



STRATEGIC PLANNING COUNCIL AGENDA

Date: May 3, 2005
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: SU-18

CHAIR: Deegan

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

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		2 min.
1. Approve Minutes of April 19, 2005		
B. <u>ACTION ITEMS/SECOND READING</u>		30 min.
1. Board Policy 540 Purchasing	Exhibit B1	
2. ASG Resolution		
C. <u>ACTION ITEMS/FIRST READING</u>		45 min.
1. FSTF Final Report & Two Year Fiscal Plan	Exhibit C1	
2. Learning Outcomes Council Governance Structure Change	Exhibit C2	
D. <u>DISCUSSION/INFORMATION ITEMS</u>		23 min.
1. Annual Implementation Plan	Exhibit D1	
2. College Website Redesign		
E. <u>REPORTS OF PLANNING COUNCILS</u>		10 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>		10 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	Exhibit F5	
6. PFF/AFT – Rocco Versaci/Julie Ivey		
G. <u>OTHER ITEMS</u>		



STRATEGIC PLANNING COUNCIL MEETING MINUTES May 3 2005

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, May 3, 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, Cuaron, Deegan, Dimmick, Dowd, Gordon, Frady, Halttunen, Ivey, Jay, Kelber, McCluskey, Miyamoto, Newmyer, Owens, Townsend-Merino,
Members Absent: Charas, Kovrig, Madrigal, Waite, Versaci
Recorder: Josie Silva

A. MINUTES

1. Approve Minutes of April 19, 2005

MSC (Frady/McCluskey) to approve the Minutes of April 19, 2005

B. ACTION ITEMS/SECOND READING

1. Board Policy 540 Purchasing - MSC (Dowd/Jay) (Exhibit B1)

Mr. Ken Jay presented the following procedure for Second Reading:

B.P. 540 Purchasing

The Governing Board has the sole authority and responsibility for purchase contracts of the District. The Governing Board may designate certain individuals as being authorized to sign purchase orders and certain contractual documents on its behalf, subject to ratification. Only those persons' names may obligate the District on behalf of the Governing Board. Furthermore, the Governing Board recognizes the need to establish guidelines for conducting day-to-day purchasing procedures as defined by the Purchasing Procedures Handbook.

The Governing Board shall review, prior to signature and implementation, the following contracts:

- All contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code section 20111(a). ~~These purchases would be for equipment, materials, supplies, or services which do not constitute a "public project."~~ (Currently the limit is \$62,400.) This review requirement includes agreements related to contract/grant funded programs meeting these parameters.
- All public project contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code section 20111(b) and 20651(b). ~~Currently, the requirement for public projects and construction services is not annually adjusted. Such public projects must be bid if the total expenditures exceed \$15,000.~~ This review requirement includes agreements related to contract/grant funded programs meeting these parameters.
- All multi-year contracts excluding maintenance, repair, and service agreements; hardware and software maintenance and license renewals.
- All real estate purchase or lease agreements except leasing of classroom space.

This procedure was unanimously approved. (Exhibit B-1)

2. ASG Resolution

On behalf of ASG, Bruce Bishop distributed the following resolution that was passed by ASG. ASG is asking SPC to endorse this resolution so it can be submitted to the Governing Board as a recommendation from SPC.

ASG Motion – passed April 27, 2005

The Associated Student Government of Palomar College herein calls for the modification of Governing Board Policy 470. More specifically, we suggest deletion of sections B, C, and D.

We further suggest renaming BP 470 to better reflect the remaining section “A.” that deals with the financial responsibility for the District Athletic Program.

BP 470**Associated Student Government Budget (70-3084)**

The following items were adopted for incorporation in the District Associated Student Government budget policies:

- A. The District shall assume financial responsibility for the athletic program. Income received from athletic events shall be placed in a trust fund. These monies may be used to provide for those related athletic expenses which cannot legally be financed by the District. All surplus funds in the trust shall carry over to the following year.
- ~~B. Funding of publications (Telescope, Bravura), forensics, theatre arts, music, art, and dance, shall be from the Bookstore net profit. Such monies shall be specifically designated to the activities listed above and, thus, assure their continuing to function as a part of the total program of the Associated Student Government and the College. If the Bookstore income is greater than the budgeted activities, surplus monies shall go to the general fund of the Associated Student Government.~~
- ~~C. All other Associated Student Government expenses shall be funded by the profit from the Student Activity card and any other sources of income.~~
- ~~D. Where admission charges are made for activities such as dances and plays, those students holding a Student Activity Card shall be given a reduced price or admitted free. All athletic events shall be free to Palomar students. GB 4 13 71~~

Mr. Bishop briefed the Council on the background of BP 470. A question arose with regard to a reference being made in the April 19th minutes to two separate resolutions being brought forward by ASG. Mr. Bishop said ASG has decided to submit only the above noted request. Mr. Bishop reported that they will not be submitting a resolution regarding a request for funds.

The motion to be put on the table is to change BP 470 to reflect only through “A.” The policy should also be renamed.

Dowd/Merino to make the following changes to BP 470:

BP 470**~~Associated Student Government Budget (70-3084)~~****Athletic Funding**

~~The following items were adopted for incorporation in the District Associated Student Government budget policies:~~

- ~~A. The District shall assume financial responsibility for the athletic program. Income received from athletic events shall be placed in a trust fund. These monies may be used to provide for those related athletic expenses which cannot legally be financed by the District. All surplus funds in the trust shall carry over to the following year.~~

- ~~B. Funding of publications (Telescope, Bravura), forensics, theatre arts, music, art, and dance, shall be from the Bookstore net profit. Such monies shall be specifically designated to the activities listed above and, thus, assure their continuing to function as a part of the total program of the Associated Student Government and the College. If the Bookstore income is greater than the budgeted activities, surplus monies shall go to the general fund of the Associated Student Government.~~
- ~~C. All other Associated Student Government expenses shall be funded by the profit from the Student Activity card and any other sources of income.~~
- ~~D. Where admission charges are made for activities such as dances and plays, those students holding a Student Activity Card shall be given a reduced price or admitted free. All athletic events shall be free to Palomar students. GB 4-13-71~~

Mr. Deegan recommended this change be treated as a first reading to give everyone an opportunity to investigate several issues.

MSC (Dowd/Merino) to postpone action with the changes reflected above until May 17, 2005.

C. **FIRST READING**

1. **FSTF Final Report & Two Year Fiscal Plan**

Dr. Bonnie Dowd reported that the Fiscal Stability Task Force ceased to exist two weeks ago and has been replaced by the Resource Allocation Council which has resumed to meet. Dr. Dowd said the FSTF Final report addresses some of the concerns that came up in the mid-year report relating to FSTF's "Guiding Principals" and reported that those concerns have been addressed in the final plan submitted. **(Exhibit C1)** She highlighted other items addressed in the report/plan. The Plan will be brought back for second reading at the next SPC meeting.

2. **Resource Allocation Council (Exhibit C2)**

Dr. Dowd also reported that RAC's role is to identify funds. The structure would be that SPC will approve and will make the recommendations (the ranking) of what items should be funded. Basically, RAC will draw the line as to available funds after the May revised budget is available for both continuation and one-time funds. What needs to happen is all the planning councils need to bring forward to SPC their prioritized lists so that SPC has all four planning councils at the same time, and when we draw the line as to what monies are available, SPC can then make some decisions. Dr. Dowd emphasized that RAC is responsible for identifying the funds and that it is not the decision maker.

It was requested that Joe Newmyer, Bonnie Dowd, Becky McCluskey, and Ken Jay meet before May 17, to review the Governor's proposed budget and recommend a procedure to be used to distribute the funds to each of the planning councils. Once this is done, SPC will then be able to take into account the funds that will be available as compared to the prioritized needs.

It was recommended that Planning Councils complete prioritizing of their lists by May 17.

Planning Councils are to do the following:

1. Identify the items that are "must haves" (fixed expenses – i.e., bank fees, software, insurance, etc.)
2. Identify discretionary items

3. **College Website Redesign**

At this time it was requested by Ms. Berta Cuaron to discuss the **College Website Redesign** since the individuals working on this project were present.

