



STRATEGIC PLANNING COUNCIL AGENDA

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

CHAIR: Amador

MEMBERS: Barton, Bishop, Charas, Cuaron, Doran, Dowd, Eberhart, Frady, Giese, Gordon, Halttunen, Jay, Kelber, Madrigal, McCluskey, Merino, Miyamoto, Owens, Patton, Roach, Snow, Snyder, Versaci, Wallenius

RECORDER: Baldridge

	Attachments	Time
A. <u>MINUTES</u>		2 min.
1. Approve Minutes of May 4, 2004		
B. <u>ACTION ITEMS/SECOND READING</u>		45 min.
1. Fiscal Stability Task Force	Exhibit B1	
2. Budget Development – Recommended Plan of Action	Exhibit B2a, B2b	
3. Budget Priorities 2004-05	Exhibit B3a, B3b	
4. Faculty Hiring Recommendations for 2005-06	Exhibit B4	
C. <u>DISCUSSION/INFORMATION ITEMS</u>		90 min.
1. NCEA Grant		
2. SPC Self-Evaluation	Exhibit C2	
3. Annual Implementation Plan Final Evaluation	Exhibit C3	
4. Physical Reorganization of Library	Exhibit C4	
D. <u>REPORTS OF PLANNING COUNCILS</u>		15 min.
1. Administrative Services Planning Council – Jerry Patton		
2. Human Resource Services Planning Council – Jack Miyamoto		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Joe Madrigal		
E. <u>REPORTS OF CONSTITUENCIES</u>		10 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 – Katie Merino		
6. PFF/AFT – Rocco Versaci/Perry Snyder		
F. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
May 18, 2004**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, May 18, 2004, in SU-18. The meeting was called to order at 2:02 p.m. by Dr. Sherrill L. Amador.

ROLL CALL

Members Present: Amador, Barton, Bishop, Charas, Cuaron, Dowd, Eberhart, Frady, Giese, Gordon, Halttunen, Jay, Kelber, Madrigal, McCluskey, Merino, Miyamoto, Owens, Patton, Roach, Snow, Snyder, Versaci, Wallenius

Members Absent: Doran

Recorder: Ashour

Guests: Chris Wick (for Sue Doran)

A. MINUTES

1. Approve Minutes of May 4, 2004

MSC (Dowd/ Bishop) to approve the Minutes of May 4, 2004 with revisions

B. ACTION ITEMS/SECOND READING

1. Fiscal Stability Task Force

MSC (Jay/Wick)

Jerry Patton distributed a revised Governance Structure Group Request for the Fiscal Stability Taskforce. He outlined the role, products, reporting relationships, meeting schedule, chair and members. Discussion ensued. Wilma Owens stated she thought the membership was going to be two faculty from each planning council instead of one faculty and one classified. Dr. Amador stated that after discussion at the first reading it was decided to give classified and faculty equal representation, thus maintaining proportionality. Bonnie Dowd suggested that each planning council decide who their representatives would be, but make sure the taskforce was proportionate as a whole. Dr. Amador responded that from a practical point of view, it would not be possible to guarantee proportionality if done this way. It was decided to leave the membership as the resource allocation committee plus two members from each planning council – one faculty and one classified. **(Exhibit B1)**

2. Budget Development – Recommended Plan of Action

Jerry Patton distributed a budget spreadsheet as of May 14, 2004 and a plan of action for fiscal years 2005 through 2010. He explained the details of the spreadsheet. The Plan of Action document contains his recommendations for the Fiscal Stability Taskforce. He explained the amount of savings for each item. The cumulative amount of savings would be \$5.5 million: Eliminating SMSR match and retiree health liability funding (\$1.3M); hold all COLA (\$3m); freeze step and column movements (\$4.5M); and ATB % reduction of all salaries (\$5.5M). The items would also need to be negotiated with the constituent groups. These recommendations are one-time fixes which do not address the infrastructure. His recommendation for zero based budgeting does address the infrastructure piece. Mr. Patton stated that zero based budgeting would get expenditures in line with revenues. Zero based budgeting is reviewing each division budget and determining how each dollar is spent. Because of time constraints, only one division would be examined per year, thus taking five years to complete. Mr. Patton stated that he would present these suggestions at the June 8 Governing Board meeting. **(Exhibit B2a and B2b)**

3. Budget Priorities 2004-05

MSC Patton/Dowd

Dr. Amador distributed and discussed the 2004-05 Budget Priorities which was presented to SPC on May 4. Each division had submitted their first funding priority which combined to total \$284,110.

Discussion ensued. It was decided that the first priority would be to fund the Learning Outcome Initiative. The other priorities will be revisited if extra money becomes available.

Katie Merino asked if those faculty who have been offered reassigned time for the Learning Outcomes Initiative and Curricinet know that they might have to make up that teaching in the fall if these groups do not meet in the fall. Dr. Miyamoto responded that the groups will not meet until there is either a negotiated settlement on reassigned time for these committees, or written approval from PFF agreeing to let the committees meet without one. Until the committees meet, the faculty on those two committees will not receive release time. The faculty need to schedule a full load now so they will have something to return to if the committees do not meet. **(Exhibit B3a and B3b)**

4. Faculty Hiring Recommendations for 2005-06

MSC Cuaron/Madrigal

Berta Cuaron stated that IPC and SSPC met to combine the priority faculty hiring recommendations of both councils. She distributed a handout showing the ranking of 15 open positions. The need for a library faculty member was addressed separately because of their dire need. Also, nursing education has just recently lost one of their instructors and its accreditation mandates the position be filled for fall 2004. It was decided that although 15 positions are listed, the College will hire only the number it needs to meet its faculty obligation. In addition the College will backfill the nursing position and hire one emergency full-time librarian replacement for one year, possibly two, but only if they could fund it within their existing budget.

Ms. Cuaron stated that the goal was to hire 16 faculty for fall 2004 but that number may not be achieved. Some positions have had to go out for additional recruitment and some may wait until spring 2005 to hire. Joe Madrigal stated that members in both councils agreed that the process between the two councils needed to begin much earlier. **(Exhibit B4)**

C. DISCUSSION/INFORMATION ITEMS

1. NCHEA Grant

Judy Eberhart stated she is a member of NCHEA. Last year they provided \$50,000 in grants. Palomar's speaker for convocation 2004 will be funded from a NCHEA grant. She encouraged people to apply for the grant if they have a project that benefits the three local colleges, Mira Costa, Cal State San Marcos and Palomar. Katie Mereno thanked Judy for her work on NCHEA, because she worked closely with faculty from Mira Costa and CSSUM regarding research methods, student preparedness and success in upper division classes. They are all modifying their classes based on what they learned. Ms. Eberhart discussed other faculty who benefited from the grant.

2. SPC Self Evaluation

Michelle Barton distributed a handout showing the results of the Strategic Planning Council Self Evaluation. The other councils went through their own evaluation process. She discussed each section of the SPC evaluation. She stated that overall the qualitative comments were more positive this year. Dr. Amador stated "This council needs to give itself a hand because SPC was able to improve in every item except one where it went down a tenth of a point. This is the first full year we have done this; the last survey was done after only five months of acting as a council. The individual councils are at a point where we were last year, and they will need to do some work internally to improve their councils." Ms. Barton said that one positive comment, which became a theme when looking at all responses to governance surveys, was the impact in terms of understanding roles and responsibilities because of the training offered. Dr. Amador said that it would be beneficial if everyone went through the governance training again in the fall. "It is important and made a difference in this council." Bonnie Dowd acknowledged Dr. Amador's efforts. She said the College spent a long time trying to get a handle on planning and Dr. Amador needs to be recognized for her work on planning and giving us structure. She thanked Dr. Amador and said she hoped the College will continue to move forward with this planning process. **(Exhibit C2)**

3. Annual Implementation Plan Final Evaluation

Dr. Amador reminded everyone of the definition of the terms for evaluating the AIP: “completed” means the objective is done; “in progress” means we didn’t quite finish it; “continuous process” means that the work has been done to structure it – the objective is organized, but more work needs to be done to complete it. It gets off the list of things to do, but is a recognition there is still ongoing work. There are many things that will never be completed such as retention and curriculum work. Dr. Amador will leave next year’s AIP objectives for the next president and SPC, based on the priority list from two years ago and those from this year that will be brought forward. Discussion ensued on each goal and progress was notated. Five objectives were completed, six objectives are in continuous process, and seven objectives are in progress. **(Exhibit C3)**

4. Physical Reorganization of Library

Mark Vernoy presented a report from the task force that was recently formed to reorganize the floor space of the library. He distributed a copy of the report to members. The presentation showed the existing floor space of the library and the changes being proposed. He explained why the changes will be made and the benefits to library staff, faculty, and students. Disabled students will especially benefit because their area will be moved to the front of the library, giving them easier access.

Approximately \$4,000 will be needed for an engineering study before total costs can be calculated. Once costs are known (estimated to be around \$250,000), the project will be proposed to the Foundation and Presidents’ Associates for funding. Discussion on funding ensued. Dr. Amador stated that the Foundation will probably want to see an effort by the College to pay for some of the costs itself, such as using block grant money for equipment. Reallocation of funds will also be explored. Everyone agreed that money from the general fund will not be used for the project. Air quality was discussed and will be part of the initial study.

MSC Bishop/Halttunen to move the item to action.

MSC Bishop/Halttunen to endorse the library learning resource center remodel plan with the understanding that no unrestricted general fund monies would be used. **(Exhibit C4)**

D. REPORTS OF PLANNING COUNCILS – No reports given due to time constraints.

E. REPORTS OF CONSTITUENCIES – No reports given due to time constraints.

F. ADJOURNMENT

There being no further business, the meeting was adjourned at 4:35 p.m.

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by RAC and SPC members					Date May 18, 2004	
Proposed Name of Requested Group Fiscal Stability Taskforce						
	Council		Committee		Subcommittee	X Task Force
Action Requested:	X	Add		Delete		Change
Role, Products, Reporting Relationships: Role: develop a two-year plan to balance the budget where expenditures equal revenues by the end of FY05-06 and fund balances equal a minimum of a 3% reserve on June 30, 2006. Product: a balanced budget with detail documentation on "right-sizing" of expenditure plan due January 1, 2005. Reporting Relationship: Strategic Planning Council (Note: periodic reports to SPC, Cabinet, and Governing Board on progress to-date)						
Meeting Schedule: Weekly; schedule to be determined by members of taskforce.						
Chair: Co-Chair – Interim VP Finance & Administrative Services Co-Chair – to be selected by and from taskforce members						
Members: Resource Allocation Committee plus two members from each planning council – one faculty and one classified.						

