



## STRATEGIC PLANNING COUNCIL AGENDA

Date: September 6, 2005  
Starting Time: 2:00 p.m.  
Ending Time: 4:00 p.m.  
Place: SU-18

**CHAIR:** Deegan

**MEMBERS:** Akins, Barton, Bishop, Cuaron, Dimmick, Dowd, Fernandez, Frady, Gowen, Halttunen, Ivey, Jay, Kelber, Kovrig, Madrigal, McCluskey, Miyamoto, Nebelsick-Tagg, Newmyer, Owens, Townsend-Merino, Stanley, Versaci, Waite

**RECORDER:** Ashour

	Attachments	Time
<b>A. <u>MINUTES</u></b>		5 min.
1. Approve Minutes of May 17, 2005		
2. Approve Minutes of June 7, 2005		
<b>B. <u>ACTION ITEMS/SECOND READING</u></b>		
1. Team Life Governance Structure (Miyamoto)	Exhibit B1	5 min.
<b>C. <u>ACTION ITEMS/FIRST READING</u></b>		20 min.
1. Benefits Committee	Exhibit C1	
2. EOPS Advisory Committee	Exhibit C2	
3. Student Health Fee Cost of Living Increase	Exhibit C3	
<b>D. <u>DISCUSSION/INFORMATION ITEMS</u></b>		40 min.
1. Strategic Plan 2009 Update	Exhibit D1	
2. Budgeting Process/Procedure		
<b>E. <u>REPORTS OF PLANNING COUNCILS</u></b>		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		
<b>F. <u>REPORT FROM RAC</u></b>		10 min.
<b>G. <u>REPORTS OF CONSTITUENCIES</u></b>		20 min.
1. Administrative Association – Ken Jay		
2. Associated Student Government – Neill Korig		
3. Confidential/Supervisory Team – Jenny Akins		
4. CCE/AFT – Becky McCluskey		
5. Faculty Senate – Katie Townsend-Merino		
6. PFF/AFT – Rocco Versaci/Julie Ivey		
<b>H. <u>OTHER ITEMS</u></b>		



**STRATEGIC PLANNING COUNCIL  
MEETING MINUTES  
September 6, 2005**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, September 6, 2005, in SU-18. The meeting was called to order at 2:05 p.m. by Mr. Robert P. Deegan.

**ROLL CALL**

Members Present: Akins, Barton, Bishop, Cuaron, Deegan, Doran, Dowd, Fernandez, Gowen, Halttunen, Ivey, Madrigal, McCluskey, Miyamoto, Newmyer, Plotts, Stanley, Thompson, Townsend-Merino, Versaci, Waite  
Members Absent: Frady, Kovrig  
Recorder: Cheryl Ashour

**A. MINUTES**

**1. Approve the Minutes of May 17, 2005**

MSC (Dowd/Bishop ) to approve the Minutes of May 17, 2005

**2. Approve the Minutes of June 7, 2005**

MSC (Dowd/McCluskey) to approve the Minutes of June 7, 2005

**B. ACTION ITEMS/SECOND READING**

**1. Team Life Governance Structure**

MSC (Madrigal/Newmyer) to approve the formation of the TEAM LIFE committee. The vote was unanimous with the following change: Under "Product", in the third sentence, the word "moral" should be "morale". (Exhibit B1)

**C. ACTION ITEMS/FIRST READING**

**1. Benefits Committee**

A governance group request form was submitted at the request of Jack Miyamoto (Exhibit C1). The committee has been in place for a number of years; however, there was not a governance group request form on file for this committee. The following changes to the document will be made:

- Under Role, last sentence, delete "and the Staff Planning Committee", as this is not an active group anymore.
- Under Members, change "One Senior/Executive Administrator" to Vice President, Finance and Administrative Services."

After discussion, it was decided that the revised form will be brought to the next meeting for action.

**2. EOPS Advisory Committee**

The EOPS Advisory Committee is submitting a revised Governance Structure Group Request form to request that the name of the committee be changed to "EOPS/CARE/CalWORKs Advisory Committee. (Exhibit C2) There was a question about why the director chooses the members instead of being appointed by their constituent groups. After discussion, it was decided that Ms. Halttunen will review Title V to clarify what it says about appointing members and report back at the next meeting.

This item will return for second reading/action at the next meeting.

It was suggested that the governance structure book needs to be reviewed to clarify which groups are operational, governance, or advisory. Berta Cuaron will work with Bonnie Dowd, Lori Waite, and Sue Doran on the governance structure book and report their results to SPC.

**3. Student Health Fee Cost of Living Increase**

The Chancellor's Office has raised student health fees by \$1.00. Governing Board policy 5030.3 states that Palomar College will charge the state-mandated health fee. Beginning Spring 2006, the health fees will be raised by \$1.00 at Palomar College. **(Exhibit C3)**

This item will not return for a second reading as it is information only. However, Bruce Bishop will report back to SPC regarding student response to the fee increase.

**D. DISCUSSION/INFORMATION ITEMS****1. Strategic Plan 2009 Update**

Michele Barton discussed the progress of the Strategic Plan 2009. Survey results were discussed and a timeline was distributed. **(Exhibits D1a, D1b, D1c)**

**2. Budgeting Process/Procedure**

Katie Townsend-Merino reported that the concerns she had regarding the budgeting process/procedure have been resolved.

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

Joe Newmyer reported that the first fall meeting of ASPC will be this Thursday.

**2. Human Resource Services Planning Council**

Jack Miyamoto reported that the first fall meeting of HRSPC will be next Tuesday.