Ms. Berta Cuaron introduced Terry Gray and Chris Norcross who have been very instrumental in working with the redesign of the website. Mr. Gray presented a sneak preview of the new website. The new

website is expected to be functional soon. Everyone will have an opportunity to view the website template before it goes live.

4. Learning Outcomes Council Governance Structure Change

Ms. Berta Cuaron presented a change to the Learning Outcomes Council Governance Structure for a first reading. Dr. Barb Kelber explained the recommended changes. The Learning Outcomes Council Governance Structure will be back for action at the next meeting.

D. DISCUSSION/INFORMATION ITEMS

1. Annual Implementation Plan (Exhibit D1)

Ms. Michelle Barton explained the Strategic Planning components and reviewed the different elements in each component. She reported that since we have been going through a year of transition, it has been difficult to maintain these components. Because Strategic Plan 2005 ends by the end of June 2005, a decision needs to be made as to whether or not this current plan should be extended; otherwise, there will be no strategic plan in place next term when everyone returns. Ms. Barton asked what SPC would like to do with the annual implementation plan.

A lengthy discussion ensued regarding extending the deadline to complete Strategic Plan 2005 through the fall semester. It was decided that the Planning Councils should submit their Annual Implementation Plans updates by May 13, 2005, so that the AIP's can be reviewed at the next SPC meeting. An agenda action item will appear on the May 17, 2005, SPC agenda extending the completion of Strategic Plan 2005 through the end of the fall 2005 semester. The new Strategic Plan 2009 will begin in January 2006.

Ms. Barton said that with the help of Dr. Kelber and Ms. Merino, they are in the process of completing the development of the survey; the survey will be sent to all constituent groups. Once all of the data has been received, it will be combined over the summer and it is Ms. Barton's hope that planning councils devote one of their meetings to Strategic Planning early in the fall semester. The results will be shared and then a final update for the plan will be developed.

E. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council

Mr. Newmyer was not present.

2. Human Resource Services Planning Council

Dr. Miyamoto stated HRSPC did not have a quorum so no meeting took place.

3. Instructional Planning Council

Berta Cuaron reported that IPC looked at budget increase requests for next year. IPC will finalize their prioritized list at their next meeting.

4. Student Services Planning Council

On behalf of Mr. Joe Madrigal, Mr. Bruce Bishop reported that SSPC met last week and spent part of the time discussing issues for 05-06, and also had a lengthy discussion on ways to disseminate information to students. Mr. Deegan questioned the status of ASG elections, and Mr. Bishop stated that he was unsure exactly when the election will be held, but that an election will be held sometime within a week or two.

F. REPORTS OF CONSTITUENCIES

1. Administrative Association

Mr. Ken Jay reported that Tom Plotts is the incoming President, and Calvin One-Deer Gavin is the new Vice President.

2. Associated Student Government – No report

3. Confidential/Supervisory Team – No report

4. CCE/AFT

Ms. Becky McCluskey reported that CCE elections are currently on-going.

5. Faculty Senate

Ms. Katie Townsend-Merino said that she and Dr. Kelber are submitting a grant application entitled, "Campus Explorations 05-06: Ethics." Dr. Kelber briefed the Council on the details of the grant. **(Exhibit F5)** Ms. Merino reported this grant was brought to SPC for information only.

6. PFF/AFT

Ms. Julie Ivey reported that the PFF e-board met last week. She also reported that five members went through grievance officer training.

G. OTHER ITEMS

Dean Wilma Owens urged all members to contact their legislators to strongly urge them to vote "yes" on HR366, which is Reauthorization of the Perkins Bill.

Ms. Merino also reminded everyone to attend the retiree barbecue sponsored by the President's Office, Faculty Senate, and Student Activities Office.

Dr. Kelber also advised everyone that the *Bravura* has been dedicated to Angelo Carli and distributed copies to all present.

Jayne Conway, guest, announced on behalf of the IRC that it is taking a look at how IRC fits into the planning process in relationship to the AIP. The IRC will be meeting with Mr. Deegan on May 9, to look at the relationship between the data in the AIP and the program review.

H. ADJOURNMENT

There being no remaining items the meeting was adjourned at 4:00 p.m.

Proposed Revision to Board Policy BP 540 Purchasing:

The Governing Board has the sole authority and responsibility for purchase contracts of the District. The Governing Board may designate certain individuals as being authorized to sign purchase orders and certain contractual documents on its behalf, subject to ratification. Only those persons' names may obligate the District on behalf of the Governing Board. Furthermore, the Governing Board recognizes the need to establish guidelines for conducting day-to-day purchasing procedures as defined by the Purchasing Procedures Handbook.

The Governing Board shall review, prior to signature and implementation, the following contracts:

- *All contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code section 20111(a). This review requirement includes agreements related to contract/grant funded programs meeting these parameters.*
- *All public project contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code section 20111(b) and 20651(b). This review requirement includes agreements related to contract/grant funded programs meeting these parameters.*
- *All multi-year contracts excluding maintenance, repair, and service agreements; hardware and software maintenance and license renewals.*
- *All real estate purchase or lease agreements except leasing of classroom space.*

DRAFT

Final Report and Two-year Fiscal Plan for FY2004-05 and FY2005-06

Executive Summary

Inherent to ensuring the fiscal stability of any organization is a need to reflect, anticipate, and address the expected and unexpected. To that end, the Strategic Planning Council requested that a Two-year Fiscal Plan be written with as its primary task the “right-sizing” of the District’s budgets such that expenditures equal revenues by June 30, 2006 while providing for a minimum of a 3% reserve on ending fund balances in the unrestricted general fund budget.

This plan represents a collaborative effort on the part of all campus constituencies and a culmination of the work conducted from May 2004 through April 2005 by the Fiscal Stability Task Force, co-chaired by Interim Vice President, Finance and Administrative Services, Joe Newmyer and Faculty Senate member, Dr. Bonnie Ann Dowd. It provides the internal background information and external forces, such as the new Accreditation Standards, and considers limited State funding that continues to impact the Palomar College District and its ability to maintain and sustain fiscal stability while ensuring that it effectively and efficiently utilizes resources. Resources are defined in this plan to include: human, physical, technological, and fiscal. Therefore, while compensation issues are negotiable and cannot be specifically addressed in this plan the concept of fair and equitable compensation for all faculty and staff could not be ignored in the analysis process and development of this plan.

The two-years addressed in the plan are FY2004-05 and FY2005-06. Due to the pressing needs at the time the task force was convened several immediate actions were taken to reduce deficit spending and make adjustments to the previously approved FY2004-05 budget. This plan identifies those actions, which were approved through the District’s normal governance process. The second year of the plan, FY2005-06, reflects a departure from the District’s long history of “rolling” budgets over from previous years. The plan includes a budgeting model worksheet that was developed during this year long effort to “build” budgets based upon an analysis and justification for requests as result of a comparison of actual expenditures versus budgeting practices.

There are many uncertainties such as: economic factors at the local and state level, State legislation, enrollment increases or decreases, successful passage of a district bond initiative or changes to community college funding formulas and other unforeseen events that cannot be determined in the preparation of this fiscal plan. However, every effort has been made to anticipate through analysis and self-examination, in a collaborative manner, with an interest in ensuring that Palomar College maintains fiscal stability regardless of those events beyond our control. It is recommended that the Revenue Allocation Council continues the efforts begun in this process and that an update of this

plan be developed in FY2005-06 that considers the financial condition of the District and the State of California to coincide with the conclusion of Strategic Plan 2008.

Introduction – Background Information

Palomar College's Strategic Plan 2005 (SP2005) established five primary goals based upon specific planning assumptions derived from an internal and external scanning process. These five goals are driven by the vision, mission and values of the college as "a learning community committed to achieving student success and cultivating a love of learning."

