



STRATEGIC PLANNING COUNCIL AGENDA

Date:	March 15, 2005
Starting Time:	2:00 p.m.
Ending Time:	4:00 p.m.
Place:	SU-18

CHAIR: Robert Deegan

MEMBERS: Akins, Barton, Bishop, Charas, Cuaron, Dimmick, Dowd, Frady, Gordon, Grasso, Halttunen, Ivey, Jay, Kelber, Madrigal, McCluskey, Miyamoto, Newmyer, Owens, Kovrig, Townsend-Merino, Snyder, Versaci, Waite

RECORDER: Cheryl Ashour

	Attachments	Time
A. <u>MINUTES</u>		2 min.
1. Approve Minutes of March 1, 2005		
B. <u>ACTION ITEMS/SECOND READING</u>		9 min.
1. Use of District Facilities- BP 550	Exhibit B1	
2. SSPC Governance Structure Change	Exhibit B2	
C. <u>ACTION ITEMS/FIRST READING</u>		9 min.
1. Holiday Schedule	Exhibit C1	
D. <u>DISCUSSION/INFORMATION ITEMS</u>		60 min.
1. Bond Consultant Committee		
2. Governance Structure	Exhibit D2	
• Definitions of Governance Structures		
3. FSTF Mid-Year Report	Exhibit D3	
• 10 Guiding Principles of Budget Development		
4. Bond Election Consultant Committee		
5. Textbook Scholarships Update		
6. Review and Develop Processes for Creating Ideal Organizational Structure and Workload Issues (Including Vacancy Replacements)		
7. One-Time Funds Sub-Group Report		
8. Parking Fees for Intersession		
E. <u>REPORTS OF PLANNING COUNCILS</u>		20 min.
1. Administrative Services Planning Council – Joe Newmyer		
2. Human Resource Services Planning Council – Jack Miyamoto		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Joe Madrigal		
F. <u>REPORTS OF CONSTITUENCIES</u>		20 min.
1. Administrative Association – Ken Jay		
2. Associated Student Government – Paul Charas		
3. Confidential/Supervisory Team – Jenny Akins		
4. CCE/AFT – Becky McCluskey		
5. Faculty Senate – Katie Townsend-Merino		
6. PFF/AFT – Rocco Versaci/Perry Snyder		
G. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
March 15, 2005**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, March 15, 2005, in SU-18. The meeting was called to order at 2:00 p.m. by Mr. Robert P. Deegan.

ROLL CALL

Members Present: Akins, Barton, Bishop, Charas, Deegan, Dimmick, Dowd, Gordon, Frady, Halttunen, Ivey, Jay, Kelber, Madrigal, McCluskey, Miyamoto, Newmyer, Owens, Townsend-Merino, Waite

Members Absent: Cuaron, Kovrig, Versaci

Recorder: Josie Silva

A. MINUTES

1. Approve Minutes of March 1, 2005

MSC (Dowd/Halttunen) to approve the minutes of the meeting of March 1, 2005 with revisions

B. ACTION ITEMS/SECOND READING

1. B.P. 550 Use of District Facilities

Mr. Joe Newmyer requested approval for B.P. 550 Use of Facilities. **(Exhibit B1)**

MSC (Bishop/Madrigal) to approve BP 550 as revised below. The vote was unanimous.

BP 550

Use of District Facilities (92-15349)

Palomar College is an educational leader committed to quality learning. We provide our community knowledge, information, skills, and aesthetic appreciation necessary to live responsibly, effectively and creatively in an interdependent and changing world.

Palomar College is a learning community dedicated to achieving student success and cultivating a love of learning. We strive to improve performance and outcomes based on evidence. To provide the highest quality learning and cultural experiences, we are guided by our core values of

- Achieving excellence in teaching, learning, and service;
- Fostering integrity as the foundation for all we do;
- Providing access to our programs and services;
- Ensuring equity and fair treatment in all policies, processes, and procedures;
- Celebrating diversity in people, philosophies, cultures, beliefs, programs, and learning environments;
- Supporting inclusiveness of individual and community viewpoints in collaborative decision-making processes;
- Promoting mutual respect and trust through open communication and actions;
- Supporting innovation to enhance and enrich learning environments and services.

The California Education Code extends the power to the Governing Board of the Palomar Community College District to "grant the use of college facilities or grounds" for a variety of public uses "upon such terms and conditions as the board deems proper," subject to restrictions and limitations set by the Code. Palomar Community College instructional programs have priority in the use of Palomar Community College facilities, and student and community activity needs follow in priority.