**3. Instructional Planning Council**

Berta Cuaron reported that the College's Accreditation Progress Report was approved by the Accrediting Commission. A proposed timeline for our mid-term progress report will be brought to SPC soon.

Next Wednesday, a special joint IPC/SSPC council meeting has been scheduled to discuss faculty hiring priorities. We have 15 positions in place that will go out almost immediately. Depending on how FTES looks at census, we may be able to hire 6 or 7 additional faculty. IPC will have their regular meeting directly following the joint meeting.

**4. Student Services Planning Council**

Joseph Madrigal reported that the first fall meeting of SSPC will be next Wednesday.

**F. RESOURCE ALLOCATION COUNCIL**

Joe Newmyer reported that the first fall meeting of RAC will be September 13. The two-year plan from last year will be reviewed to see what has not yet been accomplished. In a future meeting, RAC will consider whether next February we implement the 75% rule, where 75% of the balance is left in the 4000, 5000, and 6000 accounts.

**G. REPORTS OF CONSTITUENCIES****1. Administrative Association – No report****2. Associated Student Government – No report****3. Confidential/Supervisory Team – No report****4. CCE/AFT – No report****5. Faculty Senate**

Katie Townsend-Merino reported that Faculty Senate has met several times already. A Senate orientation was held. The primary issue discussed at the last two meetings, and scheduled for future meetings, is about the TERB process.

**6. PFF/AFT – No report**

**G. OTHER ITEMS**

Robert Deegan reported that the job descriptions for the two vice president positions were revised. The revised job descriptions will go out this week, with a closing date in mid-November.

The College will work with PPL to provide an interim Vice President for Finance.

**H. ADJOURNMENT**

Meeting adjourned at 3:20 p.m.

<b>Request submitted by: Jo Anne Giese &amp; Kelley Hudson-Mac Isaac</b>				<b>Date: May 3, 2005</b>			
<b>Proposed Name of Requested Group: TEAM LIFE (formerly Wellness Committee)</b>							
	<b>Council</b>	<b>x</b>	<b>Committee</b>		<b>Subcommittee</b>		<b>Task Force</b>
<b>Action Requested:</b>			<b>Add</b>		<b>Delete</b>		<b>Change</b>
<p><b>Role, Products, Reporting Relationships:</b>  <b>Role:</b> To provide opportunity for achieving mind, body, social, and spiritual wellness. To cultivate positive change in a supportive campus community environment.</p> <p><b>Product:</b> Offer faculty &amp; staff health screenings, social events, workshops, health lectures, weight management programs in support of workplace wellness. Also TEAM LIFE will work towards offering programs to improve employee moral and help adopt healthy lifestyles thus reducing time missed from work and worker's comp claims.</p> <p><b>Reporting Relationship:</b> HRSPC</p>							
<b>Meeting Schedule: Monthly</b>							
<b>Chair: To be Determined by Committee</b>							
<p><b>Members:</b></p> <p><b>1 Faculty member, 1 AA member, 1 CCE/AFT member, 1 CAST member, 1 rep from Health Services, 1 rep from PE/Athletic department, 1 rep from HR (Benefit Committee) 1 rep HRSPC, 1 rep from Health &amp; Safety Department</b></p>							

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

Reviewed by Strategic Planning Council:

Comments:

\_\_\_\_\_ First Reading

\_\_\_\_\_ Approved/Denied



## GOVERNANCE STRUCTURE GROUP REQUEST

<b>Request submitted by:</b> Jack Miyamoto					<b>Date:</b> August 17, 2005				
<b>Proposed Name of Requested Group:</b> Benefits Committee									
	<b>Council</b>	<b>X</b>	<b>Committee</b>		<b>Subcommittee</b>		<b>Task Force</b>		
<b>Action Requested:</b>				<b>X</b>	<b>Add</b>		<b>Delete</b>		<b>Change</b>
<p><b>Role, Products, Reporting Relationships:</b></p> <p><u>Role:</u> The Benefits Committee reviews current benefits and makes recommendations for additions and changes to employee and retiree health and welfare benefits. It reviews benefits changes in light of federal and state laws, as well as District planning and policy decisions. The Committee seeks input from employees and retirees for benefits needs, considers costs of benefits, and advises employee and retiree groups, the administration, and the Staff Planning Committee as necessary.</p> <p><u>Products:</u> The Committee makes recommendations to the appropriate representative group.</p> <p><u>Reporting Relationship:</u> Palomar Faculty Federation, Administrative Association, CAST, CCE/AFT, and the President's Cabinet.</p>									
<p><b>Meeting Schedule:</b></p> <p>1<sup>st</sup> Wednesday, 3:00 – 4:00 p.m.</p>									
<p><b>Chair:</b></p> <p>Vice President, Human Resource Services</p>									
<p><b>Members:</b></p> <ul style="list-style-type: none"> <li>Manager, Human Resource Services</li> <li>Four Faculty members</li> <li>Four Classified Unit employees</li> <li>Two Administrative Association members</li> <li>Two Confidential/Supervisory Team members</li> <li>Four Retirees</li> <li>One Senior/Executive Administrator</li> <li>Benefits Specialist (Ex Officio)</li> </ul>									

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

Reviewed by Strategic Planning Council:

Comments:

\_\_\_\_\_ First Reading

\_\_\_\_\_ Approved/Denied

<b>Request submitted by</b> Anne Stadler				<b>Date</b> September 6, 2005			
<b>Proposed Name of Requested Group</b> <b>EOPS / CARE / CalWORKs Advisory Committee</b> Extended Opportunity Programs and Services Advisory Committee							
	<b>Council</b>		<b>Committee</b>		<b>Subcommittee</b>		<b>Task Force</b>
<b>Action Requested:</b>			<b>Add</b>		<b>Delete</b>	X	<b>Change</b>
<b>Role, Products, Reporting Relationships:</b>  <b>Role:</b> The EOP&S/CARE /CalWORKs Advisory Committee is aware of the operation and plans of the EOP&S /CARE/CalWORKs programs and makes recommendations to the Director of the EOP&S/CARE /CalWORKs program s with respect to the needs and desires of the community.  <b>Reporting Relationships:</b> Director, EOP&S/CARE/CalWORKs							
<b>Meeting Schedule:</b> As needed							
<b>Chair:</b> Director, EOP&S/CARE/CalWORKs							
<b>Members:</b> <ul style="list-style-type: none"> <li>• Director, EOP&amp;S/CARE/CalWORKs</li> <li>• Members nominated by EOP&amp;S/CARE/CalWORKs Director, approved by SPC and Board</li> </ul>							

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

Reviewed by Strategic Planning Council:

Comments:

4-29-03      First Reading  
5-13-03      Approved

## STATE OF CALIFORNIA

ALIFORNIA COMMUNITY COLLEGES  
CHANCELLOR'S OFFICE

1102 Q STREET  
SACRAMENTO, CA 95814-6511  
(916) 445-8752  
[HTTP://WWW.CCCCO.EDU](http://www.cccco.edu)



## Memorandum

June 6, 2005

To; Superintendents/Presidents  
Chief Business Officers  
Chief Student Services Officers  
Health Services Program Directors  
Financial Aid Officers  
Admissions and Records Officers  
Extended Opportunity Program Directors

From: Frederick E. Harris, Assistant Vice Chancellor  
College Finance and Facilities Planning

Subject: Student Health Fee Increase

Education Code Section 76355 provides the governing board of a community college district the option of increasing the student health services fee by the same percentage as the increase in the Implicit Price Deflator for State and Local Government Purchase of Goods and Services. Whenever that calculation produces an increase of one dollar above the existing fee, the fee may be increased by \$1.00.

Based on calculations by the Financial, Economic, and Demographic Unit in the Department of Finance, the Implicit Price Deflator Index has now increased enough since the last fee increase of March 2004 to support a one dollar increase in the student health fees. Effective with the Summer Session of 2005, districts may begin charging a maximum fee of \$14.00 per semester, \$11.00 for summer session, \$11.00 for each intersession of at least four weeks, or \$11.00 for each quarter.

For part-time students, the governing board shall decide the amount of the fee, if any, that the student is required to pay. The governing board may decide whether the fee shall be mandatory or optional.



The governing board operating a health services program must have rules that exempt the following students from any health services fee:

- Students who depend exclusively upon prayer for healing in accordance with the teachings of a bona fide religious sect, denomination, or organization.
- Students who are attending a community college under an approved apprenticeship training program.
- Students who receive Board of Governors Enrollment Fee Waivers, including students who demonstrate financial need in accordance with the methodology set forth in federal law or regulation for determining the expected family contribution of students seeking financial aid and students who demonstrate eligibility according to income standards established by the board of governors and contained in Title 5, Section 58620.

All fees collected pursuant to this section shall be deposited in the Student Health Fee Account in the Restricted General Fund of the district. These fees shall be expended only to provide health services as specified in regulations adopted by the board of governors. Allowable expenditures include health supervision and services, including direct or indirect medical and hospitalization services, or the operation of a student health center or centers, or both. Allowable expenditures exclude athletic-related salaries, services, insurance, insurance deductibles, or any other expense that is not available to all students. No student shall be denied a service supported by student health fee on account of participation in athletic programs.

If you have any questions about the fee increase or the underlying calculations, please contact Patricia Laurent at 916.327.6225 or [plarent@cccco.edu](mailto:plarent@cccco.edu).

(Copied from the Palomar College District Governing Board Minutes from December 9, 2003. Page 20)

Upon the recommendation of the Strategic Planning Council, the Governing Board hereby approves the deletion of BP 403.4 and the **adoption of BP 5030.3** which reads as follows:

**BP 5030.3 – Student Health Fee**  
**Education Code Section 76355**  
(replaces BP 403.3) **EXHIBIT M-4**

The District shall charge all students the state-mandated Health Fee for the operation of a student health center or centers, including direct or indirect medical services and health supervision.

**AP 5030.3**  
**Student Health Fee**

A state-mandated student health fee is charged for operation of the Health Center or Centers as authorized in Education Code 76355. The maximum student health fee allowable will be charged to all students enrolled in credit and non-credit classes offered through Palomar College, except the following:

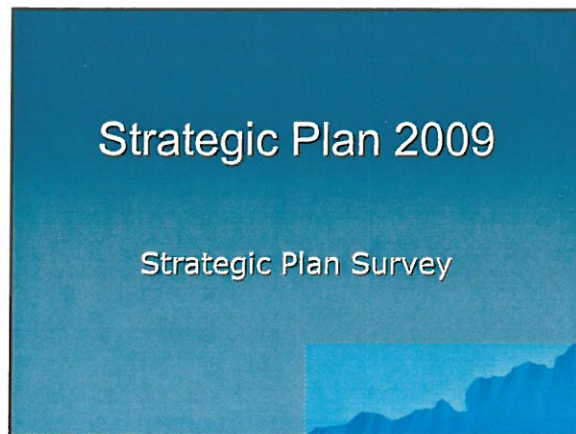
Exempt by law:

- Low-income students who demonstrate financial need using the methodology established by the board of governors and contained in Section 58620 of Title 5.
- Students taking only apprenticeship classes.
- Students who depend exclusively upon prayer for healing in accordance with the teachings of a bona fide religious sect, denomination, or organization.
- Dependent children and surviving spouses of members of the California National Guard who are killed or permanently disabled while in active service.

