget
August 2, 2004	All final Designated and Restricted Budgets to Fiscal Services
August 2 – 27, 2004	Final revisions to Adopted Budget input by Fiscal Services. Last date to enter Data into PeopleSoft is August 30, 2004
Sept 7 – 13, 2004	Proposed Adopted Budget available for Public Inspection
Sept 14, 2004	Presentation of Proposed Budget to Governing Board/Governing Board to hold Public Hearing on Proposed Budget/Governing Board adopt Annual Financial and Budget Report

Budget Development Work Flow





GOVERNANCE

AND

ADMINISTRATIVE STRUCTURE

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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, 2003.

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 completed 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. The Council completed the process of reviewing and/or revising all existing committees by fall, 2003. 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. This new planning and governance model is designed to promote the culture of inclusiveness, participation, collaboration, mutual respect, and promote the celebration of individual and group contributions in the future.

The Strategic Planning Council constituent leaders have the responsibility of providing governance workshops as needed to ensure that all members of the Palomar College community understand their governance structure and processes.

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

February, 2004

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

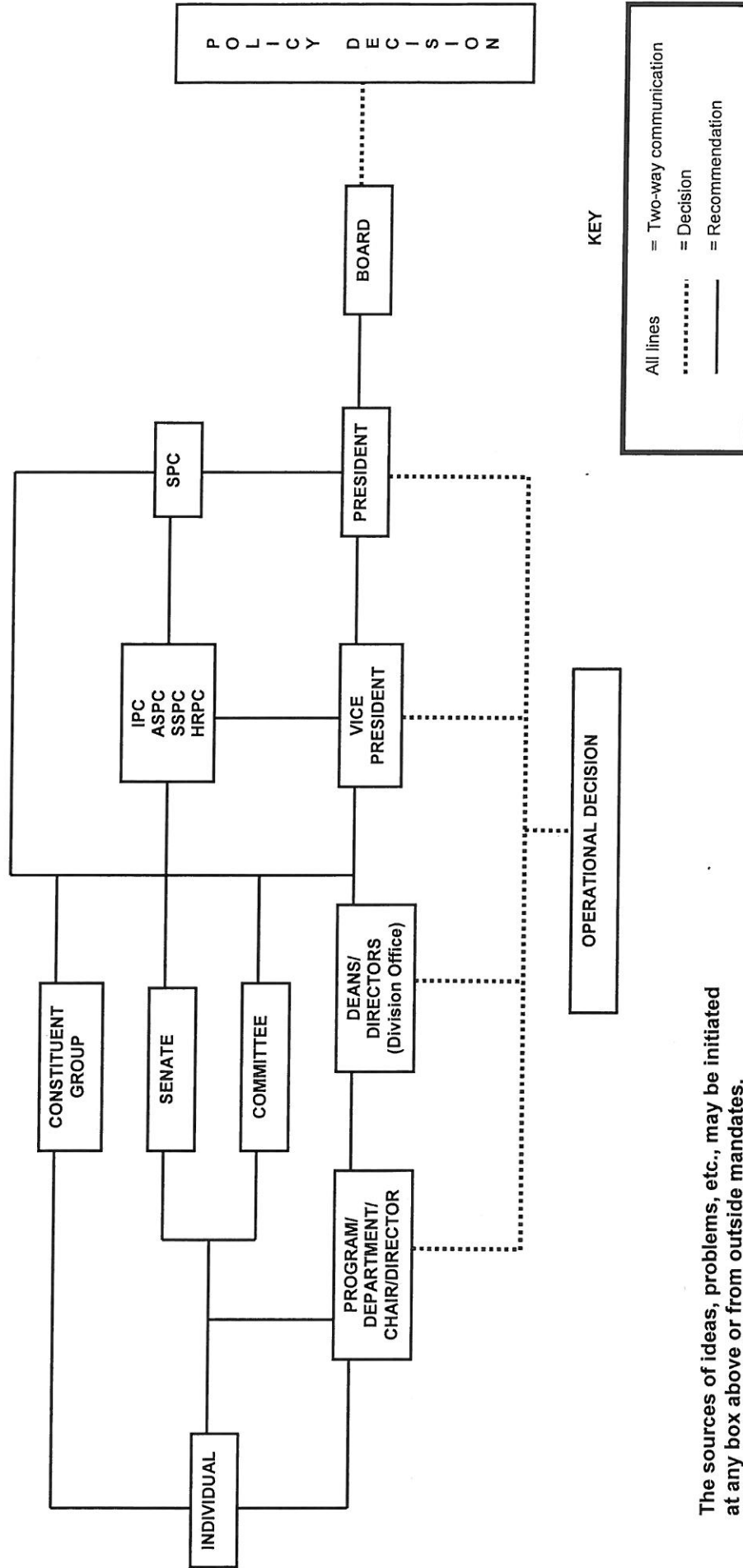
Governance meetings are public. In addition to representation afforded to individuals through constituencies, other individuals and groups may be heard in any governance meeting by requesting and receiving permission from the chair to participate and/or have items added to the agenda. Written minutes 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/Revised by SPC 1-21-03