No use shall be inconsistent with the use of the buildings or grounds for Palomar Community College purposes, or interfere with the regular conduct of instruction. (Ed Code 82531)

Palomar Community College reserves the right to deny rental of its facilities to any group, individual, or activity which, in the judgment of the Administration, is not consistent with the mission, goals, objectives and safety procedures of the institution; which could result in the destruction of property or bodily injury to participants; or which conflicts with educational activities.

Civic Center events held by organizations, clubs or association organized for cultural activities and general character building or welfare purposes or public agencies or senior citizens organizations that are held without charge or solicitation (Civic Center Act – Ed Code 38130 et seq.) Whenever any college facility or grounds is required for educational purpose, a Use of Facilities application may be denied or cancelled in accordance with Governing Board policies. Palomar Community College, at its discretion, shall have the right to cancel and terminate a Civic Center Application immediately and without notice upon its discovery of a violation of any term, condition, or provision of the permit or practice of discrimination on the part of the lessor. Should any such violation occur, the college, at its discretion, shall have the right to deny any future requests by the lessor for the use of any college property or facilities.

In recognition of the direct and indirect expenses imposed upon facilities and personnel for other than regular use, a use fee shall be charged. The Governing Board may charge a rental fee for direct costs associated with the facility use, or for fair rental value of the facility or grounds. The associated procedures specify which activities shall be charged direct costs and which shall be charged fair rental value. EC 82530 et seq., 109000 et seq., 81378; GB 10-85, GB 11-10-92

2. SSPC Governance Structure Change

A change/revision to the SSPC Governance Structure was submitted for second reading by Mr. Joe Madrigal. **(Exhibit B2)**

MSC (Halttunen/Dowd) to approve the changes/revisions. The vote was unanimous.

C. ACTION ITEMS/FIRST READING

1. Holiday Schedule

The 2005-2006 Holiday Schedule was submitted for first reading by Dr. Jack Miyamoto. **(Exhibit C1)** A brief discussion followed. This item will be brought back for action at the next meeting.

D. DISCUSSION/INFORMATION ITEMS

1. Bond Consultant Committee

Mr. Deegan reported that each of the constituent groups has been notified of the workgroup. He further stated that he has contacted numerous community college districts which have passed successful bonds and asked for their input. The workgroup will review proposals and will make its recommendation to the President, and the President will then make his recommendation to the Board.

2. Governance Structure Definitions

At the request of Ms. Townsend-Merino, the Governance Structure Definitions were discussed. **(Exhibit D2)** Mr. Deegan suggested all Council members be familiar with these definitions and use them in working with the various groups.

3. FSTF Mid-Year Report

Mr. Deegan stated that the report from the Fiscal Stability Task Force has not been officially adopted by the SPC. This item was brought forth to SPC to discuss the principles and to move forward and seek approval from SPC. **(Exhibit D3)**

MSC (Merino/Dimmick) to move from Information to First Reading. The vote was unanimous.

At this time, Dr. Dowd gave an update on the Ten Guiding Principles that FSTF formulated. A lengthy discussion ensued with members expressing their concerns regarding the adoption of these principles as written. It was agreed that the language be revised and brought back for action at the next meeting.

4. Textbook Scholarships Update

Mr. Deegan reported that he has asked Mr. Joe Madrigal to work with Mr. Bruce Bishop, ASG, and any other segments that have textbook scholarships so that a model could be presented to SPC.

5. Review and Develop Processes for Creating Ideal Organizational Structure and Workload Issues

Mr. Joe Newmyer said that the intent of this item is to refer this to each council and that each council review and develop processes for creating ideal organizational structure, workload issues, and develop a process as to how they plan to handle vacancy replacements.

It was agreed that each planning council is to address these issues and begin putting together 5-year plans. Discussions will be take place periodically during the SPC meetings.

6. One-Time Funds Sub-Group Report

At its last meeting, the Strategic Planning Council requested that a sub-group be formed to discuss a method to distribute the one-time funds that were part of the unanticipated ending balance from 2003-04. The sub-group consisted of Dr. Bonnie Dowd, Ms. Becky McCluskey, and Mr. Joe Newmyer. Their recommendations for distributing these funds were distributed to the Council. The recommendations were reviewed and discussed.

MSC (Halttunen/Jay) to move this item to action. The vote was unanimous.

MSC (Owens/Jay) to approve the recommendations of the sub-group. Several members expressed their concerns regarding the distribution of the allocation. A brief discussion followed. The vote was unanimous to approve the recommendations as submitted on the handout.