Other exemptions:

- Active military students taking classes at only Camp Pendleton.
- Students in Community Services Seminars.
- Worksite Education training for company employees only.
- Non-credit classes at sites other than the San Marcos Campus and the Escondido Center.






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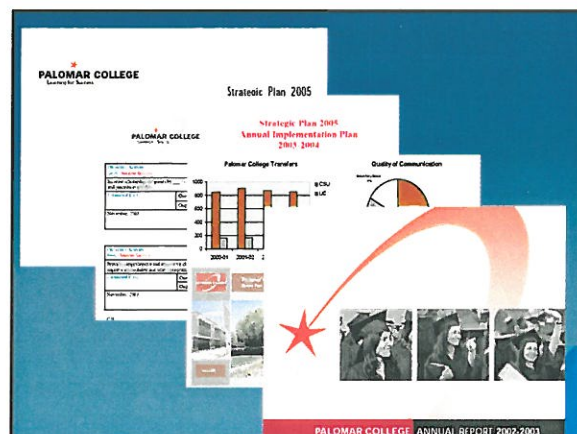
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### Current Status

#### Strategic Plan 2009

- ◆ SPC assigned a workgroup to coordinate our efforts
- ◆ Initial meeting of planning councils (Oct 04)
  - Maintain our current Vision, Mission and Values
  - Maintain our current goals
  - Establish new objectives for the goals
- ◆ Two major tasks:
  - Strategic Planning Workshop
  - Strategic Plan Survey

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### Strategic Plan Workshop

#### March 2005

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### Strategic Plan 2009

#### Workshop

- ◆ Part I: Planning Process and Information
  - Overview of planning process
  - Progress report Strategic Plan 2005
  - Reviewed information that might impact our update
    - ◆ Study of growth - (See handout)
    - ◆ Institutional tracking measures - (See handout)
    - ◆ Community College Survey of Student Engagement - (See handout)
    - ◆ Accreditation Standards - (See handout)
- ◆ Part II: Breakout groups offered potential objectives for each goal

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**DRAFT**  
**Summary Results for the**  
**Strategic Plan 2009 Survey**

**Prepared for:**  
**The Strategic Planning Council**  
**Instructional Planning Council**  
**Student Services Planning Council**  
**Human Resource Services Planning Council**  
**Administrative Services Planning Council**

**Prepared by:**  
**Office of Institutional Research and Planning and**  
**The Strategic Plan Coordinating Workgroup**

**August 31, 2005**

## **Summary Results for the Strategic Plan 2009 Survey**

### **Overview**

Palomar College is currently updating its Strategic Plan. This update involves identifying objectives for each of the college's five strategic goals. Once completed, Strategic Plan 2009 will serve as the college's planning document through the 2008-09 academic year. The Strategic Planning Council (SPC) has identified a workgroup to coordinate this effort. The workgroup includes one member from each of the following constituent groups: faculty, administration, classified staff, and the confidential and supervisory team. The workgroup also includes the Superintendent/President and the Director of Institutional Research and Planning.

In spring 2005, the workgroup completed two major tasks related to the update. First, under the direction of SPC, the workgroup facilitated a strategic planning workshop. All planning council members were invited to attend. The workshop provided an overview of the planning process. It also provided participants with the following information:

- Progress on the current Strategic Plan 2005,
- Data for each of the Strategic Plan 2005 evaluation indices,
- Overview of the college's study of future enrollment growth,
- Results of the Community College Survey of Student Engagement, and
- Review of the current accreditation standards.

After reviewing the above information, workshop participants broke out into groups to identify potential objectives for each of the five goals identified in the Strategic Plan:

- Student Success,
- Teaching and Learning Excellence,
- Professional and Organizational Development,
- Resource Management, and
- Facilities Improvement.

The second task involved developing and administering an institution-wide survey. The administration of this survey provided employees with an opportunity to participate and offer input for *Strategic Plan 2009*. This report briefly summarizes the development, administration, and results of the survey.



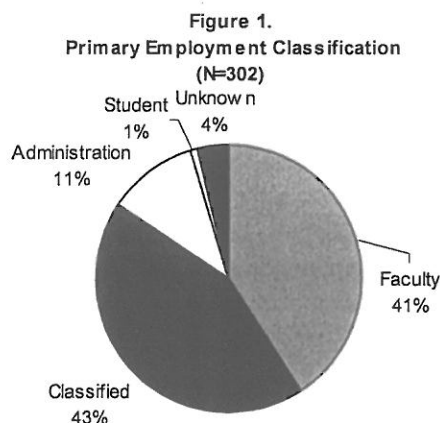
## Method

### Survey Development

- As mentioned above, during the Strategic Planning workshop, breakout sessions were held for each of the five goals identified in the College's Strategic Plan. At each breakout session, participants suggested objectives for the Strategic Plan.
- The coordinating workgroup took all of the objectives proposed by workshop attendees and created a survey.
- Objectives were organized by goal within the survey instrument. At the bottom of each goal and list of objectives, space was provided for participants to write in new objectives and make comments.
- Each objective was assigned a 5-point scale ranging from "Very Low Priority" to "Very High Priority."
- The coordinating workgroup added several questions to assess awareness and knowledge of Palomar's Strategic Planning efforts. The final survey included 130 items. Refer to Appendix A to review the survey.

### Survey Participation and Administration

- The Office of Institutional Research and Planning (IR&P) administered the survey using a web-based survey methodology. IR&P also prepared a scannable paper copy of the survey for employees who did not have easy access to a computer or felt more comfortable completing a paper version.
- Data collection commenced on May 9, 2005 and ended on May 27, 2005 allowing three weeks for employees to participate.
- 302 employees completed the survey. Figure 1 shows the distribution of participants by employee classification.





