



STRATEGIC PLANNING COUNCIL AGENDA

Date: September 5, 2006
Starting Time: 2:00 p.m.
Ending Time: 3:45 p.m.
Place: **SU-18**

CHAIR: Deegan

MEMBERS: Barton, Bishop, Colwell, Cuaron, Doran, Dowd, Faulkner, Fernandez, Frady, Gable, Gowen, Halttunen, Ivey, Lienhart, Madrigal, McCluskey, O'Brien, Plotts, Thompson, Tortarolo, Van Engel

RECORDER: Ashour

	Attachments	Time
A. <u>WELCOME BACK/SPC ORIENTATION</u>	Exhibit A	50 min
B. <u>MINUTES</u>		2 min.
1. Approve minutes of May 2, 2006		
C. <u>ACTION ITEMS/FIRST READING</u>		15 min.
1. Curriculum Committee Governance Structure Group Request	Exhibit C1	
2. Soccer Field Donation		
D. <u>DISCUSSION/INFORMATION ITEMS</u>		25 min.
1. Annual Implementation Plan		
2. Accreditation Self-study Timeline	Exhibit D2	
3. Earth Sciences Department Name Change		
4. Governance Structure Name Changes	Exhibit D4	
E. <u>REPORTS OF PLANNING COUNCILS</u>		8 min.
1. Administrative Services Planning Council – Bonnie Ann Dowd		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Joe Madrigal		
F. <u>REPORT FROM RAC</u>		5 min
G. <u>REPORT FROM TRC</u>		
H. <u>REPORTS OF CONSTITUENCIES</u>		10 min.
1. Administrative Association – Tom Plotts		
2. Associated Student Government – Curtis Van Engel		
3. Confidential/Supervisory Team – Marsha Gable		
4. CCE/AFT – Becky McCluskey		
5. Faculty Senate – Brent Gowen		
6. PFF/AFT – Shannon Lienhart/Julie Ivey		
I. <u>OTHER ITEMS</u>		



STRATEGIC PLANNING COUNCIL MEETING MINUTES September 5, 2006

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, September 5, 2006, in SU-18. The meeting was called to order at 2:00 p.m. by Robert Deegan.

ROLL CALL

Members Present: Barton, Bishop, Colwell, Cuaron, Deegan, Doran, Eichelberger, Fernandez, Frady, Gowen, Halttunen, Ivey, McCluskey, O'Brien, Plotts, Thompson, Tortarolo, Van Engel
Recorder: Cheryl Ashour
Members Absent: Bonnie Ann Dowd, Molly Faulkner, Marsha Gable, Shannon Lienhart, Joe Madrigal
Guests: Jayne Conway

A. WELCOME BACK/SPC ORIENTATION (Exhibit A)

Robert Deegan welcomed everyone back to SPC. Michelle Barton and Bruce Bishop presented an orientation on the Palomar College Governance Structure. Ms. Barton explained the role of the Strategic Planning Council and those Councils and Committees that report to it. Mr. Bishop discussed the basic principals of parliamentary procedure.

B. MINUTES

1. Approve Minutes of May 2, 2006

MSC (Plotts) to approve the Minutes of May 2, 2006 with revisions

C. ACTION ITEMS/FIRST READING

2. Curriculum Committee Governance Structure Group Request (Exhibit C1)

Berta Cuaron discussed the proposed changes to the Curriculum Committee Governance Structure Group Request. The Committee made these changes to reflect more accurately the actual practice of the Curriculum Committee, and the impact of implementing CurricuNet. This item will return for a second reading after the Faculty Senate has had a chance to review the request.

2. Soccer Field Donation

Robert Deegan reported that a community member, Dr. Peter Minkoff, donated \$100,000, specifically to be used to enhance the soccer field currently being built. It is proposed that the field be named Minkoff Field. The Facilities Committee has approved the request.

MSC (Bishop) to move to action. Discussion ensued.

MSC (Bishop) to have the Strategic Planning Council endorse acceptance of \$100,000 from Dr. Minkoff and name the field Minkoff Field.