GOVERNANCE MODEL FLOW CHART

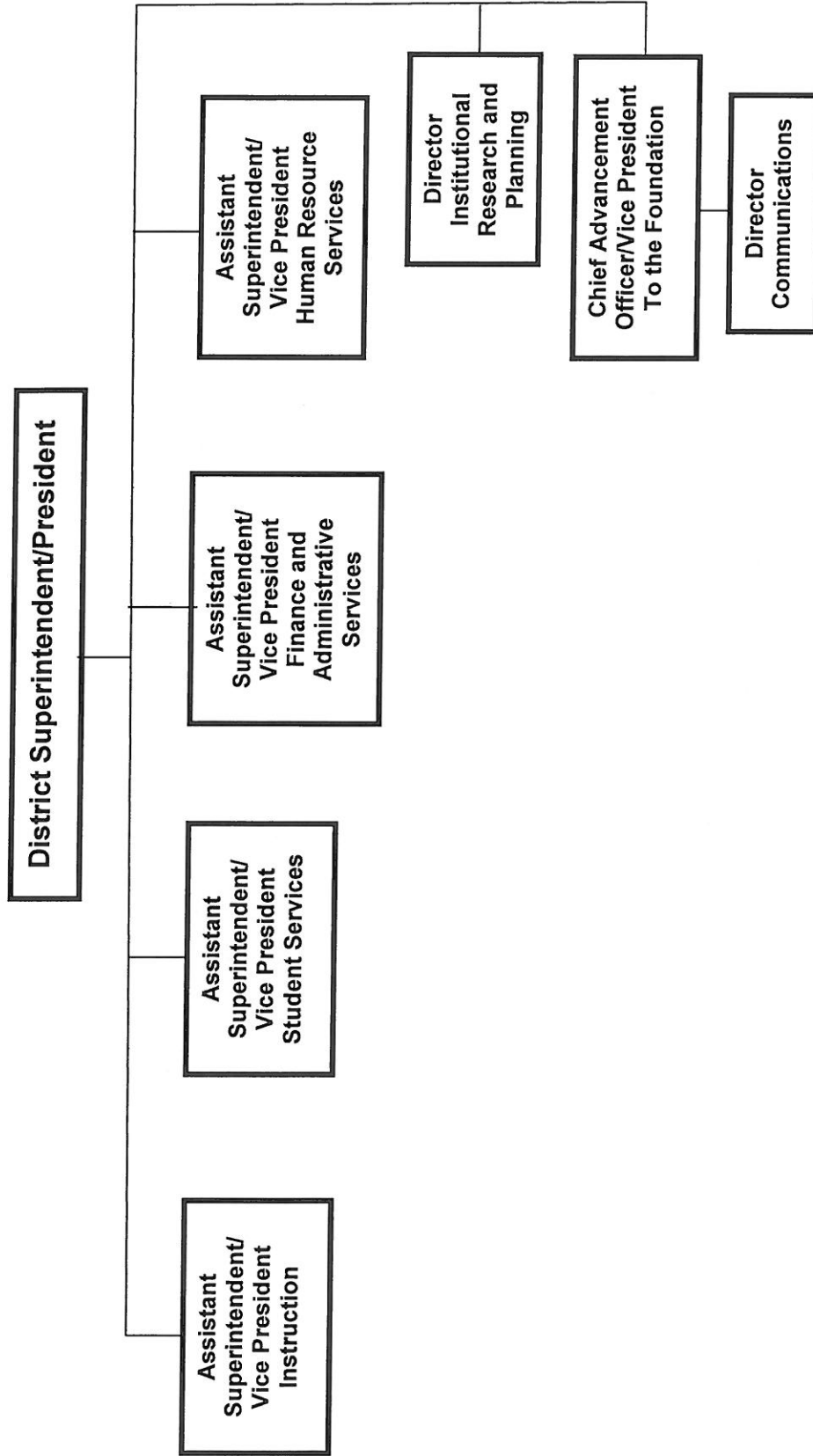
Governance is most effective when all constituents using the process to seek solutions, decisions, and actions understand the distinction between operational ideas, issues, or problems and governance ones. The flow chart on the following page was developed by the constituent leaders of the Strategic Planning Council in October 2003, to differentiate the communication flow of operational decisions versus governance processes from initiation through resolution. The flow is not to be interpreted as linear in one direction, but rather reflects two-way communication which can be accessed at any point through administrative structure or through governance structures and processes depending on the idea, issue, or problem.

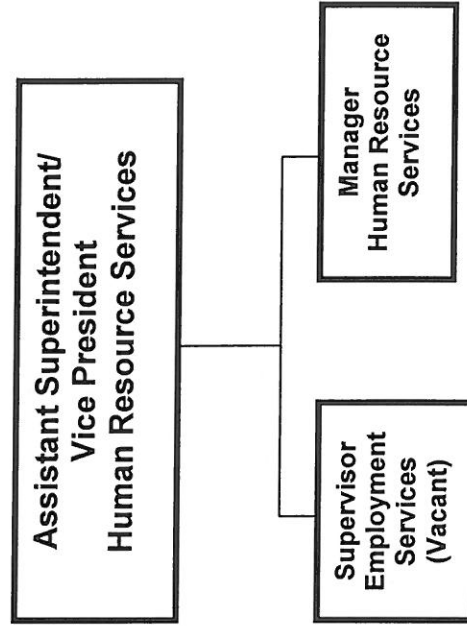
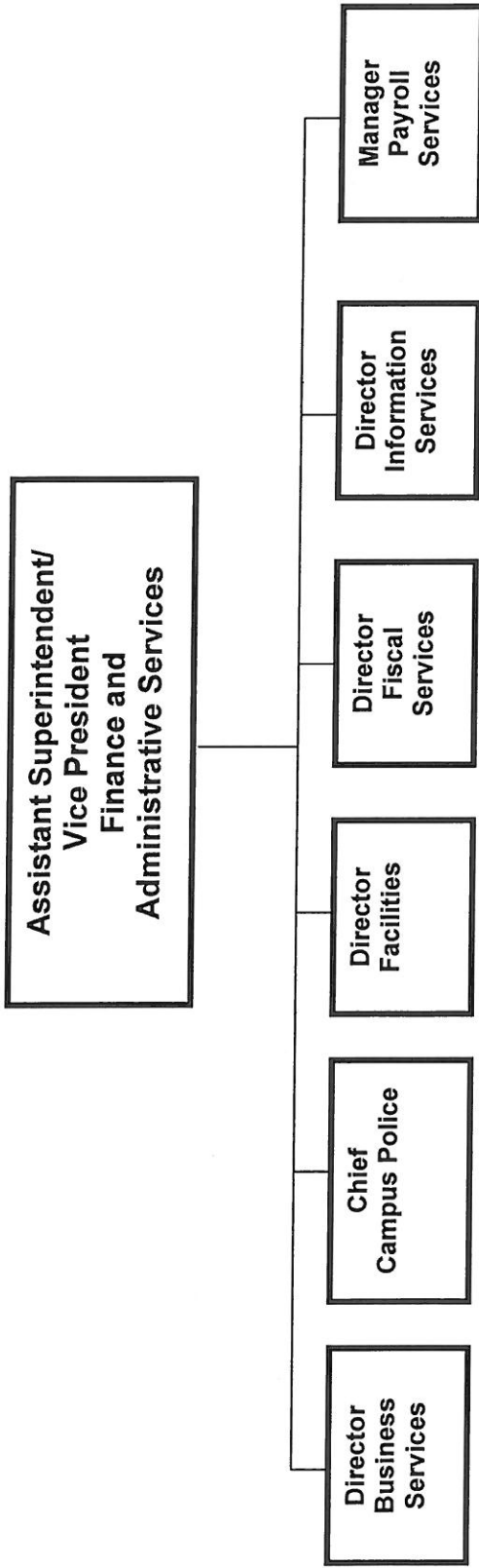
PALOMAR COLLEGE GOVERNANCE MODEL FLOW CHART [History of an idea/problem from conception to solution/decision/action]