7. Parking Fees for Intersession

Mr. Newmyer reported that a recommendation has been made not to patrol student parking lots during the 4-week summer intersession. Mr. Bishop stated that students enrolled in 6-week intersession classes should be given notice that they will need to purchase daily parking permits for the duration of the intersession that crosses over into the first two weeks of summer session in June. Instructors will be asked to get the word out on this issue.

E. REPORTS OF PLANNING COUNCILS**1. Administrative Services Planning Council**

Mr. Joe Newmyer reported that ASPC has been working on a proposal and will be bringing it proposal to the next meeting. He also mentioned that indirect costs are also being discussed.

2. Human Resource Services Planning Council

Dr. Miyamoto reported that HRSPC is working on AIP Goal 6. Dr. Miyamoto also commented that Mary San Agustin gave an informational presentation on federal aid, scholarships, and e-services.

3. Instructional Planning Council

Ms. Wilma Owens advised on the activities of IPC. She reported that IPC discussed the faculty positions requested for 2006-07. Of the thirty-three requests that were submitted, IPC ranked 15 positions. Ms. Owens said that Africana Studies, English, Automotive, Counseling, and Library were the top five.

4. Student Services Planning Council

Ms. Halttunen reported on the activities of the SSPC. She said SSPC reviewed the Gear Up grant and position priorities in Student Services. Ms. Halttunen also said SSPC discussed a proposal to replace vacating positions.

F. REPORTS OF CONSTITUENCIES**1. Administrative Association – no report**

2. Associated Student Government

Mr. Paul Charas reported on Women's History Day. He also expressed his disappointment of the allegations against ASG during the Governing Board meeting and said ASG plans to respond to these allegations at the next Governing Board meeting.

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

Ms. Becky McCluskey reported on Classified Staff Development Day.

5. Faculty Senate

Ms. Katie Townsend-Merino reported that the Faculty Senate voted not to conduct its annual evaluations of Executive Administrators this year due to the transition. Ms. Merino reported that the Faculty Senate will be approving Goals 4 and 5 at its next meeting. She also gave an update on Learning Outcomes activities.

6. PFF/AFT

Julie Ivey reported that she will be attending the CFT convention.

G. OTHER ITEMS

Ms. Michele Barton advised the group that a special SPC workshop has been scheduled on March 29. This will be a three hour workshop focused on updating/developing Strategic Plan 2008.

H. ADJOURNMENT

There being no further business, the meeting was adjourned.

Board Policy 550

BP 550

Use of District Facilities (92-15349)

~~The Mission of Palomar Community College District includes service to northern San Diego County residents to provide programs in health, recreation, physical development and opportunities for athletic competition; and to serve as an intellectual, cultural, and artistic center for the people of northern San Diego County. Palomar College is an educational leader committed to quality learning. We provide our community knowledge, information, skills, and aesthetic appreciation necessary to live responsibly, effectively and creatively in an interdependent and changing world.~~

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GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by <i>Joseph L. Madrigal</i>					Date 3/27/02 (rev. 4/16/02, 5/7/02, 9/16/03 10/7/03), 2/15/05, 3/1/05)				
Proposed Name of Requested Group Student Services Planning Council									
X	Council		Committee		Subcommittee		Task Force		
Action Requested:				Add		Delete	X	Change	
Role, Products, Reporting Relationships: <u>Role:</u> The SSPC is responsible for the development of the strategic plans for Student Services. These responsibilities include: <ul style="list-style-type: none"> • Determining the level, adequacy, and efficiency of student services necessary to support the College's strategic plan • Providing guidance, direction, and oversight to these committees/task forces: <ul style="list-style-type: none"> ◦ Academic Review Committee ◦ DSP&S <i>DRC</i> Advisory Committee ◦ EOP&S Advisory Committee ◦ International Students Advisory Committee ◦ Matriculation <i>and Transfer</i> Advisory Committee ◦ Registration Committee ◦ <i>Bookstore Advisory Committee</i> ◦ <i>Food Services Advisory Committee</i> ◦ <i>Financial Aid Advisory & Appeals Committee</i> ◦ <i>Scholarship Committee</i> • Based on plans, determine staffing needs <u>Products:</u> The SSPC will be responsible for developing and submitting to the Strategic Planning Council the following: <ul style="list-style-type: none"> • Strategic Plans for all Student Services departments • Three-year operating plans for all Student Services departments • Annual Plan and Budget for all Student Services departments • Annual Progress Report • Annual Priorities of Staffing Needs <u>Reporting Relationship:</u> Strategic Planning Council									
Meeting Schedule: Second and Fourth Wednesdays – 9:30 to 11:00 a.m.									
Chair: Vice President, Student Services									
Members: <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Dean, Counseling Matriculation <i>Services</i> Dean, Student Support Programs Director, <i>Health Services</i> Director, Athletics Director, Enrollment Services Director, Student Affairs Research Analyst Two Classified Unit Employees appointed by CCE/AFT (one from Student Services) </div> <div style="width: 45%;"> Director, Career Services or Transfer Center One EOP&S Faculty Member One DSP&S <i>DRC</i> Faculty Member Chair, Counseling (or designee) One Faculty member appointed by Faculty Senate from Instructional Areas One faculty member who is also on the Faculty Senate One Student appointed by ASG One CAST member from Student Services appointed by CAST </div> </div>									