D. DISCUSSION/INFORMATION ITEMS

1. Annual Implementation Plan

Michelle Barton announced that an Annual Implementation Plan needs to be created for this year. She requested volunteers to form a small workgroup to review the Strategic Plan and create an Annual Implementation Plan. There will probably be only one or two meetings needed. Robert Deegan, Bruce Bishop, Becky McCluskey, Sara Thompson, and Brent Gowen volunteered. Marsha Gable will also be asked to participate as the CAST representative.

2. Accreditation Self-study Timeline (Exhibit D2)

Berta Cuaron announced that our mid-term report was accepted by the Accrediting Commission. The College now needs to plan for our self-study as we are halfway through our six-year accreditation cycle. A mandated self-study workshop has tentatively been scheduled for mid-February.

Ms. Cuaron discussed forming either a task force or establishing a standing accreditation committee. Membership needs to consist of constituent representatives, as well as people from the various divisions

and areas that need to be addressed in the self-study. Discussion ensued. Ms. Cuaron will bring back a recommendation at the next meeting.

3. Earth Sciences Department Name Change

Sara Thompson announced that the Earth Sciences department has been changed to Earth, Space, and Aviation Sciences as it better represents their department.

4. Governance Structure Name Changes (Exhibit D4)

Robert Deegan announced that changes are being made to some of the governance structure forms according to the Governance Structure Work Group's recommendations which were approved by SPC. An up-to-date Governance Structure will be distributed once revisions are complete.

E. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council – No report

3. Human Resource Services Planning Council

John Tortarolo reported that the first meeting of HRSPC will be September 19.

3. Instructional Planning Council

Berta Cuaron reported that the first meeting of IPC will be September 13.

4. Student Services Planning Council

Lynda Halttunen reported that the first meeting of SSPC will be September 13.

F. RESOURCE ALLOCATION COUNCIL – No report

G. REPORT FROM TECHNOLOGY RESOURCE COMMITTEE – No report

H. REPORTS OF CONSTITUENCIES

1. Administrative Association – No report

2. Associated Student Government

Curtis Van Engel reported that ASG has had a great start to the semester. They hosted "Welcome Back Days", which brought a great deal of position feedback. They are working on "Comet Celebration" which is October 9-10. The ASG retreat is scheduled for September 29-October 1. We will discuss the campus smoking policy at our next meeting.

4. Confidential/Supervisory Team – No report

4. CCE/AFT – No report

5. Faculty Senate

Brent Gowen reported that the Faculty Senate passed a resolution at last week's meeting in support of Proposition M, the bond measure. They look forward to a number of joint projects with PFF. A 2006-07 goal setting session is scheduled for next Monday. A 2005-06 year-end report will be given at the next Governing Board meeting. Mr. Gowen thanked Patrick O'Brien for the splendid plenary session.

6. PFF/AFT

Julie Ivey also thanked Mr. O'Brien for the great Plenary session and great collaboration. They will be working with the "Work and Poverty" campus explorations. Ms. Ivey plans to attend the state-wide CCE meeting and will return with information about what is going on around the state.

I. ADJOURNMENT

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

Palomar College Governance

Strategic Planning Council

Welcome Back and Orientation

September 5, 2006



Overview

- | | |
|---|---------|
| I. Welcome and Introductions | 5 min. |
| II. Defining and Implementing Governance Part 1: What is Shared Governance? | 10 min. |
| III. Defining and Implementing Governance Part 2: How Does Palomar Implement Shared Governance? | 20 min. |
| IV. Membership: Effective Participation | 15 min. |
| V. Questions and Answers | 5 min. |



Welcome and Introductions

SPC Membership

Chair

Superintendent/President

Members

- Vice President, Instruction
- Vice President, Student Services
- Vice President, Finance and Administrative Services
- Vice President, Human Resource Services
- One Dean, Instruction
- One Dean, Student Services
- Director, Institutional Research
- Director, Student Affairs
- Faculty Coordinator, Professional Development
- Past President, Faculty Senate (or designee)
- President, CCE/AFT
- Past President, CCE/AFT (or designee)
- Vice President, CCE/AFT
- President, Faculty Senate
- Three Faculty Members appointed by Faculty Senate
- Two Co-Presidents, Palomar Faculty Federation
- President, Administrative Association
- President, Confidential and Supervisory Team
- President, ASG
- Executive Vice President, ASG (or designee)
- Director, Development and Governmental Relations/Foundation

Defining and Implementing “Shared/Participatory” Governance at Palomar College

Defining Shared/Participatory Governance -

Adapted from: Community College League of California and Statewide Academic Senate Q & A
(<http://www.ccleague.org/ceos/sharedgov.asp>)

What is “shared governance”?