Palomar College's strategic decision-making process is driven by SP2005 through a campus-wide constituency represented group on the Strategic Planning Council (SPC) and its four governance planning councils: Instructional Planning Council (IPC), Student Services Planning Council (SSPC), Administrative Services Planning Council (ASPC) and Human Resources Services Planning Council (HRSPC). In addition to these five councils, the Revenue Allocation Committee (RAC), also consisting of campus-wide constituency representatives, is responsible for overseeing budget and fiscal processes as well as, identifying, reviewing, and recommending resources available for allocation through the governance process. RAC reports directly to SPC.

In anticipation of the projected deficits for FY2004-05 and FY2005-06, SPC formed the Fiscal Stability Task Force (FSTF) in May 2004 consisting of RAC members plus members of the four governance planning councils. FSTF was tasked with "right-sizing" the budget and developing "*a two-year plan to balance the budget where expenditures equal revenues by the end of FY2005-06 and fund balances equal a minimum of a 3% reserve on June 30, 2006.*" In addition to addressing the above stated issues this Fiscal Plan attempts to address recent changes to the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (WASC) in particular with regard to the new *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."* Also, the plan attempts to address the many pressing needs of the college in addition to instructional and student services support by also addressing facilities, technology and administrative support service needs in particular.

One of SP2005's five goals is "*Resource Management: Utilize existing human, physical, technological, and fiscal resources efficiently and effectively and increase external funding.*" To that end, this plan recommends that RAC and SPC oversee a process of inclusive examination such that allocation decisions are made based upon the work of the FSTF that has been incorporated into this Two-year Fiscal Plan in conjunction with SP2005. In accordance with SPC's initial directive, FSTF and RAC have developed this Two-year Fiscal Plan beginning with FY2004-05 and ending with FY2005-06. However, it is recommended that RAC re-visit the plan in FY2005-06 such that another two year plan that considers the financial condition of the District and State of California at that

point in time is developed to coincide with the conclusion of Strategic Plan 2008, which will end June 30, 2008.

The role of the Revenue Allocation Committee (RAC) in the fiscal planning process

RAC's role is to identify available resources whether continuation or one-time funds. It is also responsible for reviewing annual budgets to determine the fiscal stability of the district based upon available resources. RAC makes recommendations to SPC based upon its review of budget proposals. In accordance with the governance structure, the responsibility for developing a fiscal plan falls to RAC but it is approved by SPC. This fiscal plan is not intended to address ongoing routine operations, but rather to provide direction for reaching the stated goals and objectives identified in SP2005 with regard to resource management. The responsibility for ensuring that allocations are guided by the goals and objectives of SP2005 rests with SPC, which will oversee and access RAC's functions to ensure that there is a process of inclusive examination, with the College President, and the Governing Board ultimately responsible for fiscal and budget decision-making.

Fiscal Plan Vision/Mission Statement

To ensure that fiscal resources are identified and appropriately allocated to utilize existing human, physical and technological resources efficiently and effectively while increasing external funding and maintaining the fiscal stability of the Palomar College District.

Fiscal Plan Values Statement

The "*Ten Guiding Principles*" developed by FSTF represented the foundational framework used by its constituency representative members during their year-long work to achieve fiscal stability as directed by SPC. Because the underlying concepts of these guiding principles were developed collaboratively and demonstrate the committed efforts of all to the assigned tasks, they frame the following six axioms identified as the values for this Two-Year Fiscal Plan, which was developed by FSTF in collaboration with RAC and SPC.

The six axioms identified as the core values for this fiscal plan are listed without consideration to any priority order as follows:

1. Decisions which impact fiscal resources will be made based upon consideration of the comparable Gooder Colleges in relationship to each budget activity code. If other benchmark indicators have been determined as being more appropriate for use in a decision-making process that impacts fiscal resources, the use of such benchmark indicators must be justified to and approved by majority vote of RAC. RAC has the final authority for determining the appropriateness of using other benchmark indicators instead of the Gooder comparable colleges for any financial decision-making.

2. Explicit consideration of the vision, mission and values of the college will be reflected in the budget development process with resources identified and earmarked within appropriate budgets to ensure attainment of the strategic goals identified in SP2005.
3. The annual budgeting process will remain flexible while facilitating the setting of strategic priorities and providing for allocations of funds that are driven by student demand and other high priority areas identified in the strategic planning process such that benefits outweigh the associated costs.
4. Budgets and financial information will remain transparent and ensure trustworthiness by providing an objective 3rd party review process. For example, in the Instructional area, budget and financial information will come through the unit level to the Vice President for Instruction. It will then be brought to the Instructional Planning Council (IPC) for consideration and approval. IPC will then submit to Strategic Planning Council (SPC), with the final review which includes objective consideration of any budget reductions or increases completed by RAC. RAC will then make all recommendations to SPC for further action as the primary decision-maker.
5. By May 19, 2006, the Planning Councils will develop three year plans for an “ideal organizational structure” that strives to avoid layoffs and is achieved when opportunities present themselves through attrition and other vacancy opportunities. In addition, each of the Planning Councils will develop and report to SPC the processes they will use for addressing vacancy replacements or new position hiring. The processes developed will be used before proceeding with hiring of replacement or new positions.
6. SPC and the Governing Board will determine the appropriate level of service to be provided by the district by Planning Council area and determine an appropriate funding split between academic and support services in order to provide the level of service.

Budgeting and Fiscal Forecasts’ Assumptions:

For purposes of this plan the meaning of the terms *forecast*, *fiscal* and *budget* should not be confused. *Forecast* is being used to mean an attempt to predict an outcome based upon available data and assumptions of events that might occur. The term *fiscal* is used to identify the financial reporting of actual revenue and expenditures in a given academic year. A *budget*, on the other hand, is a plan that calls for a series of actions that are expected to produce certain outcomes. Budgets are annual operating plans designed to control expenditures rather than an attempt to plan over a longer period of time. The emphasis is on controlling expenditures rather than planning.

In addition, because the college budget and its fiscal stability continues to be a primary concern of the institution particularly in light of the challenges facing the State of California that has resulted in inadequate, and in some cases, reductions in funding. The following internal (I) and external (E) budgeting assumptions have been identified in the development of this Fiscal Plan:

- This fiscal plan conforms to all currently accepted accounting and budgeting standards and regulations as defined by GASB (Governmental Accounting Standards Board) and by the District's external auditing firm. (E)
- The District will maintain a minimum of a 5% reserve in the unrestricted general fund budget to be calculated based upon an average budget projection of the annual fiscal year revenue and expenses for each of the FY2004-05 and FY2005-06. (I & E)
- The FSTF mid-year (December 2004) and final actions taken during the spring 2005 semester have been considered and incorporated into this two-year fiscal plan as a foundational framework in its development. (I)
- The Multi-year Flexible Budgeting Work Plan approved by Governing Board action in 2003 has been included in the budgeting model development process for FY2005-06. (Appendix I) (I)
- The budgeting model developed by FSTF, which represents a modified zero-based budgeting model, will be used to develop and allocate the FY2005-06 budget. This model incorporates a three-year variance analysis between actuals and budgets along with justification and prioritization of increases. (Appendix III) (I)
- Efforts will be made to maximize funding based upon capacity load ratio, ideal WSCH projections and other efficiency methods to achieve maximum growth funding. (I & E)
- FY2005-06 projected budget has been balanced without consideration of growth funds because of their associated uncertainty. This projection will be reviewed and updated in September for the Final Adopted Budget. Except for decisions resulting from the collective bargaining process, any growth funds received will be distributed by SPC based upon the recommendations of RAC upon attainment and identification of growth funding. (I & E)
- After the year-end closing the ending balance will be determined and all needs for one-time funds will be reviewed including an allocation to the Retiree Medical Fund. After consideration of all one-time needs and after a 5% reserve has been established and after considering the Multi-year Flexible Budgeting Work Plan, then the distribution of any remaining one-time funds will be made based upon the procedure accepted and approved by SPC in March 2005 to distribute the

funds proportionally as adjusted among the various planning councils with special consideration given to those activity codes that fall into a quartile with regard to the Gooder Colleges, or other agreed upon benchmark indicators, that are significantly below other activity code areas. (Appendix II) (I & E)

Definition/Explanation of Terms used in this Fiscal Plan

FSTF has agreed upon fiscal and budget definitions/explanations of terms which helped to organize the process for writing this plan as follows:

Apportionment: Funds that are received for FTES that are generated at Palomar College. The funds are comprised of a combination of property tax, enrollment fees, and a State allocation. The total apportionment is computed by the State assuming a certain level of growth and including a projection for the property tax and enrollment fees that will be collected. If on a statewide basis the property tax and/or the enrollment fees do not meet the projection made by the Department of Finance, then a deficit will be applied to the apportionment for each district.