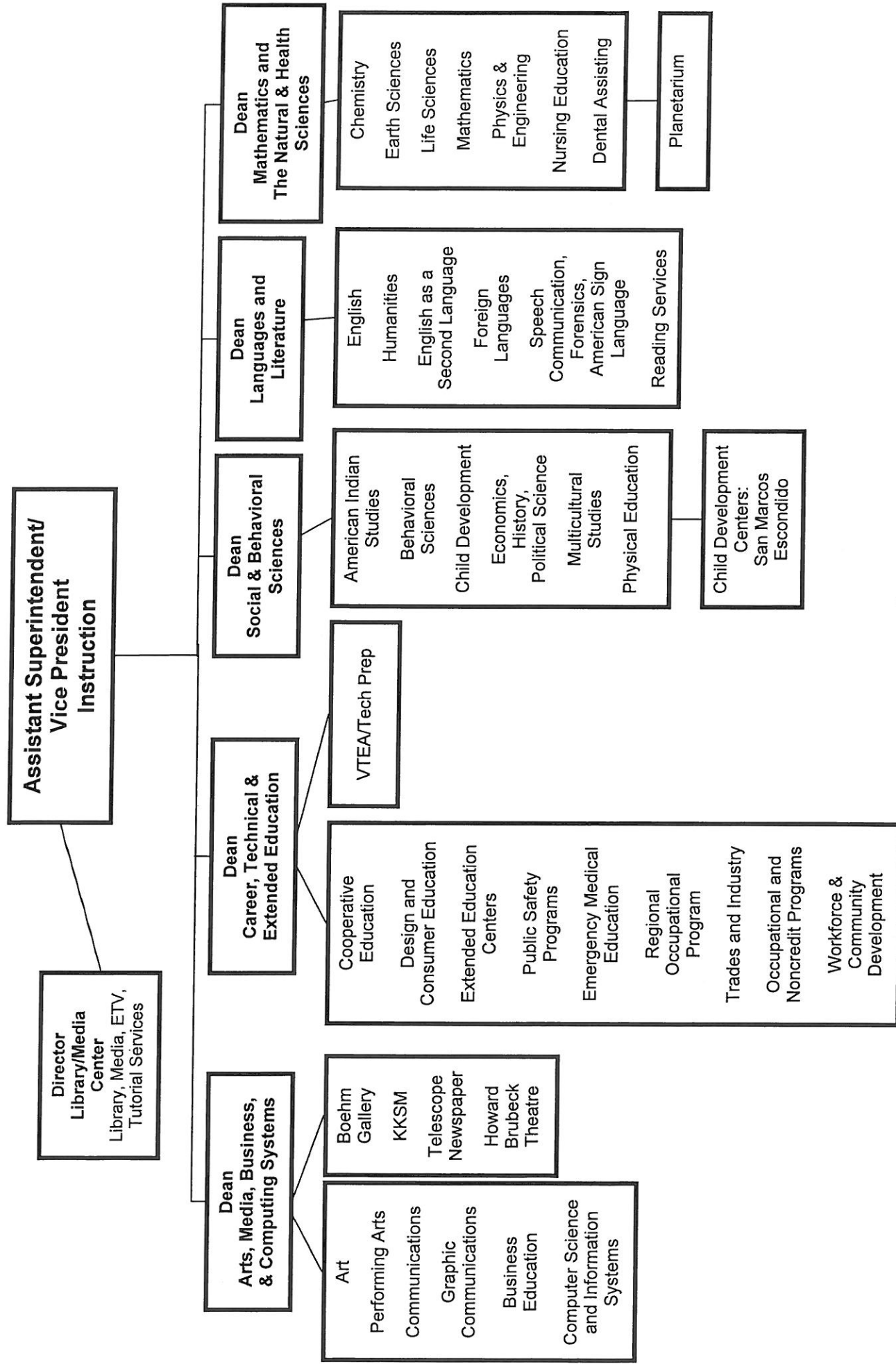


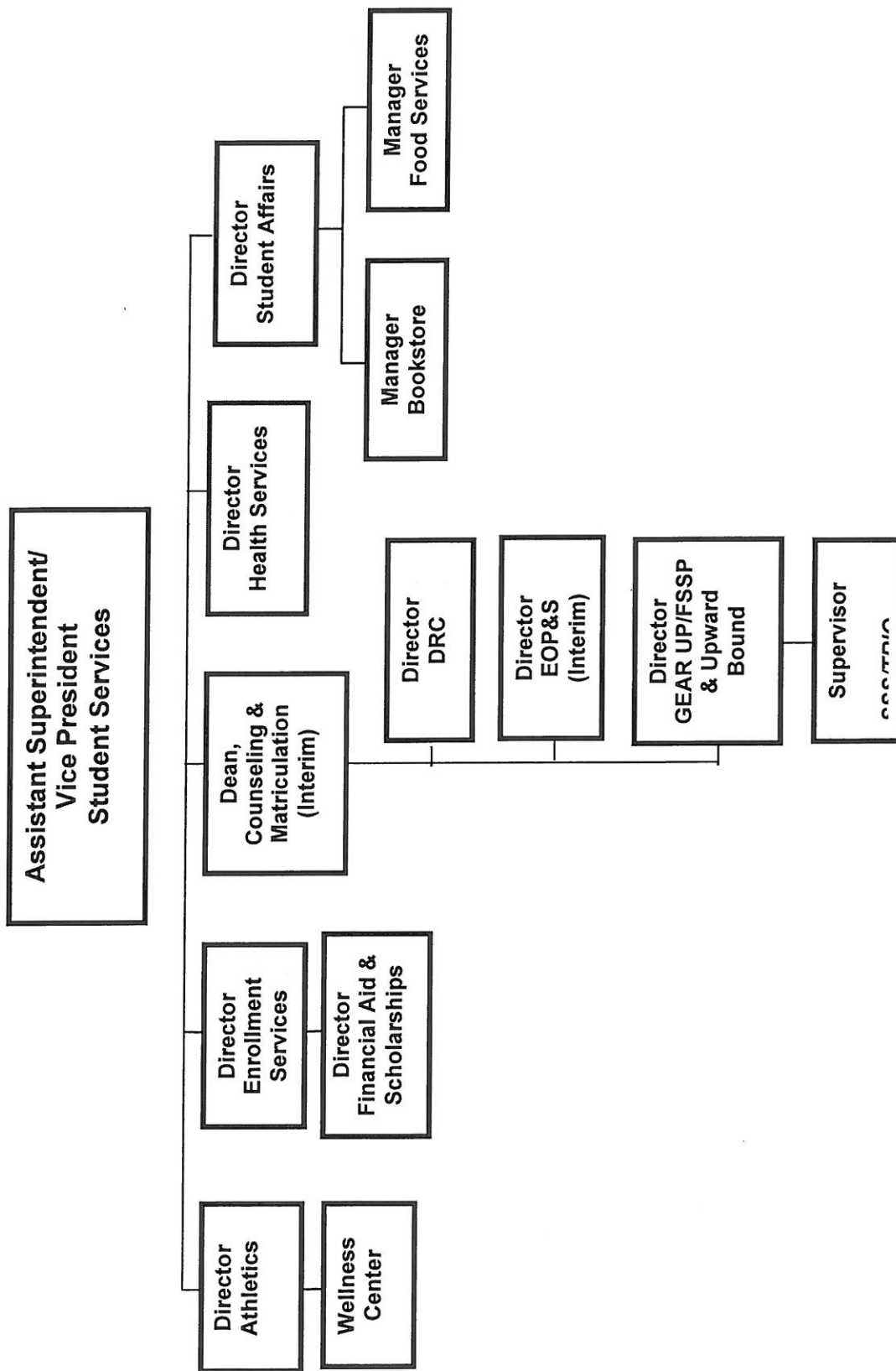
The sources of ideas, problems, etc., may be initiated at any box above or from outside mandates.