- *Education Code 70902(b)(7)*

Board of Governors must adopt regulations that “... ensure faculty, staff and students...the right to participate effectively in district and college governance.”

- *What does this mean? (Title 5, section 53200 et. Seq., 51023.5 and 51023.7)*

The Governing Board must “consult collegially” with the academic senate on academic and professional matters.

Students and staff have the opportunity for “effective participation” in decisions that affect them.

- *Interestingly,*

the term “shared governance” does not appear in law or regulation. However, it is often used to refer to the processes that involve faculty, staff, and students in decision-making.

What is the role of the college or district’s President/Superintendent in participatory decision-making and collegial consultation?

- Ensure that the process works. Establish timelines and institutional priorities, develop structures and processes, and provide information. Make sure policies are in place and procedures are followed. Provide leadership for change when change is needed.
- Serve as the critical link between constituencies and the Board of Trustees (usually means that this individual serves as the designee of the Board in governance matters).

- Even though the regulations delegate participation in decision-making, they do not abrogate the Superintendent/President's responsibility to make decisions.

Best situation is when the President and various constituencies are in agreement on recommendations that are made to the board.

What is the role of each constituency group in consultative processes?

There are three primary constituency groups identified in law or regulation that have a role in governance and the decision-making processes. These are faculty, through the officially identified Academic Senate; the staff, and students. "Staff" means non-faculty members, which may include classified staff and management staff.

Faculty/Academic Senate

- *Consult Collegially* - District boards of trustees are required to consult collegially with academic senates on academic and professional matters as defined in regulation. These academic and professional matters are as follows:
 - curriculum,
 - degree requirements,
 - grading policies,
 - student progress standards,
 - faculty role in governance structures,
 - accreditation,
 - professional development,
 - program review processes,
 - processes for planning,
 - processes for budgeting, and
 - other academic and professional matters as mutually agreed upon between the Governing Board and Academic Senate.

"Consult collegially" means that a board when developing or adopting policies on academic or professional matters must either "rely primarily upon the advice and judgment of the academic senate" or "reach mutual agreement" when making decisions.

- ❖ *At Palomar, the Board of Trustees relies primarily upon the advice and judgment of the academic senate.*

Staff

- Staff must be granted opportunity to participate in developing policies, procedures and processes if these have an effect upon staff. Colleges and Districts typically define a role for and seek input from the classified senate, council or unions.
- Administrative staff plays an important part in the implementation of policies and procedures. Since policy implementation is regularly delegated to managers, they will be more effective if they are involved in the processes.

Students

- Regulations for student involvement specify areas for participation, including:
 - grading,
 - student codes of conduct,
 - academic discipline,
 - curriculum,
 - educational programs,
 - processes for budgeting,
 - processes for planning,
 - student standards,
 - student services planning and development,
 - fees, and
 - faculty evaluation and hiring.
- The student government organization serves as the official representative.

Does the President have to agree with and accept the recommendations of individual or collective constituent groups?

- The short answer to this question is “No.” The President has responsibility for making decisions or making a recommendation to the Board of Trustees.
- The longer answer is that the President must remember that he or she is an extension of the Board of Trustees and therefore upholds the spirit and intent of laws, regulations, and board policies. Using consultative processes to consider actions and make decisions will contribute to a more positive environment and strengthen how decisions are implemented. While agreement may not always be possible, constituency understanding is enhanced by providing written rationale or opportunities to discuss issues. How to foster understanding varies depending on the significance of the decision and to whom it applies.