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

Reviewed by Strategic Planning Council:

Comments:

5/4/04

First Reading

5/18/04

Approved/ Denied

Budget Changes as of February 10, 2004

P12-19-04, May Revise 5-14-04, and Forecast for FY04/05 & FY05/06

UNRESTRICTED 00000000																	
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
		As of Adopted	Change	As of 15-Feb	As of Adopted	Change	As of 15-Feb		As of Adopted	Change	As of 15-Feb	Continuation Budget	Increases	Tentative Budget	Continuation Budget	Increases	Tentative Budget
1	Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 28,933,539	\$ 4,705,563	\$ 33,639,102	\$ 33,639,102	\$ 1,073,908	\$ 34,713,010
2	8100 Federal	\$ 23,563,124	\$ 1,344,243	\$ 24,927,967	\$ 4,506,787	\$ 0	\$ 4,506,787		\$ 28,090,511	\$ 1,344,243	\$ 29,434,754	\$ 48,584,340	\$ 4,705,563	\$ 33,639,102	\$ 48,584,340	\$ 1,073,908	\$ 34,713,010
3	8600 State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 48,341,457	\$ 242,983	\$ 48,584,340	\$ -	\$ -	\$ 48,584,340	\$ -	\$ -	\$ 48,584,340
4	6100 Local	\$ 45,928,614	\$ 0	\$ 45,928,614	\$ 2,555,728	\$ 2,555,728	\$ 2,555,728		\$ 2,580,677	\$ 189,788	\$ 2,770,363	\$ -	\$ -	\$ 2,770,363	\$ -	\$ -	\$ 2,770,363
5	8900 Other Sources	\$ 0	\$ 96,162	\$ 96,162	\$ 2,980,577	\$ 93,624	\$ 2,614,201		\$ 189,788	\$ 189,788	\$ 379,576	\$ -	\$ -	\$ 379,576	\$ -	\$ -	\$ 379,576
6	Total	\$ 69,512,338	\$ 1,440,405	\$ 70,952,743	\$ 9,500,207	\$ 336,507	\$ 9,636,714		\$ 79,017,545	\$ 1,776,912	\$ 80,794,457	\$ 80,288,242	\$ 4,705,563	\$ 84,993,805	\$ 84,993,805	\$ 1,073,908	\$ 86,067,713
7	Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	1100 Academic Salaries	\$ 32,305,191	\$ 929,560	\$ 33,234,751	\$ 2,743,136	\$ (77)	\$ 2,743,059		\$ 35,048,327	\$ 929,433	\$ 35,977,810	\$ 35,977,810	\$ (254,224)	\$ 35,723,586	\$ 35,723,586	\$ 831,012	\$ 36,554,599
9	1300 Non Academic Salaries	\$ 16,017,642	\$ 50,982	\$ 16,068,624	\$ 2,505,689	\$ (23,440)	\$ 2,482,229		\$ 18,223,311	\$ 27,542	\$ 18,250,853	\$ 18,250,853	\$ (318,208)	\$ 17,932,646	\$ 17,932,646	\$ 17,932,646	\$ 17,932,646
10	1400 Employee Benefits	\$ 15,588,282	\$ (82,439)	\$ 15,505,812	\$ 1,476,850	\$ (56,319)	\$ 1,420,531		\$ 16,065,100	\$ (138,575)	\$ 15,926,543	\$ 15,926,543	\$ -	\$ 15,926,543	\$ 15,926,543	\$ 15,926,543	\$ 15,926,543
11	1500 Supplies & Materials	\$ 615,155	\$ (8,476)	\$ 606,679	\$ 487,561	\$ 78,447	\$ 566,008		\$ 1,102,716	\$ 69,971	\$ 1,172,687	\$ 1,172,687	\$ -	\$ 1,172,687	\$ 1,172,687	\$ 1,172,687	\$ 1,172,687
12	1600 Other Operating Expenses	\$ 6,254,150	\$ 1,196,340	\$ 7,450,490	\$ 3,333,615	\$ 176,387	\$ 3,512,202		\$ 9,589,965	\$ 1,372,727	\$ 10,962,692	\$ 10,962,692	\$ (1,094,807)	\$ 9,867,885	\$ 9,867,885	\$ 9,867,885	\$ 9,867,885
13	1700 Capital Outlay	\$ 698,092	\$ 56,417	\$ 754,509	\$ 168,748	\$ 0	\$ 168,748		\$ 312,574	\$ (1,075,003)	\$ 1,179,414	\$ 1,179,414	\$ -	\$ 1,179,414	\$ 1,179,414	\$ 1,179,414	\$ 1,179,414
14	1800 Cuts yet to process	\$ (1,075,003)	\$ (963,728)	\$ (1,656,731)	\$ 0	\$ 0	\$ 0		\$ 3,332,734	\$ (1,075,003)	\$ 3,141,869	\$ (1,005,480)	\$ -	\$ 3,403,005	\$ 3,403,005	\$ 3,403,005	\$ 3,403,005
15	1900 Agency to Spread	\$ 202,867	\$ (189,401)	\$ 13,566	\$ 3,128,777	\$ (1,464)	\$ 3,128,313		\$ 3,375,841	\$ (1,075,003)	\$ 3,141,869	\$ (1,005,480)	\$ -	\$ 3,403,005	\$ 3,403,005	\$ 3,403,005	\$ 3,403,005
16	2000 Other Outgoing	\$ 3,275,841	\$ 100,000	\$ 3,375,841	\$ 100,000	\$ 0	\$ 100,000		\$ 3,375,841	\$ 100,000	\$ 3,475,841	\$ 3,475,841	\$ -	\$ 3,475,841	\$ 3,475,841	\$ 3,475,841	\$ 3,475,841
17	Total	\$ 72,882,215	\$ 1,469,256	\$ 74,351,531	\$ 13,847,556	\$ 429,631	\$ 14,077,247		\$ 86,529,837	\$ 1,888,947	\$ 88,428,778	\$ 88,940,160	\$ 1,735,767	\$ 87,675,927	\$ 88,940,927	\$ 1,831,012	\$ 89,786,939
18	Net Change to Fund Balance	\$ (3,369,837)	\$ (28,851)	\$ (3,398,788)	\$ (4,147,349)	\$ (93,184)	\$ (4,240,533)		\$ (7,517,286)	\$ (122,035)	\$ (7,639,321)	\$ (5,651,918)	\$ 2,989,796	\$ (2,662,122)	\$ (1,915,122)	\$ (757,104)	\$ (2,672,226)
19	21 Beginning Fund Balance	\$ 9,473,079	\$ 0	\$ 9,473,079	\$ 4,147,349	\$ 0	\$ 4,147,349		\$ 13,620,428	\$ 0	\$ 13,620,428	\$ 5,981,107	\$ -	\$ 5,981,107	\$ 3,298,985	\$ -	\$ 3,298,985
20	22 Ending Fund Balance	\$ 6,103,142	\$ (28,851)	\$ 6,074,291	\$ -	\$ (93,184)	\$ (93,184)		\$ 6,103,142	\$ (122,035)	\$ 5,981,107	\$ 329,109	\$ 2,989,796	\$ 3,298,985	\$ 1,383,864	\$ (757,104)	\$ 626,760
21																	0.71%
22																	
23																	
24																	
25																	
26																	
27																	
28																	
29	Components of Ending Fund Balance																
30	General Fund Reserve 3%	\$ 2,595,895	\$ -	\$ 2,595,895	\$ -	\$ -	\$ -		\$ 2,595,895	\$ -	\$ 2,595,895	\$ 2,578,205	\$ 52,073	\$ 2,630,278	\$ 2,607,288	\$ 54,930	\$ 2,662,198
31	General Fund Reserve 5%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 3,437,806	\$ -	\$ 3,437,806	\$ 3,476,357	\$ -	\$ 3,456,598
32	Designated for Prepaid Expense	\$ 43,996	\$ (43,996)	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 4,297,008	\$ -	\$ 4,297,008	\$ 4,345,416	\$ -	\$ 4,345,416
33	Designated for Revolving Cash	\$ 25,000	\$ -	\$ 25,000	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
34	Reserve for Parity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
35	Reserve for GO Bond Election	\$ 62,000	\$ -	\$ 62,000	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 62,000	\$ -	\$ -	\$ 62,000	\$ -	\$ -	\$ 62,000
36	Insurance Deductible	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
37	Retiree Health Transfer	\$ 500,000	\$ (500,000)	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
38	Sched Maint March 02-03	\$ (458,520)	\$ (458,520)	\$ -	\$ -	\$ -	\$ -		\$ (458,520)	\$ -	\$ -	\$ 458,520	\$ -	\$ 458,520	\$ -	\$ -	\$ 458,520
39	Instr Maints March 03-04	\$ 136,287	\$ (136,287)	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ 250,000	\$ (250,000)	\$ -	\$ -	\$ -	\$ 250,000
40	Property Tax Shortfall	\$ 1,200,000	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -		\$ -	\$ -	\$ 1,200,000	\$ -	\$ -	\$ 1,200,000	\$ -	\$ -	\$ 1,200,000
41	Hold for FY04 & FY05	\$ 881,444	\$ -	\$ 881,444	\$ -	\$ -	\$ -		\$ 959,800	\$ 1,941,244	\$ 1,941,244	\$ (3,644,536)	\$ 4,188,243	\$ 543,708	\$ (2,556,924)	\$ 396,486	\$ (2,160,439)
42	Ending Fund Balance	\$ 6,103,142	\$ (122,035)	\$ 5,981,107	\$ -	\$ (93,184)	\$ (93,184)		\$ 6,103,142	\$ (122,035)	\$ 5,981,107	\$ 329,109	\$ 2,989,796	\$ 3,298,985	\$ 1,383,864	\$ (757,104)	\$ 626,760

Palomar College
Fiscal Stability Taskforce

**Plan of Action – Rightsizing
Fiscal Years 2005 through 2010**

1. Immediate Strategy – FY04-05 & FY05-06

- Eliminate SMSR match and Retiree Health Liability Funding 1.3 m
- Hold all COLA (One-time or permanent) 3.0 m
- Freeze step & column movements (One-time or permanent) 4.5 m
- ATB % reduction of all salaries (One-time or permanent) 5.5 m

Ending Balance '06

cumulative

2. Zero Based Budgeting

- Year 1 – Instructional Administrative and Support Costs
- Year 2 – Administrative Services
- Year 3 – Student Services
- Year 4 – Instruction Services
- Year 5 – Human Resource Services

2.7 is 3% reserve

2004-05 Budget Priorities

(alpha order)

Presented at May 4, 2004 SPC

<u>Council</u>	<u>Amount</u>
ASPC	22,300
HRSPC	22,000
IPC	151,930
SSPC	25,000
SPC	<u>63,000</u>
	\$284,230

Palomar College
Strategic Planning Council
FY04-05 Budget Priorities

Exhibit B-3-b

A	B	C	D	E
			RANK	COMMENTS
1 Student Services				
2 Restore 03-04 budget reductions				
3 Athletics 4000, 5000, 6000	\$ 25,000	\$ 25,000		
4				
5 President #1 Priority				
6 Learning Outcomes Initiative				
7 Faculty Coordinators	\$ 18,000			
8 Institutional Research Analyst	\$ 30,000			
9 Sr. Office Specialist	\$ 11,450			
10 Supply/Travel Budget	\$ 3,500			
11 Computer	\$ -			
12 Office Space	\$ -	\$ 62,950		
13				
14 Instruction Services				
15 Restore 03-04 budget reductions in 4000, 5000, 6000	\$ 151,930	\$ 151,930		
16				
17 Human Resource Services				
18 Restore 03-04 budget reductions				
19 4000	\$ 7,000			
20 5000	\$ 15,000	\$ 22,000		
21				
22				
23 Administrative Services				
24 Restore 03-04 budget reductions				
25 4000 Supplies/check folding & stuffing: Payroll	\$ 3,630			
26 5000 Nextel 2-Way Phones: Information Services	\$ 5,600			
27 2000 Classified Overtime	\$ 3,000			
28 2000 Student workers*	\$ 10,000	\$ 22,230		
29 *Only if classified positions are not cut				
30 TOTAL RESTORATION REQUESTED		\$ 284,110		

FACULTY HIRING RECOMMENDATIONS FOR 2005-06

INSTRUCTIONAL PLANNING COUNCIL
AND
STUDENT SERVICES PLANNING COUNCIL

APPROVED MAY 12, 2004

The following new faculty positions were approved by the Instructional Planning Council and Student Services Planning Council 5/12/04, as first priority:

1. Music/Choral
2. Speech/Forensics/ASL
3. Radio and Television
4. History
5. Sociology
6. Chemistry
7. English as a Second Language
8. Philosophy
9. Library/Escondido
10. Counseling
11. Graphics
12. Physical Education/Women's Soccer
13. Physics
14. Mathematics 1
15. Africana Studies

SPC
2003-04 Strategic Planning Council - Self Evaluation

Questions/Comments	2002-03		2003-04	
	N	AVG	N	AVG
1. The role and responsibilities of the Strategic Planning Council (SPC) are clear and well understood.	14	4.1	14	4.4
2. The SPC has operated effectively this year.	14	4.0	14	4.1
3. The SPC spends the appropriate amount of time discussing and acting upon issues and topics.	14	3.7	14	4.0
4. The Annual Implementation Plan and methods for evaluating our progress on accomplishing its tasks are clear and understood (i.e., tasks identified, plan, individuals/groups responsible for completing tasks, three progress reporting periods, annual progress report.)	14	4.4	13	4.2
5. The procedures used to guide the functioning of the SPC are effective (e.g., structure, conduct, and the organization of meetings).	14	3.9	14	4.4
6. The structure of SPC allows for open and participatory communication between constituents.	14	3.8	14	4.4
7. I understand/understood my role and responsibilities as a member of SPC.	14	4.4	14	4.6
8. As a member of SPC, I am/was able to participate in the decision-making process of the college.	14	3.9	14	4.6
9. As a member of SPC, I feel that I am/was able to devote the time necessary for participation in the council.	14	4.2	14	4.3
10a. Who do/did you share information with regarding the issues discussed and actions taken at SPC?	See Attached			
10b. What methods do/did you use to share this information?	See Attached			
11. What did SPC do well this year? Please give specific examples.	See Attached			
12. How can SPC improve? Please give specific examples.	See Attached			
13. Are you a current member of SPC? (Circle your response)	YES = 13 No = 1 Yes=11 No=2			
14. How long have you been a member of SPC or how long were you a member of SPC? (Circle your response.)				
A. Less than one semester (0)				
B. One Semester (3)				
C. Two Semesters or More (11)				

2003-04 Strategic Planning Council - Self Evaluation

Questions/Comments	2003-04	
	N	AVG
The role and responsibilities of the Strategic Planning Council (SPC) are clear and well understood. Comments:	14	4.4
2. The SPC has operated effectively this year. Comments: much improvement over 2002/03	14	4.1
3. The SPC spends the appropriate amount of time discussing and acting upon issues and topics. Comments: Time is better utilized, discussions are more focused. Everyone has opportunity to speak.	14	4.0
4. The Annual Implementation Plan and methods for evaluating our progress on accomplishing its tasks are clear and understood (i.e., tasks identified, plan, individuals/groups responsible for completing tasks, three progress reporting periods, annual progress report). Comments: However, it is almost impossible to judge our process on the really big questions like how well we are doing at improving the learning environment at Palomar I'm not quite happy with this but I can't explain exactly why. Very clear	13	4.2
5. The procedures used to guide the functioning of the SPC are effective (e.g., structure, conduct, and the organization of meetings). Comments: Very well organized	14	4.4
6. The structure of SPC allows for open and participatory communication between constituents. Comments: This has improved in 2003/04 I have sensed no reticence nor fear of reprisals for speaking plainly. Everyone has opportunity to speak.	14	4.4
7. I understand/understood my role and responsibilities as a member of SPC. Comments:	14	4.6
8. As a member of SPC, I am/was able to participate in the decision-making process of the college. Comments:	14	4.6
9. As a member of SPC, I feel that I am/was able to devote the time necessary for participation on the council. Comments:	14	4.3
10a. Who do/did you share information with regarding the issues discussed and actions taken at SPC? RAC; ASPC; Bargaining Groups Other employee groups Department & Faculty Senate ASG The Senate, the Faculty Council, through the Senate to the Faculty at Large Staff/CCE members Faculty constituent group Faculty managers & staff at regularly scheduled meetings SSPC - SS cabinet - SS managers Faculty Senate, fellow dept faculty & staff members Faculty Senate Instructional Deans My office since I do not represent a group.		

Questions/Comments	2003-04
N	AVG
E-Council	
10b. What methods do/did you use to share this information?	
Meetings; data in handouts; models meetings, mail verbal written memos, email, personal interactions Sharing of handouts, verbal communication, through minutes of the Senate to the Faculty email/newsletters/meetings/word of mouth email/meetings verbal report hard copies of handouts verbal/written reports. verbal reports, conversation weekly/bi-weekly oral report A report from SPC was/is a standing agenda items on the VPI meeting agenda. Verbal E-mail & E-council meetings	
11. What did SPC do well this year? Please give specific examples.	
Budget reductions Kept communication open and stayed on topics & concerns It handled the budget crisis fairly, tho roughly and with encouragement for participation from all. I feel there was some very good open and honest dialogue that came out of this council this year. Specifically related to the budget issues this last year. AIP reports were more efficient Clearer understanding of roles, responsibilities, better communication. Approving all the Governance Councils. Provided training to participants. Strengthened/enhanced student roles. ganized the functioning of the college.	
12. How can SPC improve? Please give specific examples.	
Reallocation of Resources; effective analysis of efficiency; improve work flow Holding other Planning Councils to their responsibilities Continue to allow the honest discussions. Encourage all groups to bring their issues forward. The budget crisis was handled very poorly-communication is the key - respect for each other would help! running quite well. Faculty seem to hold things up a bit. Need to assure that budgeting priorities from each council are adhered to Continue to evolve, get more used to the process. X Continue emphasis on representative governance. Train new participants.	
13. Are you a current member of SPC? (Circle your response)	
YES = 12	No = 2
14. How long have you been a member of SPC or how long were you a member of SPC? (Circle your response.)	
A. Less than one semester (0) B. One Semester (1) C. Two Semesters or More (13)	

Governance
2003-04 Strategic Planning Council - Self Evaluation

Questions/Comments	2002-03		2003-04	
	N	AVG	N	AVG
1. The roles and responsibilities of the planning councils (Administrative Services, Human Resource Resource Services, Instructional, and Student Services) are clearly defined and understood.	14	3.7	14	4.1
2. The governance structure provides an opportunity for each campus constituency (students, faculty, classified staff, and administrative staff) to identify and articulate its views on institution-wide issues.	14	4.1	14	4.2
3. The process for proposing changes (e.g., changes to committee members, establishing a new committee) to the governance is clearly defined and understood.	14	4.2	14	4.1
4. The process for presenting issues or matters for discussion within the governance structure is clearly defined and understood.	14	4.1	14	4.1
5. The planning councils spend the appropriate amount of time discussing and acting upon issues and topics.	13	3.6	14	4.1
6. Overall, the planning councils have operated effectively this year.	13	4.0	13	4.1
7. The governance structure allows for expression of ideas, input, and feedback at all levels of the institution (i.e., communication flows vertically up through the organization and horizontally across the organization).	14	3.9	14	4.1
8. What are the strengths of the current governance structure? Please give specific examples.			See Attached	
9. How can we improve the current governance structure? Please give specific examples.			See Attached	

Governance
2003-04 Strategic Planning Council - Self Evaluation

Questions/Comments	2003-04	
	N	AVG
The roles and responsibilities of the planning councils (Administrative Services, Human Resource Resource Services, Instructional, and Student Services) are clearly defined and understood. Comments: Much improved over 2002/03. However, the words needs to get out to all staff who are more removed from SPC.	14	4.1
2. The governance structure provides an opportunity for each campus constituency (students, faculty, classified staff, and administrative staff) to identify and articulate its views on institution-wide issues. Comments:	14	4.2
3. The process for proposing changes (e.g., changes to committee members, establishing a new committee) to the governance is clearly defined and understood. Comments: This process works very well This process has been tested several times and has worked fine.	14	4.1
4. The process for presenting issues or matters for discussion within the governance structure is clearly defined and understood. Comments: Sometimes the members of the Faculty or SPC need to be reminded where an issue is best addressed so that SPC doesn't micro manage. Yes, but the actual process needs to get out to <u>all</u> staff. I think a 1-time meeting of all staff for training would be helpful. All processes are clear. The strength of Dr. Amador!	14	4.1
5. The planning councils spend the appropriate amount of time discussing and acting upon issues and topics. Comments: The two I'm on spend appropriate time. I feel that everybody's voice is heard.	14	4.1
6. Overall, the planning councils have operated effectively this year. Comments: Appears to from the reports.	13	4.1
7. The governance structure allows for expression of ideas, input, and feedback at all levels of the institution (i.e., communication flows vertically up through the organization and horizontally across the organization). Comments: This is certainly true for all who wish to be included. There's not much to do about those who choose to hide in their offices.	14	4.1
8. What are the strengths of the current governance structure? Please give specific examples. Comments: input, collaboration Constant open & honest communication Openness and deadlines within the structure to make sure issues don't just float in the ether forever without being acted upon, identification of responsible party. The fact that there is a structure is strength in itself. To allow all groups to participate is its strongest attribute. : Amador - she is a true leader ample time for discussion & feedback The actual flow of input through councils, etc. to SPC. The President is <u>always</u> at SPC, as it must be. Requires a hands-on president. Most representatives have had training and seem to understand their roles and responsibilities. Very organized and well-structured.		

Governance
2003-04 Strategic Planning Council - Self Evaluation

Questions/Comments	2003-04	
	N	AVG

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

Comments:

Measurement, analysis of goal/objective achievement

We need to get full participation - Sometimes faculty don't volunteer for all the representation we are allotted or members do not always attend. I don't know if the other groups have a similar problem. The Senate has recommended the agenda begin with reports. There were times last year when SPC did not get to reports from the other Councils, but I wouldn't want to sacrifice time to discuss action items for reports. Perhaps what could be pared down could be other reports.

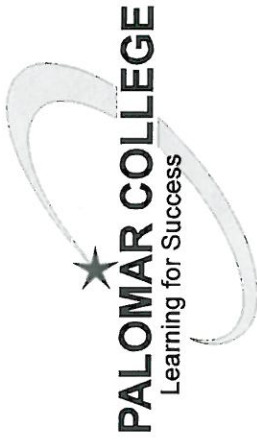
less faculty representation!

running smoothly

Continue training new members. Stress representative governance.

Do the minutes go out to the entire campus? Faculty Senate minutes go out to all faculty and that system is excellent for keeping everyone in the loop - who wants to be.