## Data Analysis

- Frequencies, means and standard deviations were computed for each item.
- Items were sorted in descending order of priority overall and for each goal. For each goal, a “logical” cut-off score was identified. All items with mean scores greater than or equal to the logical cut-off score were considered high-priority items.
- For the goals of Student Success and Teaching and Learning Excellence, the data were disaggregated and categorized into two groups, faculty respondents and all other employee respondents.

## Brief Review of Results

### Awareness of Strategic Plan

- Figures 2 and 3 below show the response distribution for two questions related to the knowledge of the Strategic Plan. Review of these two figures shows that most of the participants were aware that Palomar College has a Strategic Plan. However, not as many are aware of the activities that Palomar College has completed as a result of the Strategic Plan.

Figure 2. Are you aware that Palomar has a Strategic Plan (i.e., Strategic Plan 2005)? (N=302)

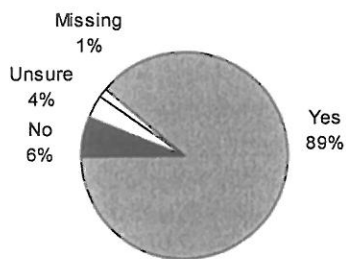
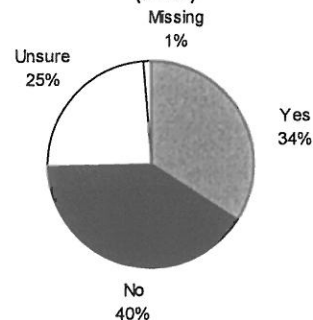


Figure 3. Are you aware of any activities that Palomar has completed as a result of Strategic Plan 2005? (N=302)



### Overall Ranking of Objectives

- The mean responses for objectives ranged from 2.39 to 4.35. Table 1 on the following page lists the top 35 items overall in order of importance. Review of the table indicates ten items in the top 35 came from Student Success (SS), six items from Teaching and Learning Excellence (T&L), six items from Professional and Professional Development (PD), five items from Resource Management, and eight items from Facilities Improvement.

**Table 1**  
**Top 35 Items Ranked in Order of Importance**

Goal	Objective	N	Mean	SD	Rank
SS	stress students' responsibility for attendance, participation, & preparation	117	4.35	0.92	1
T&L	provide up-to-date technology in the classroom	118	4.25	1.00	2
SS	clearly identify courses that are offered only once during the year in the class schedule	114	4.24	1.04	3
SS	increase the number of full-time faculty	119	4.18	1.21	4
RM	encourage & guide efforts to seek additional funds for the college	273	4.14	0.92	5
RM	strengthen partnerships with business & industry	274	4.14	0.95	5
RM	develop user-friendly budgeting & reporting tools	266	4.12	0.99	6
F	ensure that the facilities plan for improvement is implemented	273	4.12	0.98	6
F	continue upgrading classrooms to accommodate adult students	276	4.12	0.97	6
F	increase funding for facilities improvement	276	4.08	0.99	7
PD	offer training in the use of technology	290	4.07	0.94	8
T&L	provide up-to-date technology for instructional purposes	117	4.07	0.97	8
F	maximize efficiency of parking lots	273	4.02	1.02	8
SS	publicly recognize student success	116	4.02	1.11	8
SS	systematically ensure that student support services are communicated and available to all students	116	3.99	1.11	9
F	continue developing emergency plans	278	3.95	1.06	10
T&L	encourage information technology skills/competency in students	117	3.94	1.09	11
PD	ensuring that education centers receive the appropriate communications	270	3.93	0.96	12
T&L	maintain technology and support; provide a help-desk for instructors	117	3.93	1.08	12
PD	streamline the decision-making process to ensure that initiatives are reviewed in a timely manner while maintaining shared governance	268	3.92	0.93	13
F	develop a plan to systematically & uniformly replace classroom furniture	276	3.92	1.07	13
F	address security concerns throughout the District	272	3.92	1.08	13
RM	provide ongoing training on budget reporting tools	264	3.91	1.07	14
T&L	support funding for faculty travel to conferences & trade shows	114	3.91	1.19	14
SS	examine successful retention models from other higher education institutions	117	3.86	1.07	15
F	address concerns related to heating & air conditioning	269	3.85	1.04	16
PD	develop training/professional development for new employees	290	3.84	1.00	17
SS	strengthen connections between academic faculty and counseling faculty	116	3.84	1.12	17
PD	develop a systematic way of keeping faculty & staff updated on technology	287	3.84	1.00	17
PD	promote dialog to discuss controversial issues	287	3.83	0.99	18
T&L	encourage students' awareness of institutional & academic expectations	119	3.82	1.15	19
SS	better use of student e-mail	105	3.82	1.24	19
SS	improve our evening services for faculty & students	107	3.82	1.06	19
RM	assess & improve use of facilities utilization	260	3.82	1.00	19
SS	mandate college success skills courses for students who test into basic skills courses	114	3.80	1.26	20

## **Student Success**

- Overall means for Student Success ranged from 2.52 to 4.18. When considering faculty ratings alone, the means ranged from 2.36 to 4.35.
- The logical cut-off score (based on faculty responses) was 3.38. Twenty seven items were identified as priority items and potential objectives for the Strategic Plan.
- Many of these items address the following topics:
  - Student responsibilities and expectations;
  - Communication through technology;
  - Articulation, retention, and transfer;
  - Relationships and communication between student services and instruction,
  - Access to student support services;
  - Instructional faculty awareness and knowledge of student support services and transfer requirements;
  - Increasing full-time faculty; and
  - Scheduling, including types and locations of classes.
- See Table 2 (on pages 8-9) to view all Student Success items and their mean scores. For frequency distributions, please contact IR&P.