❖ *Ultimately, participatory or shared governance groups provide recommendations upon which decisions are made.*

Palomar College Governance Structure

- How does participatory governance at Palomar work?
- What does it look like (is there a chart anywhere)?
- What councils and committees exist on campus? How are they organized? What is the difference between a council, a committee, and a task force?
- How does information flow through governance structure?
- As a member of the Strategic Planning Council, what are my responsibilities?

You can find the answer to these questions at:

http://www.palomar.edu/strategicplanning/Governance_Structure_Book.pdf

PLEASE REFER TO HANDOUT TITLED, *GOVERNANCE AND ADMINISTRATIVE STRUCTURE*, *SELECTED PAGES ONLY* FOR THE NEXT PART OF THIS DISCUSSION

NOTES

Membership: Effective Participation Roles and Responsibilities of Council Members

Primary Responsibilities of Council Members

- Prepare for and attend meetings
- Participate in discussions
- Communicate with individual constituencies
- Contribute to informed decision-making

Communication

- Seek input from your constituent group on issues being discussed and addressed at SPC.
- It is important to follow up with your constituent group regarding the outcomes of SPC's deliberations.
- It is important to communicate with members in your constituent group who are participating on other councils or committees (recommendations forwarded to SPC by councils should not take members by surprise).

Notes



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Berta Cuaron and Teresa Laughlin, Co-Chairs, Curriculum Committee				Date April 5, 2006			
Proposed Name of Requested Group Curriculum Committee							
	Council	X	Committee		Subcommittee		Task Force
Action Requested:			Add		Delete	X	Change
<p>Role, Products, Reporting Relationships: The Curriculum Committee shall be the preeminent body for the development and recommendation of curricular policy to include philosophy, goals, strategic and long-range planning. The Curriculum Committee shall coordinate, evaluate and review the college curricula to encourage innovation and excellence in instruction.</p> <p>Reporting Relationship</p> <ul style="list-style-type: none"> ● Faculty Senate for ratification of its action and then via the Vice President for Instruction and the Superintendent/President to the Governing Board. 							
Meeting Schedule: 3 – 5 p.m., 1 st and 3 rd Wednesdays, or as needed.							
Co-Chairs: Vice President for Instruction and Faculty Senate Representative							

Members:

- Four faculty representatives from each of the following divisions: Languages and Literature; Social and Behavioral Sciences; Mathematics and the Natural and Health Sciences; Arts, Media, Business and Computing Systems; and Career, Technical, and Extended Education.
- Vice President, Instruction (Co-Chair)
- All Instructional Deans
- Faculty Senate Representative (Co-Chair)
- Faculty Representative from Library
- Faculty Representative from Student Services
- Articulation Officer
- Representatives from appropriate areas will be solicited and appointed by the Senate.
- Student appointed by ASG
- Members will serve a three-year term with 1/3 of the membership confirmed each year.
- Learning Outcomes Liaison (ex-officio)

A. Tasks

It shall be the responsibility of the co-chairs to keep matters of strategic and long-range planning before the Curriculum Committee. Each fall semester, the co-chairs shall identify the strategic planning goals for the year and shall produce a report for Committee review no later than the last meeting of the year on goals met. In addition, the philosophy and goals of the college shall be reviewed annually from the perspective of the College Curriculum Committee.

1. Approval of new instructional, AA Degree, Certificate and Noncredit programs.
 - a. Reviews proposed programs to determine consistency with educational master plan
 - b. Prevents unnecessary duplication and overlap among programs and courses.
 - c. Validates transfer and vocational programs in terms of educational and employment opportunities
2. Approval of new courses for inclusion in the College Catalog.
 - a. Edits language of catalog description
 - b. Validates appropriate unit value
 - c. Assigns placement within Associate Degree and CSU GE requirements
 - d. Approves placement within AA and Certificate Programs
 - e. Approves course prerequisites and co-requisites
 - f. Approves basic skills entrance requirements
 - g. Approves cross-listings
 - h. Validates appropriateness of transfer and vocational courses
 - i. Monitors consistency of course numbers
3. Approval of changes to existing programs and courses in keeping with 1 and 2 above.
4. Approval of deactivations of courses and programs from the College Catalog.
5. Establishes procedures for, and conducts a periodic review of, programs and courses.
 - a. Annually reviews courses inactive for four years
 - b. Receives the annual report of the Articulation Officer
6. Recommends college-wide academic performance standards including, but not limited to:
 - a. Graduation requirements
 - b. Minimum academic qualifications and standards for:
 - (1) Math and English
 - (2) AA Degree applicable courses
 - (3) Non-AA Degree applicable courses
 - (4) Noncredit courses