**Palomar College
Administrative Structure
2003-04**

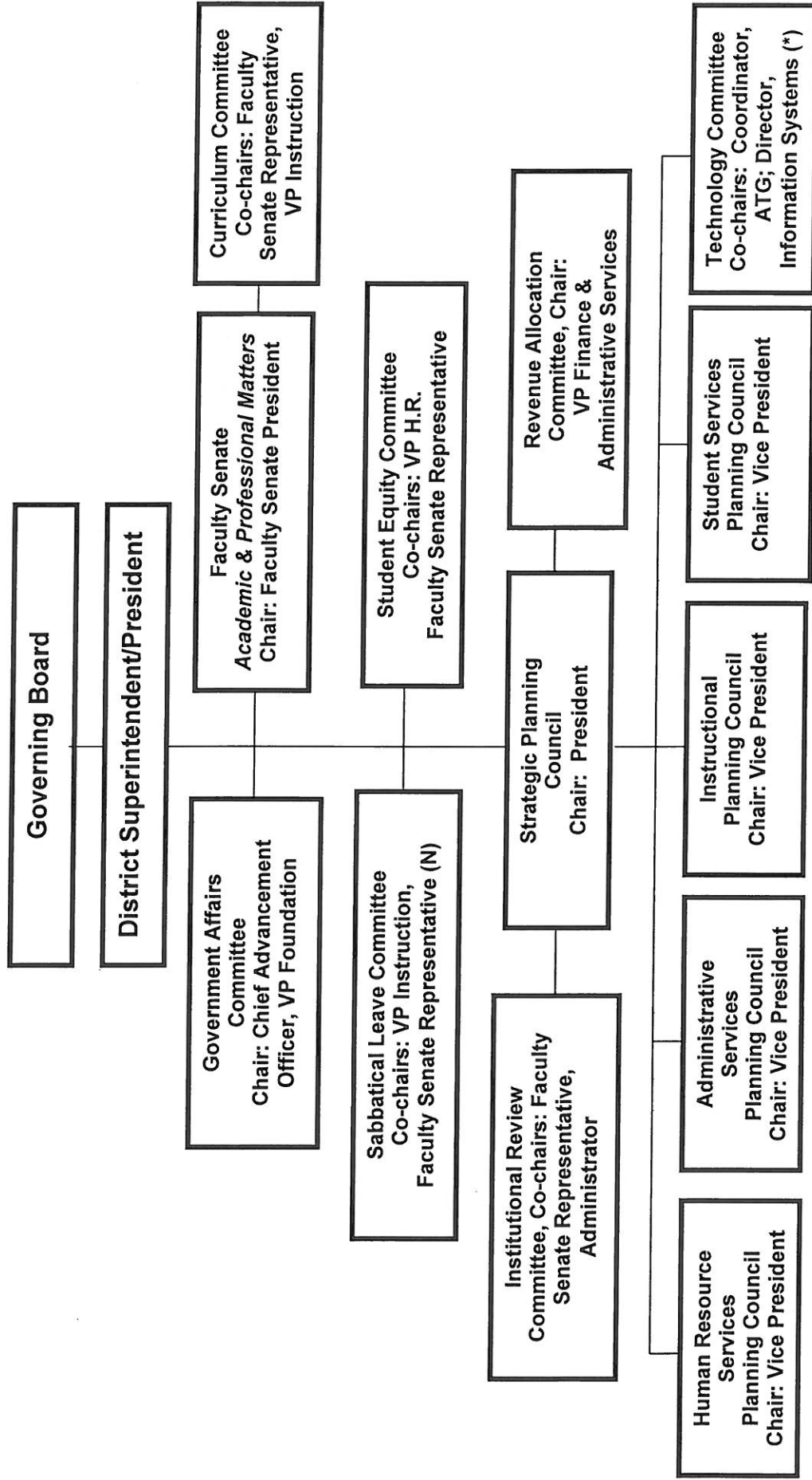






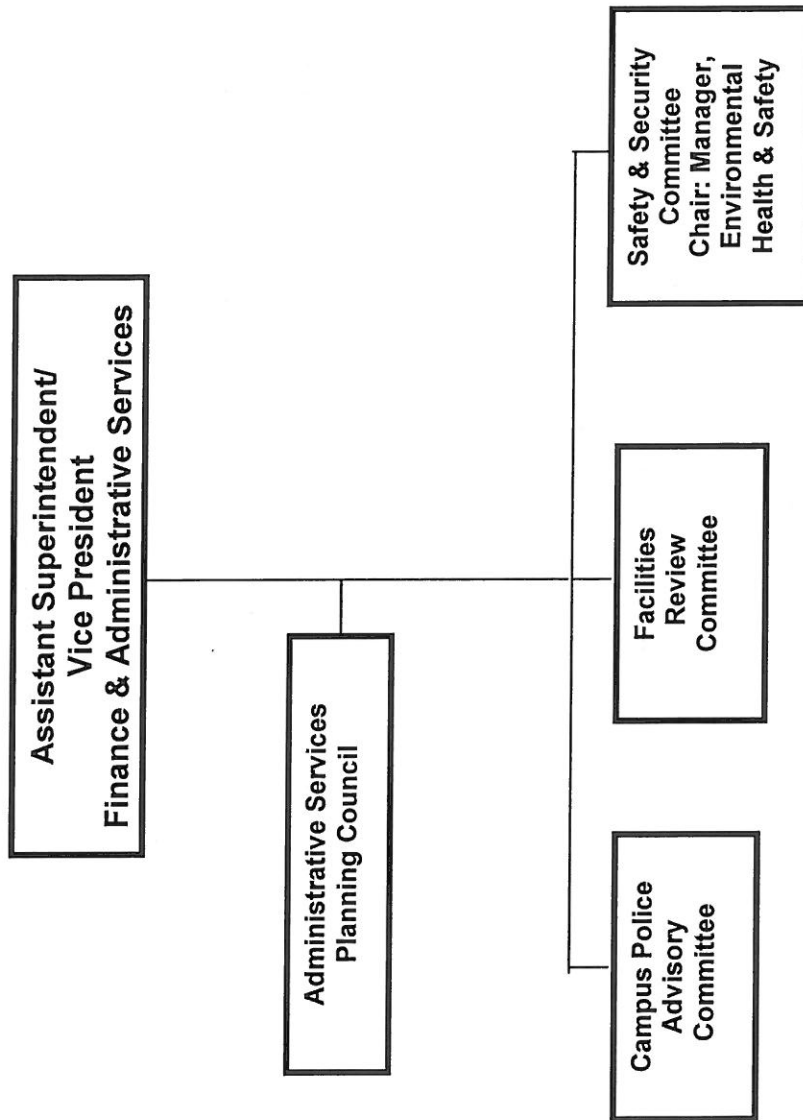