## **Teaching and Learning Excellence**

- Overall means for Teaching and Learning Excellence ranged from 2.83 to 4.24. When considering faculty ratings alone, the means ranged from 2.51 to 4.25.
- The logical cut-off score (based on faculty responses) was 3.28. Eighteen items were identified as priority items and potential objectives for the Strategic Plan.
- Many of these items addressed the following topics:
  - Instructional technology (currency and support);
  - Budget for innovation, travel, and faculty research;
  - Student learning outcomes (dialogue, skills, competencies); and
  - Professional development and mentoring.
- See Table 3 (on page 10) to view all Teaching and Learning items and their scores. For frequency distributions, please contact IR&P.

## Professional and Organizational Development

- Overall means for Professional and Organizational Development ranged from 2.39 to 4.07.
- The logical cut-off score was 3.42. Fourteen items were identified as priority items and potential objectives for the Strategic Plan.
- Many of these items addressed the following areas:
  - Technology training and support,
  - New employee training and orientation,
  - Identification of training needs for employees,
  - Easy access to information regarding training and development resources,
  - Communication and dialogue,
  - Timeliness of the governance process (i.e., ensuring that decisions are made in a timely manner while still maintaining shared governance),
  - Health and well-being of employees.
- See Table 4 (on page 11) to view all Professional and Organizational Development items and their scores.

## Resource Management

- Overall means for Resource Management ranged from 3.32 to 4.14. The logical cut-off score was 3.76. Using the logical cut-off score, eight items were identified as priority items and potential objectives for the Strategic Plan. However, based on the lowest mean score of the items listed under this goal, all items rated could be considered as important.
- Many of the items addressed the following:
  - Partnerships with business and industry;
  - Need for external funding;
  - Budgeting tools and training;
  - Process for submitting, approving and managing grants;
  - Facilities utilization; and
  - Determining total cost of purchases.
- See Table 5 (on page 12) to view all Resource Management items and their scores.

## Facilities Improvement

- Overall means for Facilities ranged from 3.58 to 4.12. The logical cut-off score was 3.70. Using the logical cut-off score, ten of the eleven items under this goal were identified as priority items and potential objectives for the Strategic Plan. However, based on the value of the lowest mean score, all items rated could be considered as important.

- The items addressed the following areas:
  - Budgeting and funding for facilities (including implementing facilities plans for improvement and hiring of staff),
  - Upgrades to classrooms to accommodate adult students,
  - Parking lot efficiency,
  - Security, and
  - Infrastructure.
- See Table 6 (on page 13) to view all Facilities Improvement items and their scores.

### **Summary and Next Steps**

The results of this survey clearly indicate that while most employees are aware that Palomar College has a strategic plan, many are not aware of the activities completed in support of the plan. This is a communication issue that SPC should take steps to resolve. It is also evident that support and interest in the Strategic Plan exists. For each of the college's strategic goals, faculty, staff, and administration identified many items as priority items.

The next steps in the process for updating the college's strategic plan include meeting with all planning councils to review the survey results and seek additional input. This will occur during the beginning of the fall 2005 semester. Once the workgroup has collect input from the planning councils, it will draft the objectives for each goal.

We must emphasize that it is not possible or logical to include every objective listed as a high priority item in the Strategic Plan. This would result in a strategic plan with 78 objectives, more than the institution could accomplish over the next three years. However, many of the priority items can be grouped together and summarized. The workgroup will group and summarize the information provided from the Strategic Planning workshop, survey, and planning councils. Through this effort, the workgroup will create a draft list of objectives to present to SPC. However, as the Strategic Plan will drive the annual implementation plans over the next three years, IR&P will maintain the raw information in a format that can be passed on to groups or individuals accountable for implementing the objectives.

SPC will review and modify the draft list of objectives. Once reviewed, the workgroup will include these objectives in an updated *Strategic Plan 2009* and submit the plan for approval by the Strategic Planning Council before the end of the fall term.

\*Please contact the Office of Institutional Research for a copy of the complete results including frequencies and responses to open-ended questions.