Capacity load ratio: This number is computed by comparing the total number of students that a classroom or laboratory could accommodate during the primary hours of a week with the number of students that actually use the classroom or laboratory during that same time frame. For example: If a classroom could hold 40 students for 50 hours per week then its capacity would be 40 times 50 which equals 2000. If the actual number of students utilizing that room for any given week was 1000 then the capacity load ratio would be 2000/1000 or exactly 2.00. As a percentage that would be 200%. That says that the capacity is 200% of the usage or load. A high percentage shows low usage while a low percentage shows a high usage. The percentage is computed separately for classrooms, laboratories, offices, and other miscellaneous types of rooms. If the ratio is too high then the State will indicate that the district will not qualify for capital outlay funding for that type of facility. In addition the operating costs for the District will be high if the ratio is too high.

Continuation funds: This term is used to distinguish between the expenditure for items that recur on an annual basis as compared to items that are strictly a one-time outlay of funds. Items that are identified as one-time outlay of funds can be used from identified ending balance funds and do not need to be limited to continuation funds. However, items that require an on-going commitment of funds cannot be paid for with ending fund balance unless continuation funds in subsequent budget years have been identified prior to making the expenditure. (Note: See One-time funds.)

Deficit Financing: This term is used in different ways but for our purposes it is defined as a budget that projects expenditures that exceed the revenue. This type of projection assumes the reserves will be reduced. The Palomar College budget for FY2005-06 will probably reflect deficit financing. However it is hoped that savings, especially through unanticipated vacancies, will reduce and perhaps eliminate any projected deficit.

District-wide Reserve: This is an amount of funds that are set aside to accommodate unexpected situations such as an unanticipated reduction in revenue or an emergency situation that requires extra expenditures. In this document it is proposed that the reserve be set at 5% of the average of the projected unrestricted General Fund revenue and expenditures.

GASB (Governmental Accounting Standards Board): GASB was organized in 1984 to establish standards of financial accounting and reporting for state and local government entities. The standards act as a guide for the generally accepted accounting procedure for preparation of financial reports and demonstrate financial accountability of publicly funded organizations to the general public and are the basis for investment, credit and many legislative and regulatory decisions (cited from <http://www.gasb.org/facts>).

Gooder Colleges: More than a dozen years ago, Palomar College established a list of comparable colleges that would be used for comparison purposes for items involving budgets, salaries, and other issues. This comparable colleges' list was compiled based upon a statewide study conducted and identified as the *Gooder Report*. Palomar College refers to these comparable colleges as the Gooder Colleges.

Growth funds: For each fiscal year a base number of credit and noncredit FTES is established. If the college exceeds those base numbers, then the college will qualify for additional funds which are called growth funds. The State Chancellor's Office determines the amount of growth funds for each district in California. If a district does not grow to the level determined by the Chancellor's Office, then those unused growth funds are distributed to districts that have excess growth.

Multi-year Flexible Budgeting Work Plan: Strategic Plan 2005 identified as one of its goals under Resource Management the exploration and development of a multi-year flexible budget plan that would provide for a carry-over process from one fiscal year to another while maintaining and sustaining the fiscal stability of the district. This work plan was adopted by the Board of Trustees in December 2003 (Appendix I) and has been incorporated into the budgeting model for building FY2005-06 budgets.

One-time funds: Unspent funds that remain after a fiscal year has ended are generally referred to as one-time funds. These are funds that would not be replicated in subsequent years. Districts would usually try not to use one-time funds for ongoing costs such as salaries of permanent staff. Ideally one-time funds would be used for one-time purposes such as capital outlay projects. (Note: See Continuation Funds.)

Variance analysis: During the FY2004-05 Palomar College reviewed the expenditure pattern over the last three years and compared it with the FY2004-05 budget. This comparison was done for several discretionary accounts on a department by department basis. This comparison was done because it was discovered that several individual accounts had significant unexpected ending balances. The variance analysis involved a proposal to reduce the individual budgets to the lower of the FY2004-05 budget or the maximum expenditure level of the last three years.

WSCH (Weekly Student Contact Hours): This term refers to a computation used for reporting purposes to the Chancellor's Office. For an individual instructor it would be computed by counting the number of students in the instructor's classes each hour for one week and adding all the numbers together. Thus if an instructor had an average class size of 35 for 15 hours in one week, then that instructor's WSCH would be 35 times 15 which equals 525. In the apportionment process WSCH always refers to the computation that takes place each semester during the census week. The census week is the week that occurs closest to 20% of the way through the semester. During the census week the WSCH for all instructors are combined and the total WSCH determines the amount of apportionment that will be received for courses that operate for the full semester.

Year One: FY2004-05 Deficit Reductions

Deficit reductions taken:

1. Retiree Medical fund/restricted funds – the intent was to have all current categorical programs allocating for retiree health benefits by FY2005-06 and to ensure that all future grants be submitted with the costs listed in the grant application. It was further agreed that current categorical programs might require time to phase in the costs over the next two years but that every attempt would be made by each of the Vice Presidents to accomplish the intent of this action (July 13, 2004, FSTF motion).
2. Child Development Subsidy – because there was a sufficient ending balance, a recommendation was accepted to have the Child Development Fund provide a contribution to the District's General Fund equal to the FY2004-05 matching subsidy (July 13, 2004, FSTF motion).
3. Capital Outlay Budgets – it was agreed that 600010 accounts were to be reduced to bare essentials for Fund 11 Unrestricted and Designated budgets to reduce the overall deficits. Department/unit equipment or capital outlay purchases were requested to be made by transferring from 400010 and 500010 accounts (July 13, 2004, FSTF motion). \$100K in funds was identified for Instructional Equipment Emergencies in addition to \$211K to replace out of warranty servers and switches such that a total of only \$311K would remain in the Capital Outlay account with approximately \$528K going toward the current deficit reduction (July 27, 2004, FSTF motion). As a result of additional Block Grant funds, the \$100K identified for Instructional Equipment Emergencies was not required and went toward the current deficit reduction (August 12, 2004, FSTF motion). On August 24, 2004 a motion was passed that approved \$211,394 from Capital Outlay Budgets for the purchase of the out of warranty servers and switches with remaining balance used to off-set budget deficit.
4. Apprenticeship Program – it was reported that this designated fund projected a \$91,584 balance after revenues and expenses. It was recommended that this

ending fund balance be used to assist in offsetting the 2004-05 deficit (August 12, 2004, FSTF motion).

5. Other Designated Accounts – a recommendation was brought forward that three areas under the Administrative Services Division’s ending balances be used to off-set FY2004-05 deficit as follows: Follet Minimum Guarantee balance of \$135,000; BFAP (Board Financial Aid Program) which was over-funded by \$40,000 and Indirect Overhead which had a surplus after expenses of \$250,000 (August 12, 2004 FSTF) were shifted to reduce the budget deficit.

Over-Budgeting Exercise:

After having taken immediate action with regard to the FY2004-05 deficit, it was determined that further steps were required. The district was surprised when the ending balance for FY2003-04 was significantly higher than had been projected. To make sure that a similar situation did not occur when the books were closed for FY2004-05, it was determined that a two-step process of reviewing budgets would be undertaken. The processing for “over-budgeting” that occurred in FY2003-04 and carried over into FY2004-05 when the budgets were rolled over was conducted in two phases.

Phase I included all levels identified and Phase II was done at the FSTF level.