Palomar College Governance Structure 2003-04



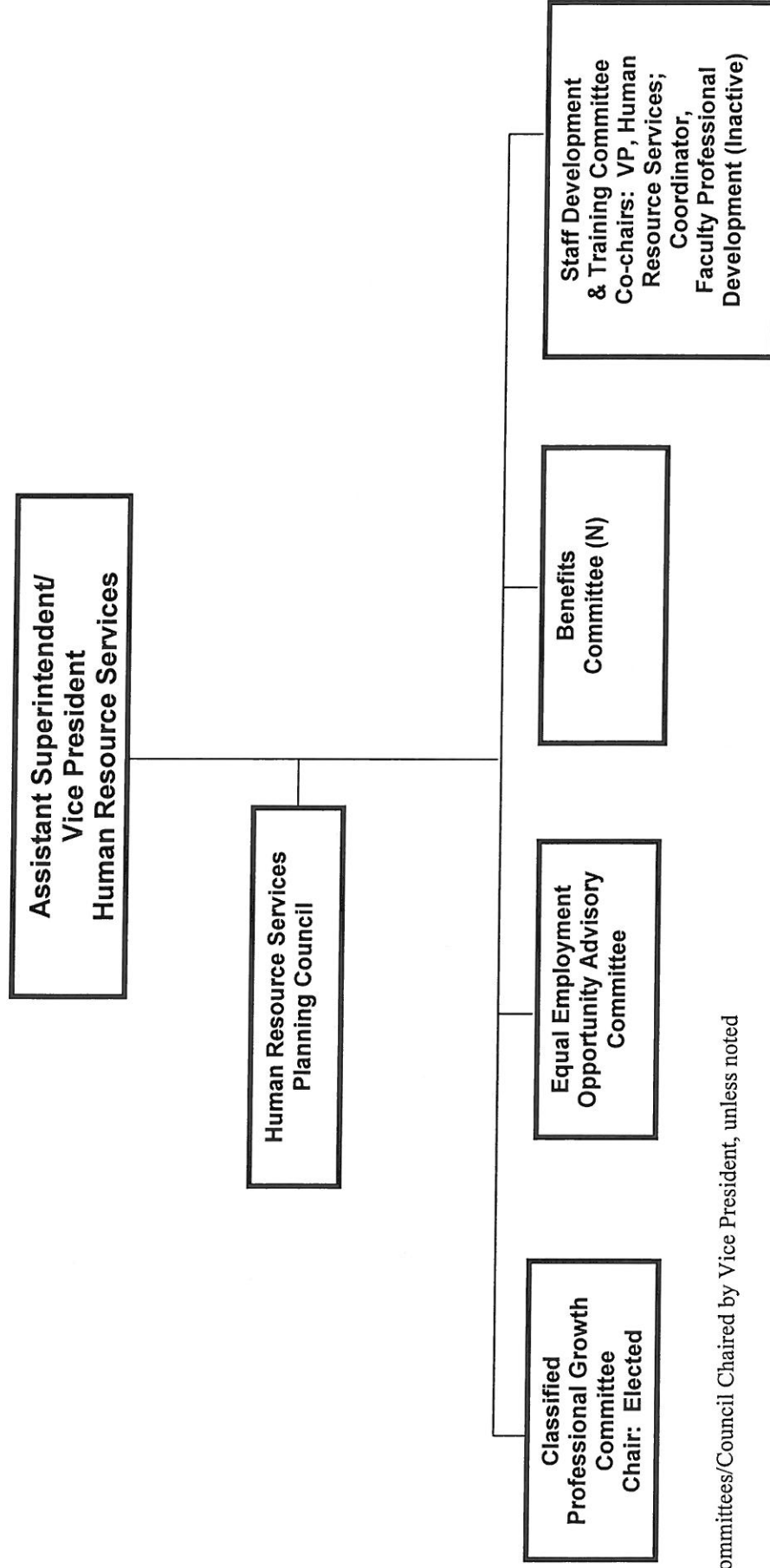
* = Not reviewed by SPC N = Pending PFF negotiations