# Student Success Means and Standard Deviations by Order of Importance

Objective	Faculty				All Other Employee Groups			
	N	Mean	SD	Rank	N	Mean	SD	Rank
stress students' responsibility for attendance, participation, & preparation	117	4.35	0.92	1	161	3.99	1.02	5
clearly identify courses that are offered only once during the year in the class schedule	114	4.24	1.04	2	158	4.14	1.03	1
increase the number of full-time faculty	119	4.18	1.21	3	129	3.41	1.30	28
publicly recognize student success	116	4.02	1.11	4	155	3.88	0.99	7
systematically ensure that student support services are communicated and available to all students	116	3.99	1.11	5	159	4.09	0.92	2
examine successful retention models from other higher education institutions	117	3.86	1.07	6	150	3.83	0.95	11
strengthen connections between academic faculty and counseling faculty	116	3.84	1.12	7	148	3.88	1.02	7
better use of student e-mail	105	3.82	1.24	8	135	3.87	1.10	10
improve our evening services for faculty & students	107	3.82	1.06	8	150	3.77	1.11	15
mandate college success skills courses for students who test into basic skills courses	114	3.80	1.26	10	150	3.56	1.15	22
improve articulation & alignment of courses between high schools & the college	109	3.75	1.12	11	147	3.88	1.02	7
improve communication by using the college web services & available technology more effectively	113	3.73	1.04	12	157	4.05	0.90	3
offer more general education classes at the Centers	103	3.70	1.07	13	150	4.01	0.91	4
increase our student placements for employment & internships	111	3.70	1.13	13	150	3.78	1.00	14
invite community members to speak on campus	105	3.63	1.15	15	134	3.63	1.02	20
teach college success skills classes at high schools	106	3.57	1.28	16	157	3.94	1.03	6
increase faculty awareness of students at risk & offer solutions	115	3.56	1.16	17	148	3.74	0.99	16
better support the retention programs we have, including EOPS & TRIO	110	3.54	1.14	18	145	3.63	1.12	20
Support a stronger faculty advisor program with technology (e.g. each discipline should be encouraged to have web pages with career & transfer information)	111	3.53	1.24	19	161	3.83	0.98	11
increase faculty knowledge of transfer requirements	117	3.50	1.23	20	150	3.80	1.02	13
track academic progress throughout the semester & provide support	95	3.47	1.25	21	130	3.65	1.02	19
Develop faculty lecture series	100	3.46	1.15	22	121	3.15	1.15	38
require all students to participate in an orientation & goal assessment session	112	3.43	1.31	23	158	3.47	1.20	25
provide tutoring support specific to a learning community	96	3.42	1.11	24	127	3.46	1.12	26
increase the number of diverse full-time faculty	106	3.42	1.48	24	129	3.41	1.30	28
provide campus employment opportunities	95	3.38	1.13	26	140	3.56	1.16	22
increase interdisciplinary studies	87	3.38	1.20	26	117	3.36	1.09	31
establish kiosks/information sites for students	104	3.29	1.32	28	150	3.68	1.14	18

Table 2 (continued)  
Student Success  
Means and Standard Deviations by Order of Importance

Objective	Faculty				All Other Employee Groups			
	N	Mean	SD	Rank	N	Mean	SD	Rank
developing an Honors Academy	89	3.28	1.25	29	124	3.41	1.17	28
grow our Tech Prep Voc Ed program	88	3.27	1.28	30	144	3.71	1.13	17
establish an evening or Saturday open house for the community & potential students	102	3.26	1.33	31	150	3.45	1.20	27
guide faculty in understanding issues related to ESL education	112	3.23	1.35	32	141	3.52	1.20	24
increase the number of counselors & faculty advisors	103	3.17	1.46	33	131	3.06	1.16	39
strengthen our co-curricular and student activities on campus	108	3.16	1.20	34	143	3.28	1.12	33
Provide social opportunities for students & faculty in those clusters	91	3.13	1.25	35	129	3.19	1.19	37
Increase learning communities	91	3.11	1.31	36	115	3.25	1.12	34
develop film series	86	3.06	1.30	37	113	2.94	1.19	41
Add service learning communities	79	3.04	1.30	38	113	3.21	1.12	36
increase the number of faculty who invite counselors to their classes	103	2.84	1.43	39	133	3.23	1.18	35
volunteer to host a leadership conference with college students & faculty	91	2.84	1.30	40	130	3.06	1.15	39
help all faculty teach writing skills to ESL students	111	2.77	1.49	41	136	3.33	1.31	32
volunteer to host a high school student research conference	84	2.62	1.25	42	126	2.83	1.15	42
provide stipends for CSUSM students who would serve as mentors	103	2.58	1.26	43	130	2.62	1.27	43
increase the number of student clubs with stipends from Student Activities	96	2.56	1.21	44	129	2.50	1.28	44



**Table 3**  
**Teaching and Learning Excellence**  
**Survey Means and Standard Deviations by Order of Importance**

Objective	Faculty				All Other Employee Groups			
	N	Mean	SD	Rank	N	Mean	SD	Rank
provide up-to-date technology in the classroom	118	4.25	1.00	1	161	4.23	0.89	1
provide up-to-date technology for instructional purposes	117	4.07	0.97	2	155	4.12	0.93	2
encourage information technology skills/competency in students	117	3.94	1.09	3	165	4.02	0.82	4
maintain technology and support; provide a help-desk for instructors	117	3.93	1.08	4	153	3.78	1.08	8
support funding for faculty travel to conferences & trade shows	114	3.91	1.19	5	147	2.54	1.15	23
encourage students' awareness of institutional & academic expectations	119	3.82	1.15	6	159	3.77	0.95	9
provide classrooms that are more conducive to group work	111	3.73	1.29	7	138	3.52	1.07	15
expand attention to college success skills across the curriculum	113	3.64	1.13	8	154	3.86	0.85	6
refine & expand student's skills for the "real world" of work requirements	116	3.60	1.28	9	158	4.10	0.92	3
formalize mentoring relationships for new faculty	120	3.57	1.27	10	149	3.64	1.01	13
standardize equipment & technology for classrooms & instructors	115	3.54	1.30	11	152	3.97	1.04	5
establish a budget for innovation	108	3.52	1.26	12	145	3.49	1.11	16
offer training in best practices for online course development	115	3.51	1.23	13	150	3.82	0.92	7
bring professionals & experts to campus to share knowledge	120	3.47	1.08	14	156	3.63	1.13	14
continue dialogue on student learning outcomes	116	3.46	1.27	15	150	3.73	0.90	10
offer training in curriculum & new course development	117	3.39	1.14	16	146	3.72	0.95	11
identify funds to support faculty research	111	3.30	1.39	17	144	2.95	1.09	22
provide support for classroom research	109	3.28	1.28	18	139	3.27	1.04	20
arrange faculty development opportunities to observe other schools' methods & practices	117	3.09	1.24	19	139	3.32	1.10	19
focus on improvement based on analysis of outcomes	108	3.07	1.30	20	149	3.68	0.94	12
offer information/workshops in new accreditation standards	111	3.04	1.10	21	145	3.41	0.97	18
offer training in syllabus development	116	2.83	1.14	22	144	3.44	1.00	17
develop electronic profiles of student work to provide evidence of learning	110	2.51	1.24	23	137	3.09	1.10	21