Phase I: The amount of ‘over-budgeting’ must be identified.

First of all it is important to note that the budgets for permanent staff are established by computing the salaries and benefits and allocating the funds accordingly. The only ‘over-budgeting’ that occurs in these budgets is usually caused by vacancies which are hard to predict. However, the discretionary budgets usually follow a pattern and in most cases are easy to predict. FSTF had been provided a package that showed the actual expenditures for the prior three years and the current budget for each account in each department. If the 04-05 budget is higher than the actual expenditures of any of the three prior years, then it was likely that this account is ‘over-budgeted’. To address this, FSTF proposed the following:

A) We identified discretionary budgets as those in Object Codes: 1400, 2300, 2400, 4000, & 5000, Fund 11 Unrestricted.

B) We compared the 04-05 discretionary budgets with the actual expenditures in each of the last three years and determined that the 04-05 budgets should be reduced to the level of the maximum expenditure for any of the last three years.

C) We allowed each area to provide justification why special circumstances existed that indicated the budget established in B) was not feasible. This justification was reviewed and a final budget amount established.

Phase II – How the funds identified in Phase I are allocated was and continued to be addressed by FSTF with the “Ten Guiding Principles” as the foundational basis for any re-allocation of budgets considered by FSTF.

The allocation of funds identified in Phase I must be made either to:

- Reduce the current deficit financing
- Provide compensation increases through the collective bargaining process or
- Meet high priority needs throughout the campus as determined by FSTF/RAC.

It is also important to mention that Phase 2 is expected to continue well beyond the spring 2005 semester and may be partly out of the hands of FSTF. After the budgets in every department have been compared with the prior three years of actual expenditures, then the re-allocation process can begin at the VP, Dean, & Director level and based upon input from the Planning Councils utilizing last year's prioritized list.

Year Two: FY2005-06

FY2005-06 Budget Development process:

This year's budget development process is a departure from the “roll over” budget practice used in the past. Budgets are built based on spreadsheets provided by Fiscal Services that include FY2004-05 budget information and three years of actual expenditure information. The “actuals” are compared to determine the highest year of actual expenditures incurred over the three-year period. This amount is then compared to the adjusted FY2004-05 budget information (that is after completion of Phase I) to determine any variances between the two amounts. Variances are then explained and identified as one-time or permanent with justifications given for any budget increases.

Organizational structure, vacancy replacements and workload issues:

By May 19, 2006, each Planning Council will have reviewed and developed processes for creating their three-year plan of an “ideal organizational” structure. The review is to include examination of workload issues including vacancy replacement and procedures for requesting filling of vacancy positions or new hiring before proceeding with either. The *ideal* organizational structure should include an examination of the current structure and what would be ideal based upon current and future trends such that layoffs are avoided but accommodations are made to attain the ideal structure when opportunities present themselves through attrition or other vacancies. As a learning organization, every attempt is to be made to re-train individuals if their current position is found to be obsolete or no longer necessary in the best interest of the college in its attainment of its defined mission and goals.

Enterprise Operations:

RAC has identified this category as operations that are considered self-sustaining operations that must generate revenues sufficient to meet their required expenditures.

Examples are: Continuing Education courses through Worksite Development programs that are promoted in the *Venture* publication. It has been determined that Comet Copy is not an enterprise organization but an integral support operation for instructional and non-instructional programs. In addition, during the fall 2005 semester, RAC is to review the 27% indirect costs currently charged to Enterprise operations to determine whether or not this amount is accurate or if it can be reduced. Upon completion of this process, RAC is to make a recommendation to SPC as to the amount that should be used for indirect costs.

Education Centers:

Instructional Planning Council (IPC) is being directed to begin a comprehensive review during the fall 2005 semester of the Education Centers such that they are effectively used to serve the student population and meet the mission and goals of the college. The review should also include an examination of the operational costs associated with each center and the development of an “ideal organizational structure” to ensure that costs are minimized and positions eliminated as opportunities present themselves that are no longer determined to be necessary or effective to the mission and goals of the college.

Contracts:

RAC has been directed to develop by the end of the fall 2005 semester a procedure for reviewing consulting contracts. The procedure developed must be tied to compliance with outsourcing guidelines addressed in Ed Code. The developed procedure is then to be used prior to extending or entering into any consulting contracts regardless of the amount or time commitment of the contract.

Grants:

This plan recommends that by the end of the fall 2005 semester RAC establish a procedure whereby all existing and proposed grants are brought to SPC and RAC for approval if they meet one of the two following criteria:

1. The provisions of the grant limit the college’s recovery of indirect costs to a percentage less than full cost recovery. Currently, it is estimated that full cost recovery would require indirect cost recovery of at least 27%. Or
2. The provisions of the grant require matching funds from the college.

Grants which meet either or both of the criteria above will be examined by RAC and SPC in terms of how they meet the mission and purpose of the college.

Risks to the Fiscal Plan:

As with all plans, it is not possible to predict the future. However, it is possible to reflect upon what has been and what might come to pass as well as ensure that processes exist for decision-making. To that end, RAC has written this fiscal plan based upon its collective wisdom regarding the most critical issues facing the District in the near future.

Of the various revenue sources, situations may come to pass that are beyond the control of the District. Examples of such situations are: Economic fluctuations, State legislation or budget shortfalls, enrollment declines or increases without appropriate increases in funding and other unforeseen or determined events.

FY2004-05 and FY2005-06 Budgets:

The budgets for the two fiscal years covering this plan have been predicated on the following:

- The apportionment revenue is the single largest item in the Palomar College General Fund unrestricted budget. It includes almost 90% of that budget. For the other parts such as lottery, non-resident tuition, and interest it is assumed that during FY2005-06 the revenue will be approximately the same as for FY2004-05.
- At this time, for the apportionment revenue, we are assuming no growth during FY2005-06 and also assuming that no additional equalization funds will be available during FY2005-06. The Governor will issue a revised FY2005-06 budget on May 13, 2005. If that budget includes equalization funds, then an estimate will be made of the amount Palomar College would receive from that allocation and that amount will likely be included in the FY2005-06 budget.
- At this time the Cost of Living Adjustment (COLA) in the FY2005-06 budget is projected at 3.93%. That number will also be updated on May 13, 2005 and that updated amount will be included in the FY2005-06 budget. One projection still pending involves the growth funds for FY2004-05. That projection will impact the base apportionment revenue for FY005-06. Right now it is projected that Palomar College will have growth that will qualify the District to receive close to \$1.5 million in growth funds during FY2004-05. However more data will be available near the end of April and that number will be updated at that time.
- The trends for FY2005-06 enrollment will be analyzed on an on-going basis and if it appears that growth will be materializing then the budget will be updated to reflect that fact. The District will probably qualify for just over \$2 million in growth funds during FY2005-06. However the growth must be generated in order to receive the funds.

Appendices:

Appendix I Multi-year Flexible Budgeting Worksheet Plan

Appendix II FY2003-04 One-time funds \$1 million allocation

Appendix III Budgeting Model Worksheet (including justification and fiscal instructions)

Appendix I: Multi-Year Flexible Budgeting Work Plan

Taskforce members: Bonnie Dowd, Martin Good, Becky McCluskey, Rick Kratcoski, Jerry Patton

Attachment: Annual Implementation Plan (AIP) Progress Report to SPC, November, 2003

Following the format for progress reports for AIPs, the information below outlines the subcommittee's work to-date.

Work plan

Background

As part of 2005 Strategic Plan, the Annual Implementation Plans for FY02-03 and FY2003-04 has included a goal under Resource Management of exploring options for multi-year flexible budget planning. The assigned groups were Director of Fiscal Services and Revenue Allocation Committee (RAC). Because of the mid-year budget crisis of FY02-03 and the Governor's proposed budget cuts of \$530 million for FY2003-04, the Revenue Allocation Committee postponed any work on this task during the FY02-03 fiscal year. And, considering the budget cuts in the FY2003-04 legislative budget, plus the rumored cuts again in mid-year of FY2003-04, RAC postponed any work on this Annual Implementation Plan (AIP) until October, 2003.