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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:		Funding Source: Foundation, General Funds	
One Time Ongoing		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	1. The scholarship application deadline was extended to March 5th for this year. 2. Aggressive marketing of scholarship information includes the following: Video broadcasting on public broadcasting stations, beginning January 15, 2004. A TV/DVD has been purchased and set up in the Student Services Center Lobby to show the video as a loop.
		May, 2004	1. 211 completed applications were reviewed by the Scholarship Committee, an increase of 14% from 2002-03. Objective status: completed. <i>status: Completed</i>

Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 2 <i>Goal: Student Success</i>	Primary Person(s): VP Instruction; VP Student Services		
Provide comprehensive and innovative class scheduling options to improve accessibility and timely program and degree completion (02-03)	Assigned Groups: Instructional and Student Services Deans; Chairs and Directors		
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.			
Estimated Cost:	One Time	Funding Source:	
	Ongoing	Time Line: June, 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. 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	February, 2004 1. The Student Services liaisons to the VPI Cabinet have actively provided input to improve the class schedule and course offerings. 2. A task force has been formed to review options on School Web Services implementation. A site license has been paid for web CMS for 2004. 3. As a result of completed department and discipline Institutional Reviews, many departments are developing a 4-semester course rotation schedule to ensure students have access to complete programs. 4. Data was gathered and analyzed on courses known as the "Golden 4." This data was shared with departments so that additional planning can occur with developing a class schedule to better meet student demand. 5. Data was gathered on classroom availability on the San Marcos campus, Center and sites. Data is being used to better utilize facilities and to offer class sections at all locations to better meet demand. 6. To improve overall scheduling of classes, the Director of Enrollment Services and the Dean of Counseling and Matriculation is regular member of VPI Cabinet.	May, 2004 1. CurriNet, an automated curriculum management software product, was purchased. 2. The implementation of Project 8 in June will provide students with a comprehensive class search and catalog search on-line. Objective status: Continuous process 1. Most instructional departments have completed their 2-year course rotation and have implemented for Fall 2004 or Spring 2005. 2. Enrollment Load report data is being used more regularly to identify student and scheduling needs. Data has indicated student interest for 7 am classes so some sections have been added for Fall 2004 and Spring 2005 3. With the approval of a new course deactivation policy, departments are reviewing all courses not offered in the past 4 years and will deactivate as needed. This	

Strategic Plan
Annual Implementation Plan 2003-2004

		will clean up the catalog of courses not offered and will better represent to students a catalog of intended offerings. 4. A first draft of a proposed course rotation for the Escondido Center and sites has been developed and includes programs of emphasis for each facility. Draft to be revised for further discussion and implementation.
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Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 3 Goal: Student Success	Primary Person(s): VP Instruction; VP Student Services
Improve articulation with area high schools at the discipline level and within student services (02-03) Major tasks / plans to accomplish goal. - Promote / support Articulation staff to: - Articulate top 20 majors for each UC Dual Admissions Program. - Review Tech Prep agreements with local high schools for currency. - Schedule / evaluate the annual High Schools Administrators' Meeting / Luncheon to provide dialogue between school representatives and college officials. - Increase enrollment in University Links Program. - Provide financial aid information nights to high school students / parents. - Develop / implement outreach efforts to the new Mission Hills High School. - Increase recruiting of local high school student athletes in identified sports. - Increase ASG awareness in local high schools.	Assigned Groups: Chairs & Directors; Instructional and Student Services Deans; Matriculation & Transfer Advisory Committee; Articulation Officer
Estimated Cost:	Funding Source: Matriculation/General Fund
	Time Line: June, 2004
November, 2003 - This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04. - 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. - A plan for articulating high school Fire and Police Academies at Mission Hills High School with Palomar's Public Safety Program has been presented to SMUSD. Classes will start Fall 2004.	February, 2004 - The High Schools Administrators Meeting / Luncheon was held on December 5, 2003. Feedback from the six (6) schools that were represented reflects that the event was worthwhile and should be continued but in a shorter time duration (working lunch hour). - Top 20 majors at selected UC's have been articulated. Local high schools have been contacted to arrange training sessions for GEAR-UP students. 99 assessment / orientation sessions using COMPASS were successfully completed for Spring, 2004. - Four (4) campus tours for K-12 special education populations have been conducted. - The GEAR-UP grant has been renewed for a sixth year. May, 2004 - At the request of high schools, the scholarship application deadline was extended three (3) weeks. - A complete review of Tech Prep was accomplished. - The University Link program was promoted in the high schools. - Five (5) Parent Orientations (one in Spanish) were held. - Twelve (12) campus tours for K-12 special education students were conducted. - EOPS/CARE outreach activities included

Strategic Plan Annual Implementation Plan 2003-2004

	Meetings have been held with San Marcos High school to ensure a smooth transition of students to Palomar College. 1. Curriculum for High School Fire and Police programs has been developed and approved by the SMUSD Board. A major marketing campaign is underway to attract high school students to the program for Fall 04. The college's advisory committees have agreed to serve as advisory committees for both high school programs. . 2. We anticipate receiving an additional \$11,500 in TechPrep funds for 03-04. The funds will be distributed (via minigrants) to Palomar's high school partners to expand articulated programs and activities. 3. Fall census data showed that 26 students who took an articulated class in the previous academic year enrolled as Palomar College freshmen.	ESL orientations. The 6th year of the GEAR UP program has been approved and funded by the U.S. Department of Education. Objective status: continuous process 1. Articulated Fire and Police classes at Mission Hills High School are at capacity (32 and 35) for the fall 05 semester. 2. Work has begun on post secondary curriculum for a new Culinary Arts Program that will be a partnership between SMUD and Palomar ROP and credit programs. The high school component of the program is seeking secondary accreditation from the American Culinary Federation . 3. Twenty new articulation agreements have been signed in the past three months. They include new TechPrep partners Alta Vista, Palomar High, Mission Hills High Schools
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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) 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. 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.		Assigned Groups: Director, Institutional Research and Planning	
Estimated Cost:		One Time	Funding Source:
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.		Ongoing X	Time Line: June, 2004 (January, 2004 – Plan)
February, 2004 1. The Electronic Academic Assessment Program has been improved to personalize requests for information on student athletes from faculty. 2. Student e-mail accounts will be used to make tutoring referrals and follow-up assessment recommendations. 3. Counselors with low Ed Plans counts have been coached and have increased the number of electronic plans by at least 100%. 4. Health Education promotions have provided information to approximately 5,783 participants. 5. E-mail invitations to all faculty have resulted in 40 Career Center class visits. 6. Ten (10) students have been trained on assistive technology.		May, 2004 1. New articulation was developed in Spring 2004 to include 112 SOCMAR, ten (10) private colleges and seven (7) CSU majors. 2. A one-stop services and PeopleSoft 8 Cross Training Day was held for Enrollment Services and Financial Aid staff. 3. PeopleSoft training has been held for all staff. 4. More than ten (10) students were trained on assistive technology 5. Counseling 110 is being offered this Spring to bilingual EOPS and ESL students.	
		Objective status: continuous process	
		1. Most instructional departments have completed their 2-year course rotation and have implemented for Fall 2004 or Spring	

in progress

Strategic Plan Annual Implementation Plan 2003-2004

	ensure students have access to complete programs. 2. To improve student access to computers for class assignments, beginning Spring 2004 students have been encouraged to use the labs in ES-9 and SU-204. 3. The Curriculum Committee recommended a new course deactivation policy that was passed by the Faculty Senate. This policy will further ensure that the catalog better represents the intended course offerings so that students are not penalized by 4-year institutions for courses listed in the catalog but are not offered. A transfer / scholarship study for Fall 2001 to Spring 2003 was conducted for student athletes. This study shows results of 62% of student athletes transferring to four-year colleges and securing \$2.9 million dollars in transfer scholarships. A computerized tracking system has been implemented to track computer use in the Career Center. 135 students have demonstrated self-management by developing a career action plan. All TRIO students have completed an individualized Ed Plan.	2005. 2. Enrollment Load report data is being used more regularly to identify student and scheduling needs. 3. With the approval of a new course deactivation policy, departments are reviewing all courses not offered in the past 4 years and will deactivate as needed. This will clean up the catalog of courses not offered and will better represent to students a catalog of intended offerings. 4. A first draft of a proposed course rotation for the Escondido Center and sites has been developed and includes programs of emphasis for each facility. Draft to be revised for further discussion and implementation. 5. Reorganization of the services provided in the Library on the 1st and 2nd floors and additional computers will increase student access to computers and access to proctored testing for online classes.
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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:	Funding Source:
	One Time	Time Line: June, 2004 (January, 2004 – Plan)
Ongoing	February, 2004	May, 2004
November, 2003 This plan has been developed in alignment with the AIP and Governing Board Goals for 2003-04.	The Faculty Senate assigned this matter to the Academic Standards & Practices Committee. The committee feels that much of this goal is intimately tied to Student Learning Outcomes. As soon as the final primary committee that deals with SLO is established, the Faculty Senate will work in the newly established structure to tie student academic expectations and responsibilities to learning outcomes. Health Services staff reviewed and updated the Code of Ethics for the department. An exit survey has been developed and will be provided for all sophomore student athletes participating in Spring, 2004.	
	1. A Smoking Cessation program has been implemented by Health Services. 2. A web based COMPASS program is being developed for use in Summer 2004. 3. Over 1,500 EOC students have been advised and supported to attend Palomar College. 4. The Financial Aid Counselor is working on on-line and lab options for future COUN 49 courses. Objective status: continuous process The Learning Outcomes Council and its Coordinating Committee are in the final stages of formation. Meetings will begin in the fall. Once Student Learning Outcomes have begun to be identified, the Senate, through the Academic Standards and Practices Committee and with close cooperation with the Curriculum Committee, will identify student learning outcomes from the course level through the institutional level. These will include student academic expectations and responsibilities. Further, the Faculty is currently	

Strategic Plan
Annual Implementation Plan 2003-2004

		voting on constitutional changes which include an ethics policy. Continuous process.
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Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 6 Goal: Teaching and Learning Excellence		Primary Person(s): President; Faculty Senate President	
Develop processes for measuring student learning outcomes and integrate into a formal method of review of academic programs and certificates the creation and evaluation of student learning outcomes on a course, program, and degree/certificate level (ACC)		Assigned Groups: VP Instruction; Director, Institutional Research & Planning; Institutional Review Committee; IPC; Chairs and Directors	
Estimated Cost:		Funding Source:	
		One Time	Time Line: April, 2004
		Ongoing	Time Line: April, 2004
November, 2003	The Student Learning Outcomes Task Force has been formed and has held two meetings this fall semester. The Task Force is currently defining its objectives and will be providing an implementation plan structure with timelines to a soon to be identified permanent committee. When this task is complete the task force will disband.	February, 2004 The Student Learning Task Force developed its objectives, is in the process of revising the Principles of Assessment document, and has scheduled professional development activities on assessing student learning outcomes. A small work group is developing the permanent committee structure, and the task force is discussing a potential name. The task force should complete all its tasks by April 1, at which time it will hand over the issues to the permanent committee. Student Services representatives serve on the Student Learning Outcomes Task Force and have participated in the review of the college's Principles of Assessment.	May, 2004 The Student Learning Outcomes Task Force recommended to SPC a Student Outcomes Council and Coordinating Committee with a budget to address this objective. On May 4, SPC approved the structure and reviewed the budget as presented by the Task Force for Fall 2004. Completed.

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	Time Line: June, 2004 (January, 2004 Plan)
November, 2003	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.	February, 2004 With the resignation of Erin Messersmith, Training and Development Coordinator, and the District's decision to focus immediately on Project 8 training, this goal has been placed on-hold. While individual departmental training is encouraged to continue to promote functional training and teamwork among their employees, all formal training will be suspended until Project 8 training is concluded. Mentors have been selected from Student Services for PeopleSoft 8 training. The Career Center staff was updated on the use of Monster Trak and Eureka systems. Adjunct faculty were instructed on using Eureka at the orientation in January. Cross-training of classified staff is on-going. Successful examples of cross-training are taking place in the Admissions & Records / Financial Aid, Federal Grants Funded Programs, and the Career Center / Transfer Center areas.
		May, 2004 1. A successful High Schools Counselors' Luncheon was held. 2. The Administrative Secretary to the Dean of Counseling / Matriculation was designated to provide assistance in coordinating the supervision of classified staff in the Division. 3. One-stop Service and PeopleSoft 8 Cross Training Day for Enrollment Services and Financial Aid was held. Objective status: continuous process This goal remains "on-hold" until the position of Coordinator, Training and Development, is recruited and filled.

Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 8 <i>Goal: Organizational and Professional Development</i>		Primary Person(s): VP Human Resource Services	
Develop mechanisms to ensure that supervisors and department chairs evaluate classified staff, administrators/managers, and part-time faculty on a regular cycle with formal and timely follow-up following (adhering to) college policy on contract provisions (ACC).		Assigned Groups: HRSPC	
Estimated Cost:	One Time	X	Funding Source:
	Ongoing		Time Line: June, 2004
November, 2003	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	This goal has been completed. With the assistance and approval of the HRSPC, a new Classified Evaluation Procedure has been developed. Implementation will begin this spring semester with mandatory training workshops for supervisors and optional workshops for the classified staff. Evaluation procedures for administrators/managers and part-time faculty remain unchanged. However, HRS will monitor evaluation timelines for these groups to ensure compliance with current District policies and CB Agreements. Student Services managers and supervisors continue to maintain and adhere to a regular cycle of annual evaluations for respective staff.		
May, 2004	add from #7 Student Services managers and supervisors continue to maintain and adhere to a regular cycle of annual evaluations for respective staff. Objective status: continuous process <u>Goal Completed.</u>		

find info from HR that gets here

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 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. 6. Done to date: sub-committee has draft proposal ready for next RAC meeting Barriers: State Budget Crisis	May, 2004 6. Done to date: RAC approved proposal; SPC has under review. 7. Barriers: State Budget Crisis <i>In Progress?</i>

Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 10 <i>Goal: Resource Management</i>		Primary Person(s): VP Finance & Administrative Services	
Continue efforts to make budget reports user-friendly (02-03)		Assigned Groups:	
Estimated Cost:	One Time	Funding Source:	
	Ongoing	Time Line: June, 2004	
November, 2003 – Work Not Started Report	February, 2004	May, 2004	
1. When start: after final audit report and financial statements are finalized. 2. Barriers: learning curve for new Director	1. Work Plan: (a) meet with VPs, Deans, and Dept heads to discuss needs (b) review existing standard reports 2. Who: Director Fiscal Services; Budget Analysts 3. Goals: understand user needs; training; revise standard reports if necessary 4. Timeline: between now and EOY 5. Tasks: Director will work with end users; functional specialists will assist with required report changes 6. Done to Date: Director meeting with end-users 7. Barriers: Time	6. Done to date: Director meeting with end-users 7. Barriers: Time; PS V8 Financials <i>In Progress</i> ✓	

Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 11 Goal: Resource Management		Primary Person(s): VP Instruction; VP Finance & Administrative Services	
Develop and implement a long range budget plan for computer hardware and software upgrades and/or replacement (02-03)		Assigned Groups: Technology Committee; Revenue Allocation Committee; VP Student Services; VP Human Resource Services	
Estimated Cost:		Funding Source: General Fund; Categorical	
		Time Line: June, 2004	
November, 2003 – Work Not Started Report		February, 2004 No change. Student Services representatives have been selected to serve on the Technology Master Plan Task Force. This Task Force will be charged with developing and implementing a long-range plan for computer hardware / software.	May, 2004 Student Services representatives have been selected to serve on the Technology Master Plan Task Force. This Task Force will be charged with developing and implementing a long-range plan for computer hardware / software Objective status: in progress No change. See Technology Master Plan Task Force.
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.			

Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 12 <i>Goal: Resource Management</i>		Primary Person(s): VP Finance & Administrative Services; VP Instruction; VP Student Services	
Ensure planning and Revenue Allocation processes effectively address the equipment replacement needs of the educational and student services programs of the college (ACC)		Assigned Groups: Revenue Allocation Committee	
Estimated Cost:		Funding Source:	
One Time		Time Line: January, 2004 (Plan)	
Ongoing		May, 2004	
November, 2003 – In-Progress Report		February, 2004 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: Plan is complete 7. Barriers: State Budget Crisis The Vice President of Student Services received and prioritized a list of instructional equipment needs which was reviewed and discussed by the Vice Presidents and the President and resulted in subsequent funding for all Priority 1 items.	
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		The AIP planning process was used so that the Student Services Planning Council could develop a prioritized list for faculty positions for the 2004-05 budget year. Objective status: <u>in-progress</u> 6. Done to date: Plan is complete 7. Barriers: State Budget Crisis <i>in progress</i> <i>continuous process</i>	

3. sent this way
VP Finance
by

Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 13 <i>Goal: Resource Management</i>		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	Funding Source:	
	Ongoing	Time Line: June, 2004 (Plan and Procedures)	
November, 2003	February, 2004	May, 2004	Goal Completed. The following procedures and activities will be put into place to ensure the recruitment and hiring efforts resulting in further diversification of the full-time faculty: Continue and expand efforts to recruit and hire a diverse faculty 1. Identify hiring opportunities to improve workforce diversity. 2. Continue to attend job fairs, targeting marketing to desired populations. 3. Add ethnicity breakdown of current student population to recruiting material; Develop new recruiting brochure depicting more diversity in the college; Market the diversity of our local area in our recruiting material. 4. Enhance adjunct faculty's ability to be hired as permanent faculty; Offer professional development workshop for adjunct faculty to improve hiring skills. 5. Target specific colleges and universities representing ethnic minority candidates. 6. Review Employment Services mailing list for professional organizations. 7. Investigate and participate in mentoring programs for minority students. 8. Establish partnerships with teacher training programs for minority candidates. 9. Include the improvement of minority faculty hiring in our District Strategic Plan.
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.	This goal is still in progress. HRSPC, with approval from the Faculty Senate, continues to evaluated current faculty recruitment practices as well discussing and brainstorming possible new strategies that will improve the diversification of our faculty. While the HRSPC will review HR's recruitment and hiring practices for "staff" as well, the emphasis is being focused on the faculty area.		

**Strategic Plan
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		10. Update District and HR webpage showing more student and staff diversity in the pictures shown. 11. New community outreach efforts. 12. Work to get more diversity of faculty hiring committees. 13. Market at Camp Pendleton in the "Scout" newspaper. 14. Develop a web page entitled "Faces at Palomar" which shows the diversity of our students and staff. 15. Advertise all faculty vacancies in minority publications. 16. Raise awareness to staff in the value of hiring a more diverse staff. 17. Continue to improve hiring committee training.
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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	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		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: annual contribution: DONE; March, 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: CCLC is working on state-wide investment plan for all districts.	6. Done to date: annual funding in place; working with CCLC on a state-wide investment plan for retiree health benefits funds. 7. Barriers: CCLC plan will be in place this fall. Status: <u>Completed</u>

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Objective/Activity 15 <i>Goal: Facilities Improvement</i>		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:		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.		It has been recommended that the District set a goal to maintain all of the District facilities to a Level 1 Maintenance as defined by the Association of Physical Plant Administrators. The District is currently at a Level 3 Maintenance and should plan on reaching a Level 1 within five (5) years. The Facilities Department and the Facilities Review Committee are currently working on plans, schedules, staffing levels and funding to achieve this goal. Due to current work loads, staff levels and special projects, it is difficult to devote adequate time to these plans, especially during the fiscal year end rush to complete projects by the June 30 deadline for state projects.	1. The plan for an on-going District-wide maintenance plan for buildings and grounds has been completed and copies are available in the Facilities Office. This plan is on-going and will require annual review and updating in order to be effective. 2. The plan includes the following items and recommendations: - Recommendation to adopt the APPA Standards and Levels of Quality as District standards. - Recommendation that the District set a Level 1 for quality and services as a goal to be achieved in the next five (5) years. - Recommendation to increase the maintenance and operations funding levels to meet the national standards over the next five (5) years. - Recommendation to increase the maintenance and operations staffing levels to the APPA recommended levels over the next five (5) years. - Improve the response time for service calls and emergency response. - Change the preventive maintenance schedule from semi-annual to quarterly service. - Reduce the completion time for normal work requests from 60 days to 30 days. - Approve and fund a rotational renovation

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	schedule of five (5) years for classrooms and laboratories, seven (7) years for office and work spaces and other support spaces as required. ▪ Prepare an annual report on an evaluation of the plan that would include a list of completed projects, changes in funding and staffing levels, any changes to the plan, changes in service programs and a list of proposed projects for the next reporting period. 3. The maintenance and operations improvement plan will be monitored and updated on an annual basis and the Director of Facilities will prepare an annual report on the outcomes of the plan. 4. The main barrier in developing the plan was adequate time to conduct research, draft plans and get input and review from the various groups impacted by the plan and moving the plans through the approval process. Funding and staffing will be a major barrier to implementing the plans and projects. 5. The objective is a continuous process and will need to be updated and reviewed annually in order to meet the needs of the District. 6. This was a very difficult process due to the large number of services and programs that need to be included in this plan. We developed an "outline" of what we thought should be included in the plan and the more we worked with the "outline" the larger it became. The current plan still requires a lot of fine-tuning and the development of detailed information to provide the exact levels of funding and staffing. Adequate time to work on the development of the plan was a major problem for staff in the Facilities Departments due to our workloads and staff levels. This should be taken into account for future planning efforts.
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Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 16 <i>Goal: Facilities Improvement</i>		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 Ongoing	Funding Source:	Time Line: January, 2004 (Plan)
November, 2003 – An “In Progress” Report		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.	February, 2004 1. The outline is completed and a list of projects has been proposed. We are currently working on the scope of the projects and cost estimates. 2. 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.	1. The plans for Parking Improvement have been completed and will be reviewed and updated on an annual basis. Copies of the plan are available in the Facilities Office. 2. The plan includes the following items and recommendations: ▪ Adopt a 4:1 parking ratio ▪ Increase the parking lot maintenance and operations staffing level by 1 FTE. ▪ Increase the funding level for the maintenance and operations of the District-wide parking facilities. ▪ Campus Police will review the services they currently provide in order to meet the needs of the District. ▪ Increase the income to support the operations and improvement of parking facilities. ▪ Increase funding and staff levels when adding new parking facilities. ▪ The plan contains a list of proposed projects to improve and expand the parking facilities. ▪ The plan contains recommendations for alternate parking solutions. ▪ An annual evaluation of the plan will include an annual report that includes the current parking ratio, staff and funding levels, a list of completed parking	

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		improvements and expansion plans, a list of proposed projects for the next reporting period and recommendations for improvements of the plan. 3. The plan will be monitored and updated on an annual basis and the Director of Facilities will prepare an annual report on the progress of the plan 4. The main barrier in developing the plan was adequate time to work on the plan, collect information to support the plan, and get the necessary reviews and approval for the plans. Funding will be a major barrier in the implementation of the plan and on future improvements. 5. This objective is a continuous process and will need to be updated and reviewed annually in order to meet the needs of the District. 6. We developed an "outline" of what we thought should be included in the plan and this seemed to work out quite well.
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Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 17 Goal: Facilities Improvement		Primary Person(s): VP Finance & Administrative Services;	
Evaluate and improve district-wide facilities-related safety and security throughout District (02-03)		Assigned Groups: Safety & Security Committee; Director of Facilities; Manager, Environmental Health & Safety; Chief of Police; Director of Education Centers	
Estimated Cost:		Funding Source: Parking Fund; General Fund	
		Time Line: June, 2004	
November, 2003	One Time	February, 2004	
	Ongoing		
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. 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.		May, 2004 <i>Continuous Process</i> 1. A working draft of the Safety and Security Improvement Plan has been completed and will be reviewed and updated on an annual basis. Copies of the "Plan" are available from the Facilities Office. 2. The plan includes the following items and recommendations: a) The development of a District Safety and Security manual that contains policies and procedures related to District-wide safety and security issues. b) Requests for funding the "Plan." Funding a \$25,000 continuation budget to resolve small safety issues and an annual line item budget request for specific large projects. List of proposed projects is included in the "Plan." c) Annual Evaluation of the "Plan" will include an annual report on the effectiveness of the "Plan." This report will contain a campus safety survey, the annual crime statistics report from Campus Police, a list of the safety and security problems reported and resolved during the reporting period, a list of projects for the next reporting period, an executive summary of major changes in regulatory requirements, any changes or amendments to the "Plan," an executive summary comparing historical data with current data and a brief summary of legal actions related to safety and	