Finance & Administrative Services Governance Structure 2003-04



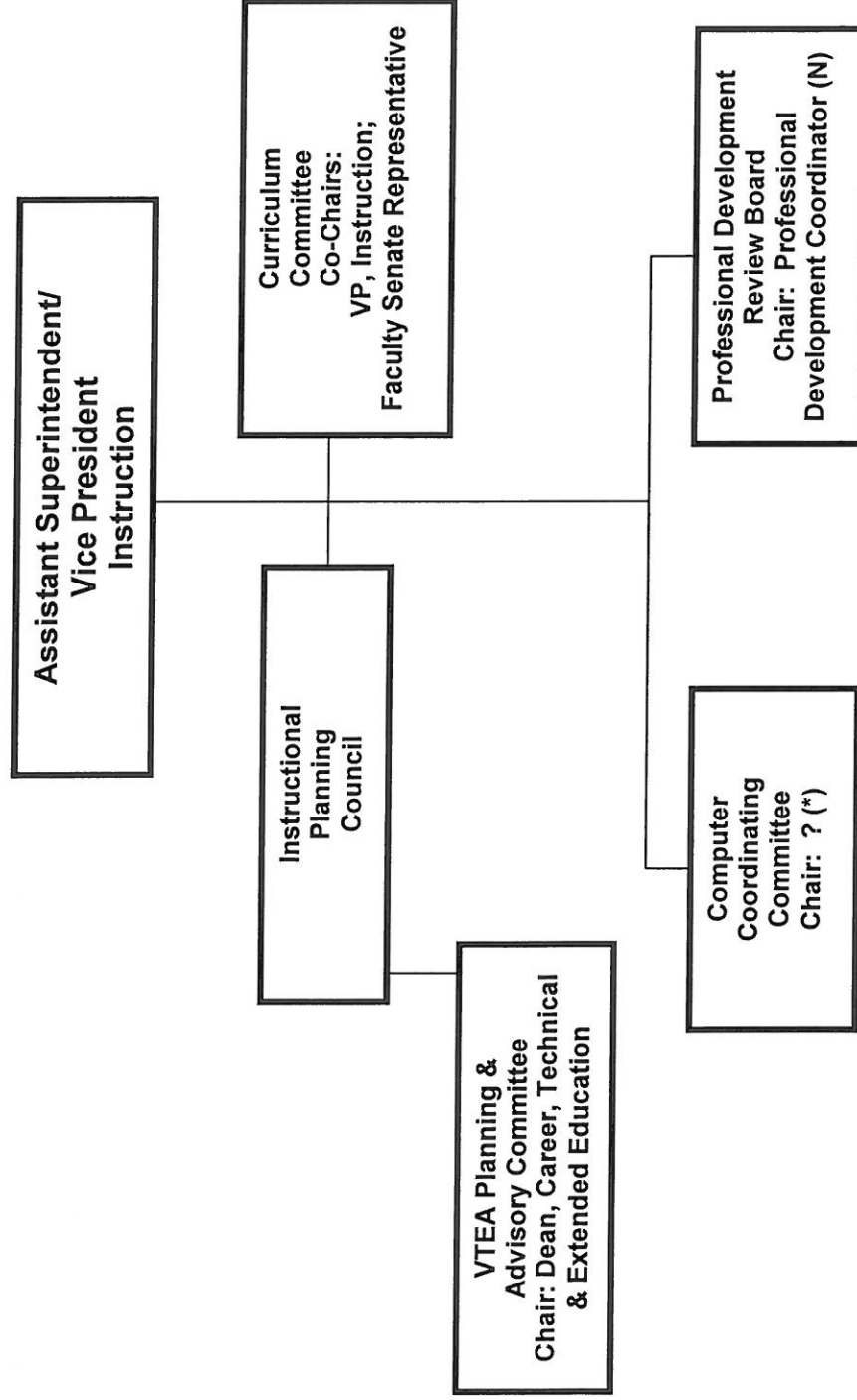
Committees/Council Chaired by Vice President, unless noted
* = Not reviewed by SPC
N = Pending PFF negotiations