Definition of Terms in Work Plan

Unrestricted General Fund: that portion of the College's budget that is used to account for the ordinary operations of the College. These funds are available for any legally authorized purpose not specified for payment by other funds.

Budget: a collection of income and expense transactions for any unit, program, departmental, division, vice president or presidential area of operations.

Reserve for Carry-Over: a holding place for carryover funds until disbursed.

Assignments

Due to the nature of this goal, RAC formed a subcommittee to study the AIP. This committee has met several times this fall to develop a recommendation to RAC for consideration and final submittal to SPC.

Goals

The subcommittee developed these goals: 1) maintain and sustain the financial stability and integrity of the college; 2) carry-over process must be simple and easy to implement and maintain; 3) assure roll-over accumulated funds will remain available; 4) borrow from accumulation during a budget crisis with priority on replacement when crisis is resolved; 5) address inequities between departmental budgets.

Tasks

The subcommittee established these tasks: 1) determine what data would be required to develop a multi-year flexible budgeting plan; 2) what simulations, if any, would reveal the financial impact on ending fund balances and 3) develop a recommendation for multi-year flexible budget planning.

Timelines

The Annual Implementation Plan requires RAC to develop a plan by June, 2004. The subcommittee set the end of the semester to develop a draft recommendation to RAC. RAC will refine and submit a final recommendation to SPC in time for consideration for the tentative budget for FY2004-05.

Progress

The subcommittee was advised that prior year's data would not produce any meaningful interpretation or results that would indicate whether to consider or not consider budget carry-overs and how much carry-over balances would be appropriate. The three primary areas discussed were:

- Any study of prior year's ending balances would be meaningless due to the express intent of all departments to expend all available funds prior to the purchasing cutoff each year. Prior year's unspent balances in supplies, operations and equipment would not necessarily correlate to future unspent balances.
- Any simulation of unexpended supplies, operations and equipment by either a flat amount or a percentage really was meaningless when trying to compare to prior year's unexpended balances because those prior year's unspent balances occurred under differing circumstances and are an unpredictable indicator.
- The amount of unexpended funds in the object codes for supplies, operations, and equipment is miniscule when compared to salaries and benefits. Unspent funds in prior years that have contributed to the financial health of the institution are primarily from salaries and benefits from unfilled positions.

The subcommittee also considered that departmental supplies, operations and equipment budgets were decreased twice since the early 1990's and were never restored except through augmentations from various sources outside of state appropriations. The FY2003-04 budget cuts makes the third time these budget have been reduced since the

early 1990s without a subsequent restoration. There is a very serious need to increase the funds available for these types of expenditures.

Recommendation

The subcommittee recommends the following process and procedures for multi-year flexible budgeting:

1. Carry-over recommendation: 75% of unexpended balances in supplies (4000 object code), operating expenses (5000 object code) and equipment (6000 object code) as of June 30 each year. However, each year, RAC will review the state apportionment and local revenue estimates to determine if there is a need to adjust the percentage. For instance in FY2003-04 and FY2004-05, the statewide budget crisis will preclude any percentage carryover and retention.
2. The release of carryover funds will not occur at least until the Governor's January Budget each year. Carryover funds will be held and identified in a reserve account until liquidated.
3. RAC recognizes that there are significant inequities between departments in the funding amount for supplies, operating expenses and equipment. SPC is requested to consider reallocation where appropriate as each planning council develops their action plans and budgets.
4. Should the budget crisis reach a level of fiscal instability that the District is threatened:
 - RAC will request that accumulated carryover funds be frozen.
 - The College may borrow from any accumulation to restore the fiscal stability of the District.
 - The District will repay any respective budget the amount of borrowed funds in the next fiscal year after recovery.
 - The College will attempt to prevent the reduction of force through the use of accumulated carryover funds.
5. The reductions made in the FY2003-04 budget year to meet the state budget crisis are to be restored in reverse order as submitted and accepted by SPC, unless the applicable planning council chooses to re-prioritize.
 - a. RAC will make recommendations to SPC after review of the estimated state and local revenue as to the total amount to be restored, the timeline of restoration, and the source of funding from which to make the restoration.

- b. In the interest of financial stability, RAC may wait for any mid-year budget adjustments and for the Governor's May Revise before releasing funds for restoration.

Appendix II: FY2003-04 Fund Balance \$1 million Distribution

With some exceptions as explained below it was decided that the basic guideline for the distribution of funds should be the relative size of the budget for each major area as compared to the total budget. The three major areas were identified to correspond to the Vice President overseeing the area as follows:

- Vice President of Instruction
- Vice President of Student Services
- Vice President, Fiscal and Administrative Services, Vice President, Human Resources & President's office (this will be a joint effort between the two vice presidents and President).

Two exceptions to a pro-rata allocation were identified as follows:

1. Consideration of the cuts that were made in the past.
2. Consideration of the guidelines approved by FSTF especially those involving the Gooder Group comparisons. (Note: A Guiding Principle identified by FSTF established the goal that all activity codes strive to be in the same quartile as compared to other Gooder Group colleges.)

With regard to the two identified exceptions, as compared to the Gooder Group colleges, the Facilities area is currently the lowest ranking activity code. This is primarily due to the fact that Facilities has endured major cuts in the last two years. In fact, it would take an allocation of over \$1 million to bring the Facilities budget up to the next lowest ranked district (i.e., 15th of the 16 colleges). Unfortunately, the \$1 million allocation under discussion involves one-time funds; however, the sub-group felt that some recognition should be given to the issues previously mentioned. Therefore, it is proposed that an allocation of \$100,000 be set aside "off the top" from the million dollars identified before the balance is distributed to the other areas based upon a percentage allocation in relation to relative budget size.

In addition, consideration was given to the fact that Block Grant funds were available and distributed for instructional purposes including faculty computers and furniture. The expenditures from the Instructional Block Grant were reviewed and it has been determined that of the \$1,053,763 Block Grant funds at least \$105,735 was for purposes similar to those needs anticipated from the \$1 million one-time funds currently available. (Note: Non-instructional areas were not eligible for Block Grant funds. The funds were distributed via Instruction and Student Services for instructional purpose only.)

Therefore, the sub-group recommends that the percentages from the three major areas be applied to the \$900,000 with \$105,735 deducted from the Instructional Areas' apportionment determined with this amount redistributed to the other two areas proportionally.

When all of the above has been taken into consideration, the allocations are computed as follows:

One-time funds currently available for distribution:	\$1,000,000
Less: Facilities re-instatement	(100,000)
Sub—total available for allocation to planning areas	\$ 900,000
*Allocation amounts recommended:	
Instruction (net of \$105,735 Block Grant adj.)	455,235
Student Services	191,862
Administrative Services (including Fiscal/Admin., Human Resources & President)	252,903
Total	\$1,000,000

Due to the reasons mentioned in the discussion above, while Facilities would receive \$100,000 “off the top” it is recommended that it also be eligible to request and receive a share of the amount identified for Administrative Services in accordance with the normal planning process.

*This proposal assumes requests will be prioritized by and come through the appropriate planning council. It is also recommended that a similar process be used for distribution of continuation funds or additional one-time funds identified with the caveat that any allocation considers district-wide interests before allocations are computed.