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

Reviewed by Strategic Planning Council:

Comments:

9/16/03	First Reading
10/7/03	Approved
2/1/05	First Reading
2/15/05	Approved

Approved by PAC: 10/2/01



HOLIDAY SCHEDULE

2005-2006

Board Approved _____

DATE HOLIDAY OBSERVED	HOLIDAY
Monday, July 4	Independence Day
Monday, September 5	Labor Day
Friday, November 11	Veterans' Day
Thursday, November 24	Thanksgiving Day
Friday, November 25	Local Holiday
Monday, December 26	Christmas Day
Tuesday, December 27	Admissions Day
Wednesday, December 28	Added Board Holiday
Thursday, December 29	Local Holiday
Friday, December 30	Local Holiday
Monday, January 2	New Year's Day
Monday, January 16	Martin Luther King, Jr. Day
Friday, February 17	Lincoln's Day
Monday, February 20	Washington's Day
Friday, March 24	Spring Holiday
Monday, May 29	Memorial Day

PALOMAR COLLEGE GOVERNANCE STRUCTURE

Introduction

The Palomar College governance structure involves faculty, staff, administration, students, and the community in the planning and operation of the College.

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

Organization

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

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

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

Representation

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

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

- ASG – students
- Faculty Senate – faculty on academic and professional matters
- PFF/AFT – faculty
- CCE/AFT – classified staff
- Confidential and Supervisory Team (CAST) – supervisors and confidential employees
- Administrative Association – directors and managers
- Superintendent/President – senior and executive administrators

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

Responsibilities of Representatives

The primary responsibilities of representatives are as follows:

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

Recommendation Process

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

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

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

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

Definitions of Governance Structures

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

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

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

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

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

Group 4: Tasked with reviewing Enterprise operations, SIG Contract, Advancement/Foundation office arrangements and other consultant contracts. and a review of designated accounts.

Progress Report of Groups and Actions Taken

The four sub-groups have met regularly since being formed in October 2004. It has become clear that FSTF must continue to work beyond the January 2005 date originally identified to address the FY05-06 budget. The groups are committed to the task at hand and are presenting this report as a mid-year status report to SPC with a request that a report also be made at the January Board of Trustees meeting.

To attain the stated goals, the four groups developed and compiled the following *Guiding Principles* (not listed in any ranked order), which were accepted by the entire FSTF at its November 30, 2004 meeting.

Principle	Comments
1. Decisions made that impact fiscal resources must be based upon comparison data and ranking of Palomar College as compared to the Gooder Colleges. (Group 1)	Palomar College adopted the Gooder Colleges as the comparison group more than a dozen years ago by board action. The 16 California colleges identified are similar to Palomar in size and structure and represent a comparable group to establish benchmark data for decision-making at Palomar College. Due to variances in how data can be reported by colleges to the Chancellor's office, additional research has been and will continue to be done to validate comparable information.
2. Any budgeting model developed must facilitate greater focus on and alignment with Palomar College's mission & strategic plan. (Group 2)	While recognizing that any budgeting model can only play a partial role in aligning activities with the vision, mission and values of the college, there still needs to be an explicit consideration of such alignment within the budget process. In addition, the model must ensure that the human, physical, technological, and financial resources to achieve its broader educational purposes, including stated learning outcomes in accordance with accreditation requirements are met.
3. The budgeting model must enable the college units to take greater control over managing their budgets so as to enable them to undertake mid to long range planning with greater certainty. (Group 2)	The budgeting model should enable all units to plan over a 3-year period with an emphasis placed on variance analysis of actuals to budget in the preparation of the 3-year forecast. The budgeting model should also include the adopted multi-year flexible budget plan with a requirement that all budget expenditures require justification.