Strategic Plan Annual Implementation Plan 2003-2004

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.	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.	security on District facilities. 3. The “Plan” will be monitored and updated on an annual basis and the Safety & Security Committee will prepare an annual report on the progress of the plan. 4. The main barrier in developing the plan was adequate time to conduct research, draft plans and get the necessary review and approval from the various committees and groups. Funding will be the next major barrier because without the funding necessary to implement the plan this could be a futile effort. 5. This objective is a continuous process and will need to be updated and reviewed annually in order to meet the needs of the District. 6. This was a very difficult process and we developed an “outline” of what we thought should be included in the plan and then staff volunteered to work on the various sections of the plan. Adequate time to work on the development of the plan was a major problem for the staff in the Facilities Departments due to our workloads and staff levels. This should be taken into account for future plans, make sure to adjust the workloads of the major people assigned to develop these plans.
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Strategic Plan Annual Implementation Plan 2003-2004

Objective/Activity 13 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:		Funding Source:	
November, 2003 – In-Progress		Time Line: January, 2004	
February, 2004		May, 2004 <i>In Progress</i>	
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.	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.	1. Done to date: finalizing draft, task force needs further clarification 2. Barriers: Staffing uncertainties	
2. Who: Facility Use Task Force	2. Who: Facility Use Task Force		
3. Goals: a revised, up-dated Facilities Use Policy and Procedures	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	4. Task Force to meet with VP of Finance & Administrative Services; VP Instruction		
5. Tasks: (a) complete survey (b) finalize rates (c) process through governance structure	5. Tasks: (a) complete survey (b) finalize rates (c) process through governance structure		
6. Done to date: Draft of policy and procedures completed	6. Done to date: finalizing draft, task force needs further clarification		
7. Barriers: None	7. Barriers: None		

Report of the Task Force to Remodel/Rearrange Library Floor Space

The purpose of this report is to gain Facilities Review Committee approval for the suggested remodel and rearrangement of space and personnel in the library.

At the direction of VP Cuaron and Dean Vernoy a task force met on April 13, 2004 to consider redesigning floor space on the first and second floors of the library. Present were representatives from those who currently occupy portions of the first floor: Library Learning Resource Center, Library Administration, Audio Visual, Academic Technology, Tutorial, and the Disabled Resource Center. Mike Ellis and Kelly Hudson-MacIsaac were also present to advise the task force on facilities questions. The goals of the task force were to create a plan to:

- Move the library Learning Resource Center to the 2nd floor of the Library
- Expand the Academic Technology Lab to at least 125 computers
- Create a small testing center that can be easily proctored by Tutoring
- Reevaluate the placement of the Adapted Computer Lab—Reevaluate the RF interference in the old location
- Reevaluate the floor space occupied by the Tutoring Center
- Reevaluate the floor space occupied by Audio-Visual

Project completion goal date is August 2004, prior to the beginning of the fall semester.

Funding for the project will be through the Foundation and the President's Associates.

All parties agreed to a plan for remodeling and departmental utilization for the ground floor and second floor of the library building in accordance with the drawings attached. Because of continued RF problems in the previous location of the Disabled Resource Center, it was decided that it would remain on the ground floor of the library.

In addition to the suggested remodel plans, an initial suggested project phasing—with outline timeline—is attached. Initial budget figures for the Academic Technology expansion part of the project are also attached. Additional project costs will be developed by Mike Ellis in cooperation with the Library, DCR, Tutorial, and AV.

Benefits to students, faculty and staff will be:

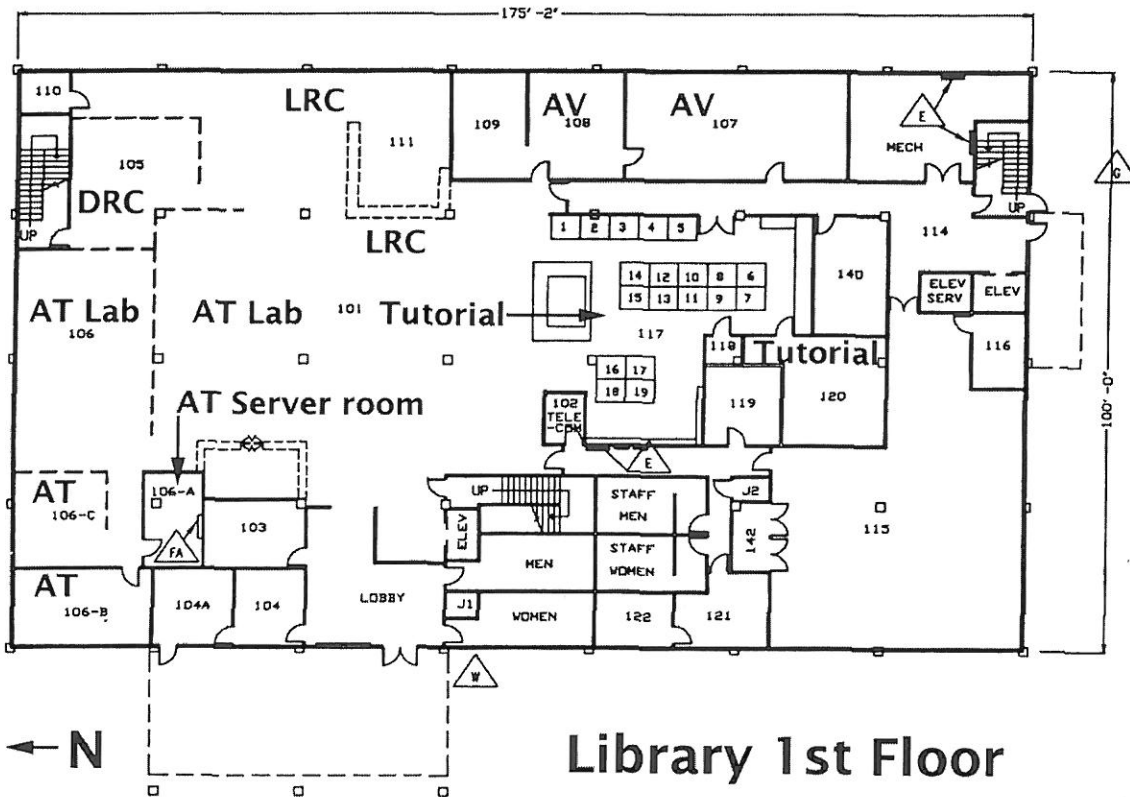
- 50 more student access computers on the first floor.
- A new computer classroom on the first floor.
- A new testing center on the first floor where proctored tests can be conducted.
- A new faculty technology development center.
- Nearby staff help for faculty using the development center.
- Centralization of District web and file servers in a more secure environment.
- Better access to the Disabled Resource Center.
- Better utilization of space on the ground floor, with room and facilities for additional future public access workstations.
- Consolidation and centralization of the circulation functions within the library.
- Better working conditions for staff, with better utilization of circulation desk staff on the second floor of the library
- A more central location for the library manager and secretary.

- The ability for Academic Technology to keep hours independent of the library, while maintaining the security of the library collections.
- Improvements to the appearance and comfort of the library.

Table of Attachments

Description	Page
Current Layout of Library First Floor.....	3
Current Layout of Library Second Floor	4
New Walls and Removed Partitions First Floor	5
New Office Space Second Floor.....	6
Suggested Utilization of Rearranged First Floor	7
Suggested Project Phasing (Timeline).....	8
Floor Plan for new classroom lab and faculty lab	9
Floor Plan for new public computer island	10
Budget for Academic Technology Expansion.....	11
Additional Costs to be identified.....	14

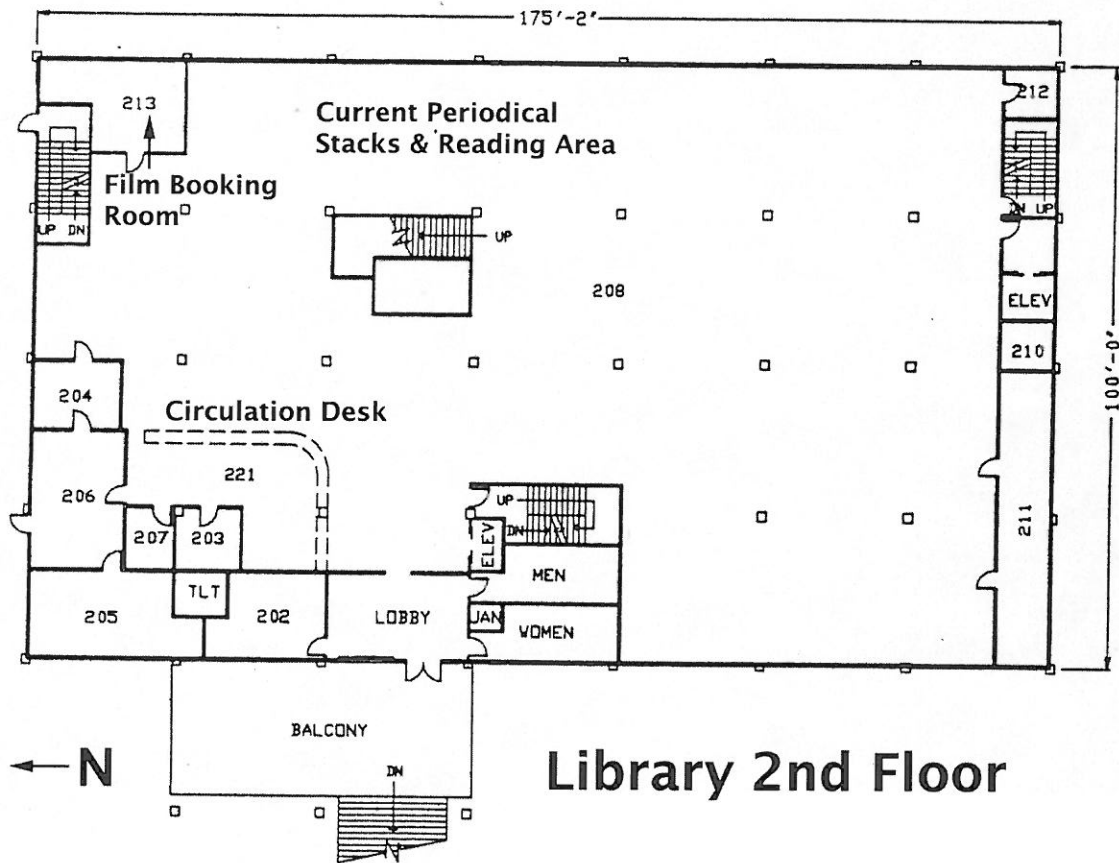
► Library First Floor as it is 4/22/04



Current floor plan utilization – starting in Northeastern corner (room 110) and scanning south in rows:

Room	Description	User
110.....	Storage Closet.....	Library
105.....	DRC.....	DSP&S
111.....	LRC Stacks.....	Library
109.....	LRC Offices	Library
108.....	AV Offices	AV
107.....	AV Storage/Offices	AV
Back to the Northern Wall		
106.....	Student Labs	AT
101.....	LRC Study Area	Library
117.....	Tutoring Area	Tutorial
140.....	Conference Room.....	All
119.....	AT Offices.....	AT
120.....	Tutorial Offices	Tutorial
116.....	Librarian Office	Library
115.....	Technical Services.....	Library
Back to the northern wall		
106C.....	AT Offices.....	AT
106B.....	AT Offices.....	AT
106A.....	AT Server Room.....	AT
103.....	Library Manger.....	Library
142.....	Storage Closer	Library
104A.....	Library Director.....	Library
104.....	Library Secretary.....	Library
122.....	Library Office.....	Library
121.....	Library Break Room.....	Library