Appendix III: Budgeting Model Worksheet, Justification and Instructions



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Barbara Kelber/Berta Cuaron					Date 2-25-04, 4-6-04, 5-4-04, 4-7-05				
Proposed Name of Requested Group Learning Outcomes Council; Coordinating Committee									
x	Council	x	Committee <small>of Council</small>		Subcommittee		Task Force		
Action Requested:				Add		Delete		Change	
ROLE, PRODUCTS, REPORTING RELATIONSHIPS: The Learning Outcomes Council, guided by the Coordinating Committee as the core working group, will <i>facilitate the development of a college-wide discussion of the assessment of learning at Palomar College and will support departments and work areas as they develop their specific approaches to learning outcomes assessment cycles</i> , consistent with the Principles of Assessment. The Council's role and function will be refined and modified as the institutional initiative for the assessment of learning develops. The Learning Outcomes Council has the responsibility for performing the following duties as well as identifying additional tasks which will enhance and improve student learning and success. DUTIES: <ol style="list-style-type: none"> 1. Create ongoing dialogue and encourage engagement of faculty and staff in the assessment of student learning. 2. <i>Identify systems for assessing learning outcomes developed</i> at the course, program, and institutional level. 3. <i>Encourage and provide support for</i> the collection, analysis, and distribution of assessment data. 4. Based on evidence and feedback, <i>support</i> plans and strategies for improvement in student learning. 5. Based on evidence and feedback, engage in ongoing review and revision of the institutional processes for assessment. 6. Develop and implement institutional celebrations of learning successes. PRODUCTS: <ul style="list-style-type: none"> • <i>Increased awareness and involvement.</i> • <i>Conversation supported by reports to the campus community, Forums, the Council newsletter, website, and programs such as "Campus Explorations."</i> • <i>Information gathered from departments and work groups, describing their approaches to the assessment of learning outcomes developed at the course, program, and institutional level.</i> • <i>Preservation of a culture of support for teaching.</i> REPORTING RELATIONSHIPS: In accordance with Palomar's BP 2510, the Governing Board relies primarily upon the advice and judgment of the Faculty Senate on Academic and Professional Matters. Therefore, any action regarding instructional learning outcomes are under the exclusive purview of the department faculty and the Faculty Senate and require the approval of the Faculty Senate for ratification prior to approval by the Vice President for Instruction and the Superintendent/President to the Governing Board.									
Meeting Schedule: Council: First Thursday, 2-3:30 p.m.; Coordinating Committee: 3 rd , 4 th Thursday, 2-3:30 p.m.									
Co-Chairs: Vice President, Instruction and Faculty Senate Representative									
Members: <ul style="list-style-type: none"> • Seven Faculty Members representing divisions appointed by Faculty Senate • Five Faculty coordinators* to include <ul style="list-style-type: none"> < Faculty Senate Member < Curriculum Committee representative < Co-Chair appointed by Faculty Senate • Two Part-Time Faculty Members, one vocational, one academic • Faculty Professional Development representative 									

- Faculty Institutional Review representative
- President
- Vice President for Instruction/Co-chair*
- Vice President for Student Services*
- One Instructional Dean
- Student Services Dean
- Director of Institutional Research and Planning*
- One Confidential and Supervisory Team Member appointed by CAST
- One Administrative Association Member appointed by Administrative Association
- One Classified Unit Employee appointed by CCE/AFT
- Supervisor, Evaluations and Records

* Members of the Coordinating Committee

Reviewed by Strategic Planning Council:

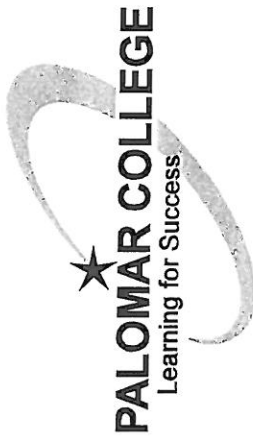
Comments:

Addition to Reporting Relationship made 4-6-04

4-6-04 First Reading

5-4-04 Approved

Form Approved by PAC: 10/2/01



Strategic Plan 2005

Annual Implementation Plan

2004-2005

Objective/Activity 1 Goal: Student Success		Primary Person(s): VP Instruction; VP Student Services	
Increase completion of educational goals, including transfer, by developing and implementing programs and services to increase persistence (students returning in subsequent semesters) (02-03) (03-04) Continue the commitment to a planning process leading to the submission of a Title V – Hispanic Serving Institutions grant application in 2005.		Assigned Groups: Instructional Planning Council, Student Services Planning Council; Student Learning Outcomes	
Estimated Cost:		Funding Source:	
One Time _____ Ongoing: <input type="checkbox"/> New <input checked="" type="checkbox"/> Previous		Time Line: May, 2005 (Plan)	
November 2004 No Report		May 2005 A working group worked diligently to submit a Title V grant application. After much discussion, it was decided to not submit the application in Spring 2005. Instead, the application will be submitted next fiscal year. Continued improvements have been developed dealing with the process of electronic assessment of student athlete academic progress.	

Key
 Funding Source: left blank, when existing resources are to be used.

D.1

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 2 Goal: Student Success	Primary Person(s): VP Student Services		
Develop and implement a comprehensive plan to increase and improve student access and utilization of counseling services. Major tasks / plans to accomplish goal.	Assigned Groups: Dean, Counseling Services, Counseling Department		
Estimated Cost:	One Time	Funding Source: Matriculation	
November, 2004	Ongoing: <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous	Time Line May, 2005	
No Report	February 2005 The Counseling Services Division has created a comprehensive plan that has been reviewed by the Student Services Planning Council and the Strategic Planning Council. The Career Center is using e-mail to distribute career information to students. The Counseling Division has increased classroom presentations on student services and workshops. The Athletic Department has developed a web-based guide to assessment, registration and educational planning for student athletes.		May 2005

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 3 Goal: Student Success	Continue to develop and improve policies and procedures that use technology to communicate relevant information to existing and potential students Major tasks / plans to accomplish goal.		Primary Person(s): VP Instruction; VP Student Services, VP Finance and Administrative Services Assigned Groups: ATG, Technology Master Plan Task Force; Information Services
Estimated Cost:	One Time Ongoing: <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous	Funding Source:	Time Line: May, 2005
November 2004 No Report	<div> <div>February 2005</div> <div> <p>The Counseling Services Division has increased utilization of student e-mail to communicate with students. Specifically, e-mail was integrated into the Early Alert letters.</p> <p>The Office of Student Affairs was successful in securing funding through a donation from Follett to purchase a large marquee to be placed in the Student Union.</p> <p>Faculty members have the ability to send e-mail to all students in a specific class at the click of a link on the class roster.</p> <p>Health Services provides e-services hook up to the web page on "Frequently Asked Questions."</p> </div> </div> <div>May 2005</div>		

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 4 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) (03-04)		Assigned Groups: President; VP Instruction; VP Student Services; Director, Student Affairs; Director, Institutional Research and Planning, Learning Outcomes Council	
Estimated Cost:	One Time	Funding Source:	
	Ongoing: ___ New <u> X </u> Previous	Time Line: January, 2005 (Plan)	
November 2004 No Report	February 2005 The college has used the college catalog, class schedule, student/parent orientations to promote and support this goal.	May 2005	

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 5 Goal: Teaching and Learning Excellence		Primary Person(s): VP Instruction, Faculty Senate	
Integrate information competency skills across the curriculum. Major tasks / plans to accomplish goal.		Assigned Groups: IPC, Librarians, Curriculum Committee, Learning Outcomes Council The work group includes Jackie Martin-Klement, Judy Dolan, Terrie Canon, April Cunningham and is reporting its progress at each Curriculum Committee meeting.	
Estimated Cost:	One Time	Funding Source:	
	Ongoing: <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous	Time Line: May, 2005 (Plan)	
November 2004 No Report	February 2005 The Curriculum Committee convened a small work group in November, 2004, to develop criteria/recommendations for adopting an information and computer literacy requirement. During the Spring 2005 semester, the work group is gathering ideas and developing an assessment tool to conduct a survey in random classes to find the level of computer literacy of Palomar students.	May 2005	

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 6 Goal: Organizational and Professional Development		Primary Person(s): VP Human Resource Services	
Promote cross-functional training and education to improve institutional understanding and teamwork (03-04). Major tasks / plans to accomplish goal.		Assigned Groups: HRSPC; Training Coordinator	
Estimated Cost:	One Time	Funding Source:	
	Ongoing: ___ New <u> X </u> Previous	Time Line: May, 2005	
November 2004 No Report	February 2005 HRSPC is developing a cross-training (educational sharing) model which allows departments to share information among and between one another. The model will be finalized by the May, 2005, deadline.		May 2005