4. The budgeting model and any review or changes to organizational structure including vacancy replacements must be transparent and trustworthy encouraging benefit and risk sharing across the campus. (Group 2, 3 and 4)	There should be a commitment to achieving transparency, to monitor and report based on reliable data with the needs and priorities for the institution driving allocations. The budgeting model should also include a 3 rd party mid-year rotational review process by RAC to include a process for objective consideration of any budget reductions or increases. Uniform procedures regarding vacancy replacements must be established and brought through the appropriate Planning Council to SPC and include a 3 rd party review by RAC before proceeding with hiring of any replacements.
5. The budgeting model must facilitate the setting of strategic priorities and provide allocation of funds that are driven by student demand and other high priority areas. (Group 2)	The budgeting model should include flexibility that allows for shifting of resources based upon student load needs but with regard to a commitment to remaining a comprehensive learning college. In addition, the budgeting model needs to include an opportunity to examine the funding being provided to support the broad initiatives of the guiding strategic plan and accreditation requirements.
6. The budgeting model must address a district wide level of service and determine the funding split between academic and support activities to provide that appropriate level of service. (Group 2)	The budgeting model should include a determination of the funding split between academic and support activities and consideration of which services are provided on what basis e.g., 24/7 college versus some other service constraint.
7. A review of the organizational structure to determine appropriate workload issues, process for handling vacancy replacements, and appropriate level of spending commitment for Education Centers must be tied to the vision, mission and goals of the strategic plan and accreditation standard requirements. (Group 3)	While recognizing that a review of any organizational structure must include input from those who know the areas best i.e., the Vice Presidents and the Planning Councils there still needs to be an explicit consideration of any structural changes or vacancy replacements with regard to budget resource availability.
8. There must be NO layoffs and an “ideal organizational structure” developed that provides for a five year plan on how to achieve that structure when opportunities are presented through vacancies. (Group 3)	In accordance with Accreditation Standard III: Resources: Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement. (Note: With the exception of “soft money” budgets.)
9. The district must “live within our	In accordance with Accreditation Standard III:

means” without regard for growth money. The ultimate goal being to “right size” the budget and eliminate deficit spending such that any growth funds are used for other than base costs. (Group 1, 2, 3 & 4)	Resources: The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes. In addition, the structure must support attainment of the mission, vision and goals of the strategic plan.
10. Enterprise Operations and Consultant Contracts benefits impact on student and district success must outweigh the costs. (Group 4)	While recognizing that district Enterprise Operations contribute to the services offered it is imperative that any analysis must include a focus on the costs and benefits of each operation to determine whether the benefits outweigh the associated costs. In addition, any consultant contracts must include a review to determine whether or not the contracts should be continued or if internal staff could better serve the needs of the district. All reviews must include an analysis of the impact on student learning and impact to the district’s remaining fiscally stable. (Group 4)

Timeline Update and Group Status Report

This mid-year report given to SPC at its December 7, 2004 meeting represents an attempt to communicate to the campus community including the Governing Board the work that has been accomplished thus far and that which is yet to be accomplished. FSTF requests that it be granted an extension beyond the original January 2005 date defined at the creation of this task force in May 2004. It is anticipated that Groups 1 and 2 will be able to complete its work in time for FY05-06 budget development process deadlines in March 2005. Groups 3 and 4 will continue to work throughout the spring semester until it has completed all of its assigned reviews so an extension to May 2005 is required.

Following is a summary report of the work completed thus far for each group (full meeting notes of FSTF are available at www.palomar.edu/commtees.htm).

Group 1 has completed an analysis of the Gooder Colleges. It has been determined that Palomar’s ranking within the 16 colleges is not consistent across all activity codes. Instructional Activity and Facilities in particular are significantly under-funded and fall within the bottom quartile as compared to the other Gooder Colleges. Group 1 is in the process of validating the data but has determined that certain inequities must be addressed. Two preliminary goals have been established. First, it was agreed that the proportion of funds allocated to Instructional Administration (Activity 6000) should be reduced over a three year period. The second goal is to increase the proportion of funds allocated to Instruction (Activity 0100-5900) and to Maintenance & Operations (Activity 6500). In addition, Group 1 will review and develop guidelines for grant applications submitted by Palomar College to determine fiscal impact of any grants applied for currently and in the future.