# Professional and Organizational Development Survey Means and Standard Deviations by Order of Importance

Objective	N	Mean	SD	RANK	Overall Rank
offer training in the use of technology	290	4.07	0.94	1	11
ensuring that education centers receive the appropriate communications	270	3.93	0.96	2	17
streamline the decision-making process to ensure that initiatives are reviewed in a timely manner while maintaining shared governance	268	3.92	0.93	3	18
develop training/professional development for new employees	290	3.84	1.00	4	29
develop a systematic way of keeping faculty & staff updated on technology	287	3.84	1.00	4	29
promote dialog to discuss controversial issues	287	3.83	0.99	6	33
ensuring that meetings occur between Student Services & Instruction	248	3.77	1.09	7	41
better promoting and encouraging two-way communication within shared governance	261	3.58	0.99	8	59
define the training/professional development needs for different employee groups	282	3.57	1.04	9	61
develop a centralized resource point for all faculty & staff that lists training & professional development activities	276	3.55	1.09	10	65
re-establishing a telephone directory that includes photos encourage and provide the opportunity for classified staff to participate in professional development workshops offered through the faculty professional development office	274	3.50	1.49	11	69
establish mandatory training on identified training needs	270	3.46	1.09	12	73
better promote & support employee health and wellness activities	274	3.44	1.25	13	75
hire a general trainer to coordinate and address the training needs of employees at all levels	285	3.42	1.16	14	77
facilitate & encourage more faculty & staff involvement in campus activities	279	3.30	1.33	15	86
establishing a protocol for e-mail use	278	3.30	1.12	15	86
develop and implement training on hiring practices for selection committees (i.e. state laws)	256	3.29	1.25	17	88
develop and implement Academic Department Assistants' performance evaluation training for department chairs	276	3.22	1.11	18	93
develop strategies to increase the actual attendance of individuals who sign up for a Professional Development workshop	243	3.16	1.20	19	98
increasing the use of inter-campus newsletters or hard copy communications	271	2.96	1.17	20	107
providing employees with name badges & promoting their use	272	2.50	1.21	21	112
	270	2.39	1.40	22	113

**Table 5**  
**Resource Management**  
**Survey Means and Standard Deviations by Order of Importance**

Objective	N	Mean	SD	RANK	Overall Rank
encourage & guide efforts to seek additional funds for the college	273	4.14	0.92	1	3
strengthen partnerships with business & industry	274	4.14	0.95	1	3
develop user-friendly budgeting & reporting tools	266	4.12	0.99	3	6
provide ongoing training on budget reporting tools	264	3.91	1.07	4	22
assess & improve use of facilities utilization	260	3.82	1.00	5	35
develop process for submitting, approving, & managing of grants	252	3.74	1.08	6	45
take into account the total cost of each purchase including maintenance, upgrades, & licensing	263	3.73	1.11	7	46
develop a process for determining what programs the college should offer	263	3.70	1.10	8	48
evaluate whether a grant writer is the best way to secure external funding through grants	248	3.59	1.10	9	57
undertake a complete review of organizational staffing with the intent to assure the most appropriate assignment of district employees through attrition & retraining	261	3.54	1.22	10	66
develop a process that assesses & communicates impact of grants	249	3.49	1.09	11	71
tie program development to costs	249	3.38	1.20	12	81
make training on budgeting & reporting tools mandatory	251	3.32	1.40	13	85

**Table 6**  
**Facilities Improvement**  
**Survey Means and Standard Deviations by Order of Importance**

Objective	N	Mean	SD	RANK	Overall Rank
ensure that the facilities plan for improvement is implemented	273	4.12	0.98	1	6
continue upgrading classrooms to accommodate adult students	276	4.12	0.97	2	6
increase funding for facilities improvement	276	4.08	0.99	3	10
maximize efficiency of parking lots	273	4.02	1.02	4	13
continue developing emergency plans	278	3.95	1.06	5	15
develop a plan to systematically & uniformly replace classroom furniture	276	3.92	1.07	6	18
address security concerns throughout the District	272	3.92	1.08	7	18
address concerns related to heating & air conditioning	269	3.85	1.04	8	27
improve District-wide signage	254	3.78	1.19	9	39
increase number of hired trained professionals for facilities work	249	3.76	1.13	10	43
ensure that all restrooms have hot water	278	3.58	1.37	11	59

### Tasks and Timeline for Strategic Plan 2009

Task	Timeline
1. Meet with Coordinating Work Group to review survey results and discuss timeline	2-Sep
2. Review survey results and timeline with SPC	6-Sep
3. Meet with Planning Councils to review progress to date on Strategic Plan update	
- Administrative Services Planning Council	8-Sep
- Student Services Planning Council	14-Sep
- Human Resource Services Planning Council	27-Sep
- Instructional Planning Council	28-Sep
4. Develop draft objectives with Coordinating Work Group	12-Oct
5. Review Draft Objectives with SPC	18-Oct
6. Review Revised Objectives with SPC	1-Nov
7. Submit SP2009 to SPC - First Reading	15-Nov
8. Submit SP2009 to SPC - Second Reading	6-Dec
9. Publish SP2009	31-Dec

SPC Meetings Fall 2005: 09/06, 09/20, 10/04, 10/18, 11/01, 11/15, 12/6