► **Library Second Floor as it is 4/22/04:**



Offices in NW corner are occupied by President and staff (202, 205, 206 and 204)

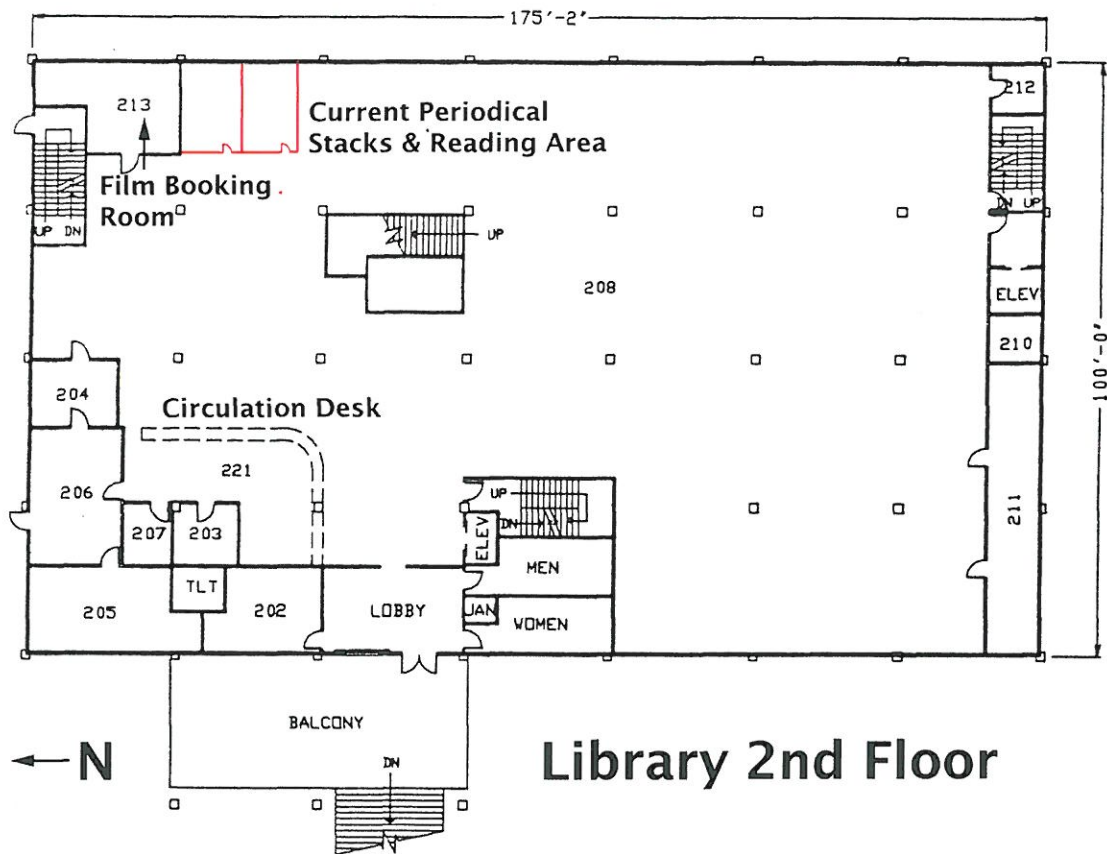
207.....	Rare book room
203.....	Library Office
221.....	Circulation Staff Area
213.....	Film Booking Office
208.....	Reference Area and catalog computers
211.....	Librarian Offices

The floor plan of the Library 1st Floor includes the following details:

- Room Numbers:** 101, 102 TELE COM, 103, 104, 106-A, 106-B, 106-C, 107, 108, 109, 110, 111, 112, 113, 114, 116, 117, 118, 119, 120, 121, 122, 140, 141, 142.
- Stairs and Elevators:** UP (multiple locations), ELEV, ELEV SERV, ELEV J1, ELEV J2.
- Other Features:** MECH, MEN, WOMEN, STAFF MEN, STAFF WOMEN, LOBBY, FA, W, G.
- Dimensions:** 175'-2" (width), 100'-0" (depth).
- Orientation:** North arrow pointing left (N).
- Path:** A red line indicates a path starting from the left side, passing through rooms 106-C, 106-A, 104, 101, 117, 118, 119, 120, 121, 122, and ending near room 142.

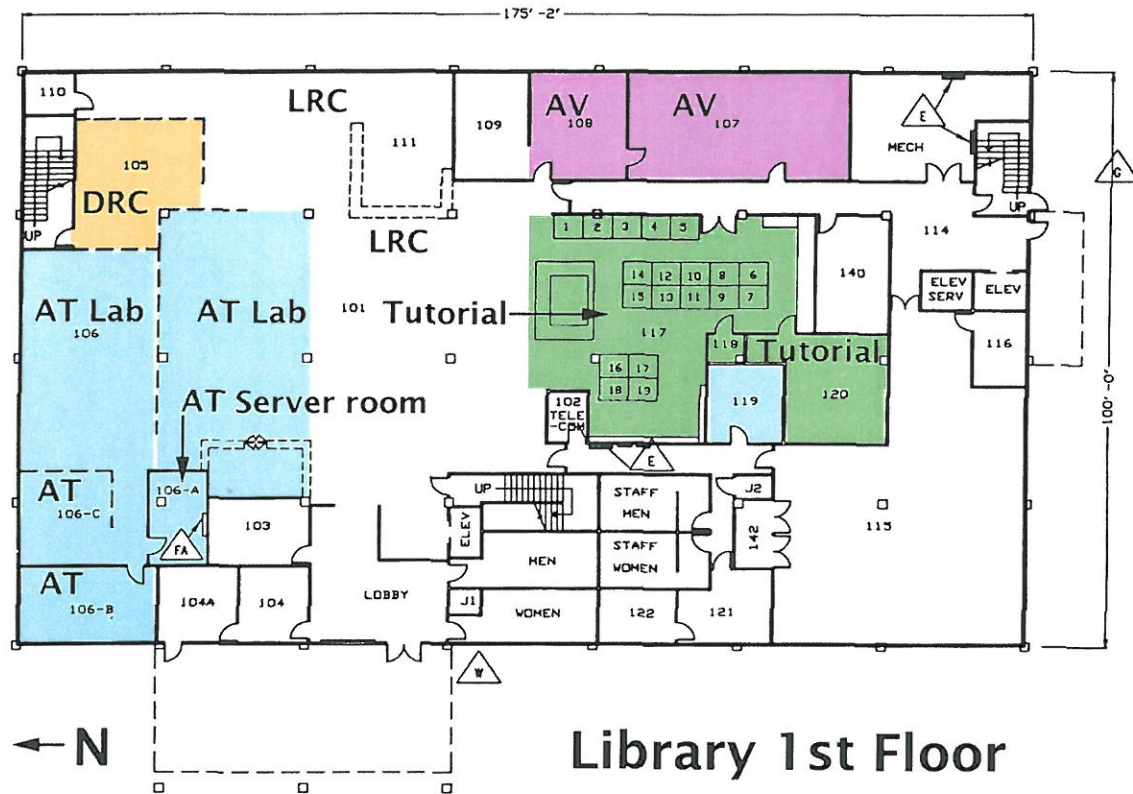
► New Office Space Second Floor

New offices for Library manager and secretary shown in red.

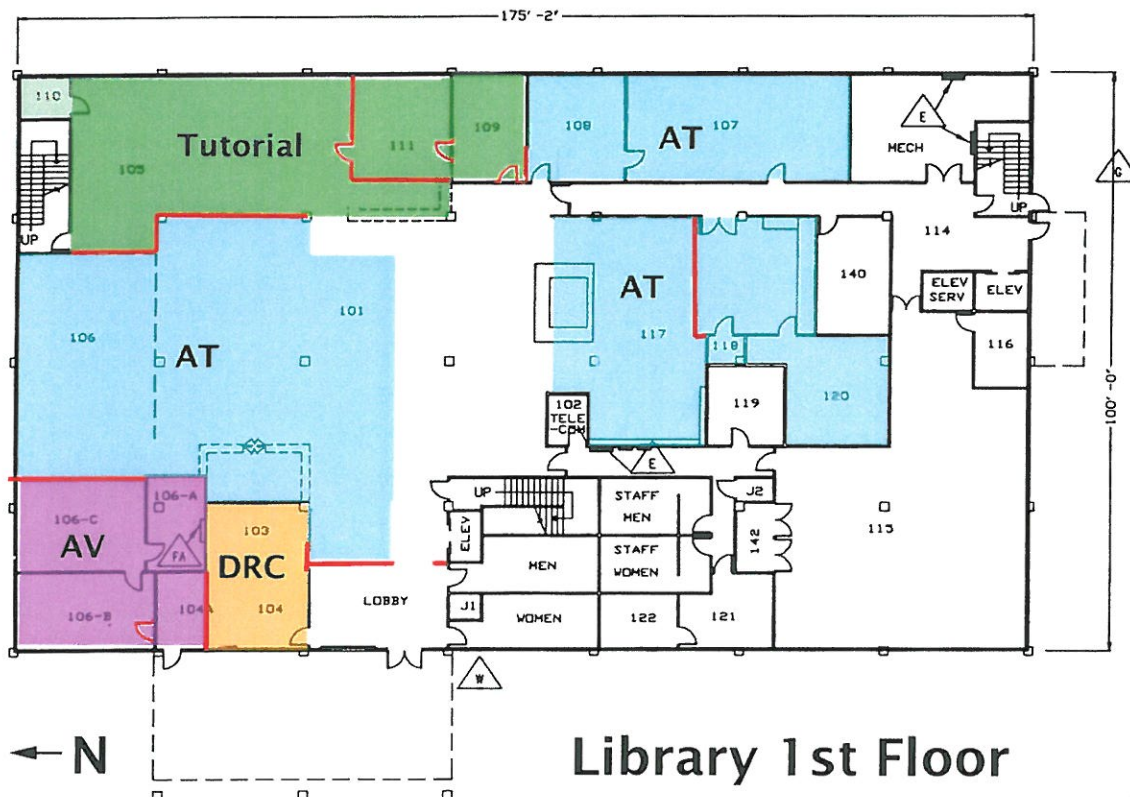


► Suggested Utilization of Rearranged First Floor

Before:



After:

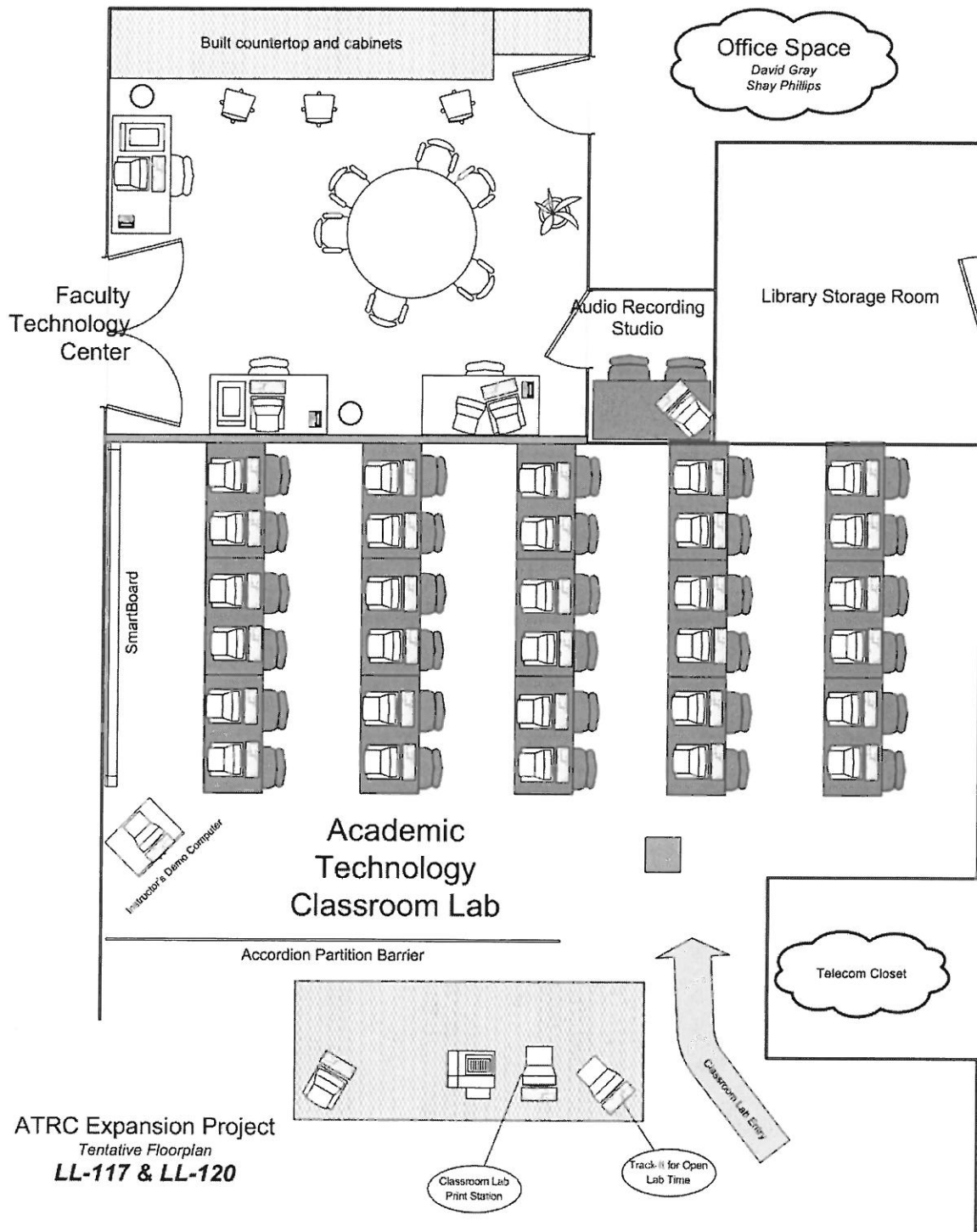


► Suggested Project Phasing

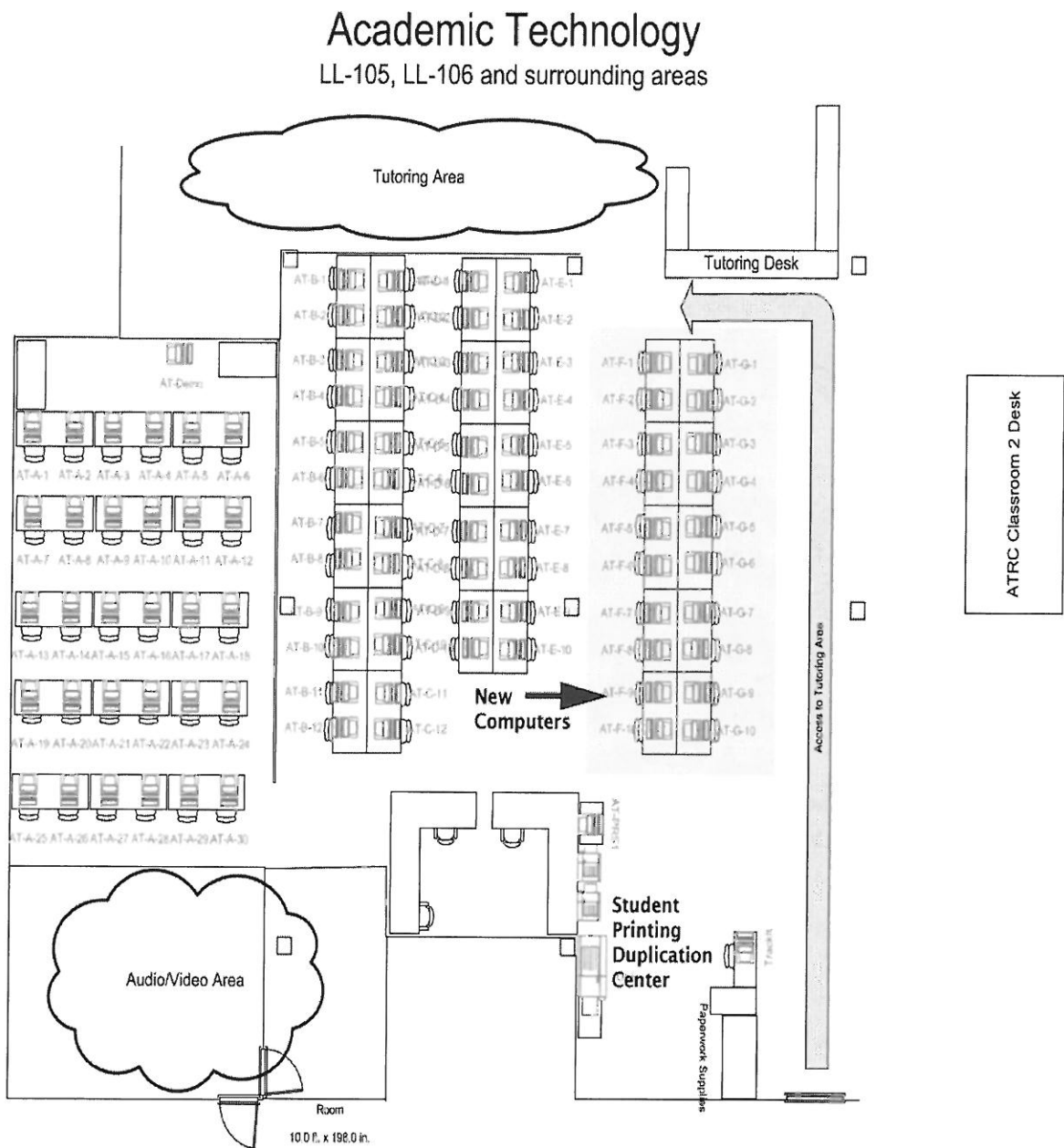
Construction projects are shown as bold.

Timeframe	Activity	Notes
Spring – prior to May 21 st	Move AT Servers from LL-106A to IS Server Room	
Intersession – May 24 th – June 18 th	Move LRC to 2 nd Floor	staff, shelves, collection and viewing/listening stations
	Move Tutoring from LL-117 to outside location	Student union location being investigated.
	Pack DRC for storage in LL-117	Assuming Sherry will not be teaching during summer.
	Build offices on 2nd Floor	See p. 6 above.
	Pack AV Office (LL-108) into LL-107	
	Move ATG Office (LL-106C) into LL-140	
Summer – June 19 th – August 13 th	Demolish Walls on 1st Floor	
	Remove Partitions on 1st Floor	
	Modify built desk in LL-111	
	Build Walls on 1st Floor	
	Move AV from LL-107 to LL-106A,B,C	
	Unpack DRC from LL-117 to LL-103, LL-104	
	Move ATG Office from LL-106B and LL-140 to LL-107, LL-108	
	Move Tutoring Office from LL-120 to LL-109	
	Move Second ATG Office (David and Shay) from LL-119 to LL-120	
	Move Library Storage from LL-110 to LL-119	
Intersession – August 13 th – August 19 th	Move Tutoring from outside location to LL-105, LL-111	
	Set up ATG Classroom 2 in LL-117	
	Set up Faculty Technology Center in LL-117A	

► Floor Plan for new AT classroom lab and faculty technology center



► Floor Plan for new public computer island



AT Classroom Lab 2

Item	Quantity	Price	Total
Computer Table	15	\$ 283.99	\$ 4,259.85
Chair	31	\$ 99.94	\$ 3,098.14
Demonstration Table	1	\$ 319.99	\$ 319.99
Computer	31	\$1,097.00	\$34,007.00
Headphone	30	\$ 15.00	\$ 450.00
Power Strip	16	\$ 20.06	\$ 320.96
Extension Cord, 9'	6	\$ 8.06	\$ 48.36
Extension Cord, 25'	3	\$ 12.06	\$ 36.18
Smart Board	1	\$1,700.00	\$ 1,700.00
Ceiling Mount Data Projector	1	\$1,600.00	\$ 1,600.00
Partition Wall (with Faculty Center)	1	\$1,585.00	\$ 1,585.00
Accordion Wall (with main floor)	1	\$4,000.00	\$ 4,000.00
SubTotal			\$51,425.48
Tax			\$ 3,985.47
Total			\$55,410.95

AT Public Lab Expansion

Item	Quantity	Price	Total
Computer Table	34	\$ 283.99	\$ 9,655.66
Chair	25	\$ 99.94	\$ 2,498.50
Computer	25	\$1,097.00	\$27,425.00
Power Strip	13	\$ 20.06	\$ 260.78
Extension Cord, 9'	6	\$ 8.06	\$ 48.36
Extension Cord, 25'	2	\$ 12.06	\$ 24.12
DRC's Adjustable table	1	\$ 995.00	\$ 995.00
JAWS 2-user license	1	\$2,000.00	\$ 2,000.00
Epson Scanner	5	\$ 100.00	\$ 500.00
Kerzweil 3000	5	\$ 675.00	\$ 3,375.00
Headphone	25	\$ 15.00	\$ 375.00
SubTotal			\$47,157.42
Tax			\$ 3,654.70
Total			\$50,812.12

Faculty Technology Center

Item	Quantity	Price	Total
Chair	14	\$ 99.94	\$ 1,399.16
Desk	4	\$ 119.99	\$ 479.96
Computer Table	1	\$ 179.99	\$ 179.99
Conference Table	1	\$ 199.99	\$ 199.99
Stool	3	\$ 119.99	\$ 359.97
Wastebasket	4	\$ 3.97	\$ 15.88
Coatrack	1	\$ 39.98	\$ 39.98
Power Strip	4	\$ 20.06	\$ 80.24
Scanner	2	\$ 198.76	\$ 397.52
Computer	3	\$1,527.00	\$ 4,581.00
Video Capture Workstation	1	\$5,000.00	\$ 5,000.00
Headphone	4	\$ 15.00	\$ 60.00
Extension Cord, 25'	1	\$ 12.06	\$ 12.06
Portable Data Projector	1	\$1,299.00	\$ 1,299.00
Projection Screen	1	\$ 99.99	\$ 99.99
Microphone	1	\$ 88.88	\$ 88.88
Sound Card for Recording Studio	1	\$ 319.00	\$ 319.00
Soundproofing Material	4	\$ 149.99	\$ 599.96
SubTotal			\$12,894.46
Tax			\$ 999.32
Total			\$13,893.78

► **Costs to be identified**

Mike Ellis will identify the following costs:

- Cost of move of LRC shelving and viewing/listening stations.
- Wall construction costs.
- Cost of moving security gate on first floor.
- Cost of power distribution (new circuits and outlets).
- Cost of moving phone and data lines.
- Cost of moving tutorial booths to new location.
- Cost of HVAC to support additional computers on first floor.
- New carpeting.