Strategic Plan

Annual Implementation Plan 2004-2005

Objective/Activity 7 Goal: Organizational and Professional Development Pursue professional development grant opportunities. Major tasks / plans to accomplish goal.		Primary Person(s): VP Human Resource Services; VP Instruction; Executive Director for the Foundation Assigned Groups: PD Coordinator; Professional Development Review Board	
Estimated Cost:	One Time	Funding Source:	
	Ongoing: ___ New <u>X</u> Previous	Time Line: May, 2005	
November 2004 No Report	February 2005 As a member of NCHEA, collaborative efforts with Mira Costa College and CSU San Marcos have provided additional resources and opportunities for professional development activities this academic year. In addition, some academic and student services departments have submitted mini-grant proposals to support focused activities in support of instruction and student support services.		May 2005

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 8 Goal: Resource Management		Primary Person(s): VP Finance & Administrative Services	
Reassess options for flexible multi-year departmental budget planning (02-03) (03-04) Major tasks / plans to accomplish goal.		Assigned Groups: Director of Fiscal Services; Revenue Allocation Committee	
Estimated Cost:	One Time X	Funding Source:	
	Ongoing: ___ New ___ Previous	Time Line: May, 2005	
November 2004 No Report	February 2005 Procedure developed and will be incorporated in FY 2005-2006 ending balance. Was included in FSTF Mid-Year Report approved by SPC.	May 2005	

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 9 Goal: Resource Management	Develop and implement a long-range budget plan for computer hardware and software upgrades and/or replacement (02-03) Major tasks / plans to accomplish goal.	Primary Person(s): VP Instruction; VP Finance & Administrative Services Assigned Groups: Technology Master Plan Task Force; Revenue Allocation Committee
Estimated Cost:	One Time X Ongoing: ___ New ___ Previous	Funding Source:
November 2004 No Report	February 2005 Convened in Spring, 2004, the Technology Master Plan Task Force continues to do its research and to discuss long-term plans with planning councils and other division areas that will result in a proposed comprehensive district-wide technology programs and services plan tied to the 20-year Educational and Facilities Master Plan. The plan will include recommendations for technology resource allocation, including staffing, equipment replacement, facilities, and funding that will facilitate educational and administrative innovation and learning outcomes assessment. In the interim, computer hardware and software upgrades and/or replacements are being addressed through the allocation of State Block Grant, matching District, and VTEA funds. VPFAS waiting for review from Technology Master Planning Committee	Time Line: January, 2005 (part of Technology Master Plan) May 2005

Strategic Plan

Annual Implementation Plan 2004-2005

Objective/Activity 10 Goal: Resource Management	Primary Person(s): VP Instruction; VP Student Services; Executive Director for the Foundation Assigned Groups: Instructional Departments; Foundation, Workforce and Community Development		
Strengthen business and community partnerships and relationships to increase funding sources and support. Major tasks / plans to accomplish goal.			
Estimated Cost:	One Time X	Funding Source: General Fund; Categorical	
	Ongoing: ___ New ___ Previous	Time Line: May, 2005	
November 2004 No Report	February 2005		May 2005

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 11 Goal: Resource Management		Primary Person(s): VP Instruction; VP Finance & Administrative Services	
Update and implement the Technology Master Plan Major tasks / plans to accomplish goal.		Assigned Groups: Technology Master Plan Task Force; Revenue Allocation Committee	
Estimated Cost:		One Time X	Funding Source: General Fund; Categorical
Ongoing: ___ New ___ Previous		Time Line: January, 2005	
November 2004 No Report	February 2005 IPC - Convened in Spring, 2004, the Technology Master Plan Task Force continues to do its research and to discuss long-term plans with planning councils and other division areas that will result in a proposed comprehensive district-wide technology programs and services plan tied to the 20-year Educational and Facilities Master Plan. The plan will include recommendations for technology resource allocation, including staffing, equipment replacement, facilities, and funding that will facilitate educational and administrative innovation and learning outcomes assessment. ASPC - Task force conducting focus groups	May 2005	

Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 12 Goal: Facilities Improvement	Develop and implement a uniform Facilities Use Policy and Procedures (03-04) Major tasks / plans to accomplish goal.	Primary Person(s): VP Finance & Administrative Services; VP Instruction; Assigned Groups: Director, Student Affairs; Athletics; Facilities; Performing Arts	
Estimated Cost:	One Time <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous <input type="checkbox"/>	Funding Source:	Time Line: January, 2005
November 2004	<p>The Facilities Review Committee discussed the development of a Campus Master Signage project on October 12, 2004. It was recommendation of the Committee that the District hire a consultant to peruse the current campus and the master plan and make recommendations for implementation of a master signage plan for all new District facilities. The consultant would meet with the Facilities Review Task Force regarding planned design and implementation process. The Committee members also recommended that a budget be established in the amount of \$100,000 to \$150,000 for this process and that once the master signage plan is approved, that the District formulates a commitment to implement the plan. This recommendation was presented to the Administrative Services Planning Council at their meeting on October 14, 2004.</p>	<p>At its March 15 meeting, SPC approved the recommended changes to BP 550: Use of District Facilities. The work group addressing this policy will continue developing uniform procedures for implementation once the revised policy is approved by the Governing Board.</p> <p>There has been no action from the ASPC on this item, but it has been suggested that the Facilities Review Committee submit the project for consideration under the one-time funding requests. Mike Ellis will include the funding for the Master Signage Project in the request for one-time funding from the Facilities Review Committee.</p>	February 2005 May 2005

Strategic Plan

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Objective/Activity 13 Goal: Facilities Improvement		Primary Person(s): VP Finance & Administrative Services; VP Instruction	
Complete and implement a Master Signage Plan for all District facilities. Major tasks / plans to accomplish goal. PROPOSE CARRYING OVER TO NEXT STRATEGIC PLAN		Assigned Groups: Director, Student Affairs; Director Facilities; Facilities Review Committee	
Estimated Cost:	One Time X	Funding Source:	
	Ongoing: ___ New ___ Previous		
November 2004 No Report	February 2005	May 2005	
		Time Line: TBD – CARRY OVER TO NEXT STRATEGIC PLAN	

PALOMAR COLLEGE REQUEST TO SUBMIT PROJECT OR GRANT

1. **Name of Requestor:** Barb Neault Kelber/Katie Townsend-Merino (supported by Debbi Stanley)
2. **Project/Grant Title:** "Campus Explorations '05-06: Ethics"
3. **Description of Project/Grant:** Our Campus Explorations project involves a campus-wide, interdisciplinary approach, connecting ethical issues to the course content, as well as encouraging our students and the entire campus community to engage in our campus-wide discussion of ethics by participating in "connected occasions" for thinking and discussion.
4. **Project Director:** Barb Neault Kelber and the Learning Outcomes Coordinating Committee.
5. **Funding Source(s):**
New Monies: "Difficult Dialogues," a new initiative by the Ford Foundation. (see RFP attached)
6. **Deadline for Submission:** Letter of Application due May 16. (Invited applicants will be notified by June 20 to submit final proposals by October 20 for awards on November 15.)
7. **Amount of Funded Project:** \$100,000
9. **How does this project/grant support the mission, vision, goals & objectives of the College?**
The Campus Exploration project supports the following values as set forth by Palomar College.
 - 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.
 - Encouraging student retention by creating connections for first-year students.
10. **Can this project be continued after funding ends? If so, how?**
Depending upon the success of the program, and availability of resources, ideas for how the project will continue include:
 - Formalize faculty and student involvement by establishing an interdisciplinary program that would be renewed each year. This program may be built around a shared theme to be decided by the college community and will encourage students' enrollment in a 1-unit course, a campus-wide learning community generating "positive attendance."
 - Create panel discussions and film series based on a shared theme using faculty and staff volunteers.
11. **Other Comments:**
See attached guidelines and information on grant.
12. **Timeline of project/grant: Start:** Fall 2005 **End:** TBD
13. **Vice President's Signature:**

Date: _____
14. **Administrative Approval:** ☐ **Approve** ☐ **Disapprove**
Date: _____

President's Signature: _____ **Date:** _____