Human Resource Services Governance Structure 2003-04



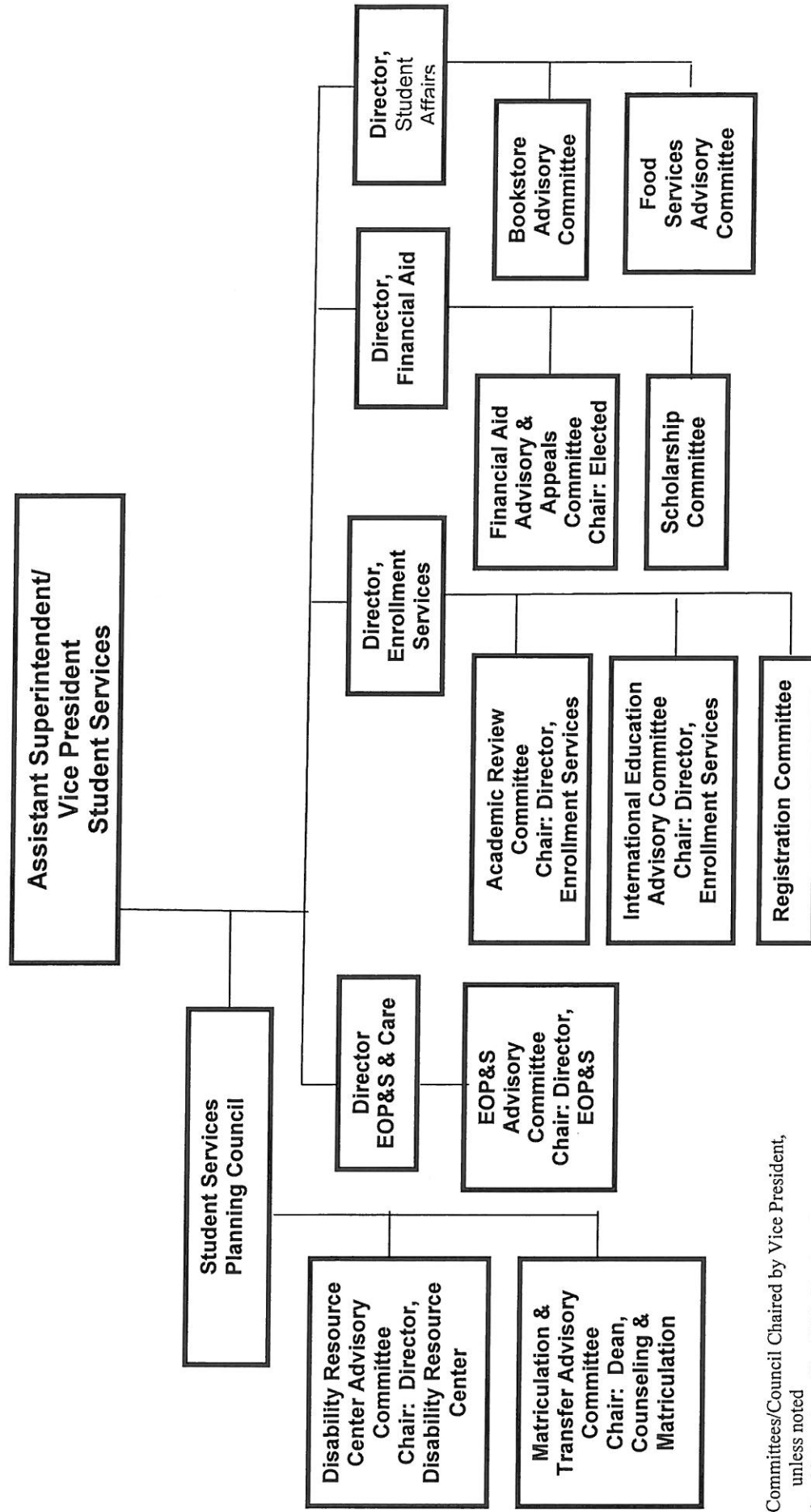
Committees/Council Chaired by Vice President, unless noted

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 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 Planning 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

2nd and 4th Thursday, 3:30 to 5 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
- One CAST member appointed by CAST
- One Student appointed by ASG
- Chief of Police
- One Faculty Member who also serves on Facilities Planning Committee

Approved by SPC 5-07-02

Revised by SPC 10-07-03

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

2nd and 4th Tuesday, 3:30-4:30 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
- One CAST member appointed by CAST

Approved by SPC 5-07-02

Revised by SPC 10-07-03

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

2nd and 4th Wednesday, 2:30-4 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
- One CAST Member appointed by CAST

Approved by SPC 5-07-02

Revised by SPC 10-07-03

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

2nd and 4th Wednesday, 9:30 – 11 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 DSP&S 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
- One CAST Member from Student Services appointed by CAST

ACADEMIC REVIEW COMMITTEE

Role

The role of the Academic Review Committee is to act on petitions for exceptions to academic regulations and catalog policies.

Reporting Relationship

Reports to the Director of Enrollment Services.

Meeting Schedule

At least once per semester

Chair

Director of Enrollment Services

Members

- Dean, Counseling and Matriculation
- Four teaching faculty appointed by Faculty Senate (3 instructional-library; 1 from counseling)
- Chair, Counseling
- Articulation Officer
- Supervisor, Evaluations and Records (non-voting)
- One student appointed by ASG

Approved by SPC 11-04-03

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

(Pending Faculty Contract)

BOOKSTORE ADVISORY COMMITTEE

Role

The Advisory Committee works as a liaison between students, faculty, 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.

Product

Written quarterly report on services and quality of operations

Reporting Relationship

Student Services Planning Council

Meeting Schedule

3rd Monday at 2:00 p.m.

Chair

Director of Student Affairs

Members

Two Faculty Members

Two Students

One Administrative Association representative

One Classified Employee appointed by CCE/AFT

One Confidential/Supervisory representative

Bookstore vendor representative

Director of Student Affairs

Approved by SPC 2-18-03

Revised by SPC 10-7-03

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

Revised by SPC 2-18-03

CLASSIFIED PROFESSIONAL GROWTH COMMITTEE

Role

The Classified Professional Growth Committee reviews and approves the professional growth programs for classified employees 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.

Product

Professional Growth Program for Classified Employees

Reporting Relationship

Vice President, Human Resource Services

Meeting Schedule

Three times yearly or as needed

Chair

Chosen by committee

Members

- Five Classified Unit members
- Three Confidential/Supervisory Team Members
- One Administrative Association Member
- Vice President, Human Resource Services or designee

Approved by SPC 10-07-03

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

(In Revision Process)

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)~~ *(changed on computer)*
- 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

CONTINUED:

- 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 A1, 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

Continued:

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.

Approved by SPC 5-18-99
Revised by SPC 12-02-03

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

Products

- Annual Report of Recommendations Regarding the 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

Revised by SPC 4-01-03

EQUAL EMPLOYMENT OPPORTUNITY ADVISORY COMMITTEE

Role

The Equal Employment Opportunity Advisory Committee assists the District in achieving understanding and support of faculty and staff diversity and equal employment 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 Equal Employment Opportunity Plan and recommends corrective action when necessary; (3) advises the Vice President of Human Resource Services in the development and presentation of annual reports to the Governing Board and Superintendent/President and responds to equal employment inquiries and concerns of all employees; (4) assists the Vice President of Human Resource Services in developing and coordinating information programs for District employees; (5) reviews and suggests revisions in services, employment policies, and other written and unwritten rules, policies, practices, and procedures that affect persons with disabilities; (6) monitors the implementation and compliance of the Americans with Disabilities Act.

Products

EEO Plan

Reporting Relationship

Superintendent/President

Meeting Schedule

First Thursday of each month – 3:00-4:00 p.m.

Chair

Vice President, Human Resource Services

Members

- Four faculty (appointed by Senate)
- One faculty (appointed by PFF)
- One adjunct faculty (appointed by Senate)
- Two classified unit employees
- One Administrative Association Member-
- One CAST member
- Director, EOP&S
- One Senior Administrator
- Two students appointed by the ASG
- Two Community representatives

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 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 PLANNING COMMITTEE

Role

The Facilities Planning 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

FINANCIAL AID ADVISORY AND APPEALS COMMITTEE

Role

Reports to the Director of Enrollment Services

The Committee advises and makes recommendations to the Director of Financial Aid and Scholarships on matters related to the application of policy, procedures, and practices relative to the administration of federal, state, and institutional student financial aid programs. The Committee also reviews and makes recommendation to the Director of Enrollment Services on written appeals from students regarding financial aid status.

Meeting Schedule

As needed

Chair

Director of Enrollment Services

Members

- Director, Financial Aid and Scholarships (non-voting permanent member)
- Faculty representative appointed by Faculty Senate
- One generalist counselor appointed by Faculty Senate
- EOP&S or DRC counselor appointed by Faculty Senate
- Athletic faculty representative appointed by Faculty Senate
- Fiscal Services representative appointed by CCE/AFT
- Financial Aid Counselor
- One Financial Aid Advisor appointed by CCE/AFT
- One student representative appointed by ASG

Approved by SPC 12-17-02

Revised by SPC 11-04-03

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.

Meeting Schedule

Third Wednesday of each month @ 3:00 p.m.

Products

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

Reporting Relationship

Student Services Planning Council

Chair

Director of Student Affairs

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
Revised by SPC 10-07-03

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 11-05-02

INSTITUTIONAL REVIEW COMMITTEE

Role

The Institutional Review Committee develops the models, methodology, and processes by which all programs and services at Palomar College are reviewed on an annual basis to evaluate their efficiency, effectiveness, and alignment with the Strategic Plan, Educational and Facilities Master Plan and those institution-wide plans to be developed in the future. The Committee develops specific criteria and procedures by which individual programs, functions, and services are evaluated. It works with the appropriate staff to develop criteria, gather data, and coordinate reviews for the Planning Councils.

Products

- Procedures, criteria, and tools relating to the evaluation of all District functions and activities
- Develop and provide training pertinent to institutional review

Reporting Relationship

Strategic Planning Council for role, process, and updates; Planning Councils for products

Chairs

A faculty member from the membership of the Committee appointed by the Faculty Senate
An administrator appointed by the Superintendent/ President

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)
- Seven Faculty Members representing divisions, library, or student services, appointed by the Faculty Senate
- Two Classified Unit Employees appointed by CCE/AFT
- One Administrative Association Member appointed by Administrative Association
- One Confidential and Supervisory Team Member appointed by CAST
- Director of Institutional Research and Planning (or designee)
- One Student appointed by ASG
- Faculty Co-Chair of the Curriculum Committee

Approved by SPC 12-02-03

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 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

(Pending Faculty Contract)

REGISTRATION COMMITTEE

Role

The Registration Committee serves primarily to review and examine the registration process and plan for system improvement.

Reporting Relationship

Reports to the Director of Enrollment Services

Meeting Schedule

Once per semester

Chair

Director of Enrollment Services

Members

- Supervisor, Admissions
- Director, Information Services
- Supervisor, District Cashiering Services
- Curricular Scheduling Technician appointed by CCE/AFT
- Dean, Counseling and Matriculation
- One instructional dean appointed by VP Instruction
- Chair, Counseling Department
- Director of Extended Education
- One faculty member appointed by Faculty Senate
- One student appointed by ASG
- Director, Communications
- Assessment/School Relations Coordinator

Approved by SPC 11-04-03

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

(Pending Faculty Contract)

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

(Placed on Inactive Status by SPC 10-07-03)

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 Councils, Curriculum Committee, Registration Committee, EEO Advisory Committee, Matriculation & Transfer Advisory Committee, and other District committees as necessary.

Products

District Student Equity Plan

Reporting Relationship

Superintendent/President

Chair: Vice President, Human Resource Services

Co-Chair: Faculty Member

Members

- Five teaching faculty members (one to serve as co-chair)
- Dean of Counseling and Matriculation
- One Instructional Dean
- Director of EOP&S
- Director of DRC
- One Counseling faculty member
- One Librarian
- One classified employee
- Two Students
- Representative from Research & Planning
- One Confidential/Supervisory Representative

Approved by SPC 10-07-03

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

(In Revision Process)

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