- c. Writing Across the Curriculum
- d. Reading Across the Curriculum
- e. Critical Thinking Across the Curriculum
- 7. Monitors Course Outline of Record routine reviews.
- 8. Establishes standing and/or ad hoc committees as needed.

B. Division of Labor

Membership to the subcommittees shall be appointed by the Co-Chairs maintaining the balance and continuity reflected in the membership of the Curriculum Committee as a whole. The tasks identified above shall be accomplished through the following subcommittees/or task force:

1. Committee of the whole:

Duties apply to all new courses, programs, and changes in existing courses and programs:

- a. Prevents unnecessary duplication and overlap among programs
- b. Approves placement within AA and Certificate Programs
- c. Approves cross-listings
- d. Develops criteria for a timely and systematic review of Course Outline of Record
- e. Edits language of catalog description and Course Outline of Record
- f. Recommends college-wide academic performance standards including, but not limited to:
 - (1). Writing Across the Curriculum
 - (2). Reading Across the Curriculum
 - (3) Critical Thinking Across the Curriculum
- g. Monitors consistency of course numbers
- h. Validates appropriate unit value
- i. Approves course prerequisites and co-requisites
- j. Approves distance learning offerings.

2. Articulation Officer– General Education and Standards

Duties:

- 1. Assigns placement of new courses within Associate Degree, CSU GE and IGETC.
- 2. Approves changes to existing courses with respect to assigning placement within Associate Degree, CSU GE and IGETC.
- 3. Creates the annual report. Recommends college-wide academic performance standards including, but not limited to:
 - a. Graduation requirements
 - b. Minimum academic qualifications and standards for:
 - (1) Math and English (basic skills)
 - (2) AA Degree applicable courses
 - (3) Non-degree applicable courses

3. Curriculum Planning Subcommittee

Duties: To approve:

- 1. Multicultural courses.
- 2. Equivalency of multicultural courses.
- 3. Review of multicultural status every five years.
- 4. Issues dealing with distance learning.
- 5. Student learning outcomes activities.
- 6. Other issues as assigned

C. Procedure

Any proposal will proceed through the following channels:

Faculty originator, Program/Department, Division Dean, the Articulation Officer and the Curriculum Planning Subcommittee if appropriate, Curriculum Co-Chairs, Main Curriculum Committee, Faculty Senate, Vice President for Instruction, Superintendent/President, Governing Board. The Curriculum

Committee as a whole shall have responsibility for recommending approval to the Governing Board via the Faculty Senate. It shall be the responsibility of the faculty co-chair to facilitate this procedure.

Revised PAC 5/8/99 Approved Strategic Planning Council 12/3/03 Revised Curriculum Committee
5/5/04 Approved Faculty Senate 5/10/04

Revised Curriculum Committee 4/5/06, Faculty Senate 4/17/06

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

Reviewed by Strategic Planning Council: Comments:

_____ Approved/Denied

Approved by PAC: 10/2/01



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<p>Meeting Schedule: Approximately monthly, with additional meetings during Fall semester <u>3 – 5 p.m., 1st and 3rd Wednesdays, or as needed.</u></p>							
Co-Chairs: Vice President for Instruction and Faculty Senate Representative							

Members:

- Four faculty representatives from each of the following divisions: Languages and Literature; Social and Behavioral Sciences; Mathematics and the Natural and Health Sciences; Arts, Media, Business and Computing Systems; and Career, Technical, and Extended Education.
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- Articulation Officer
- Representatives from appropriate areas will be solicited and appointed by the Senate.
- Student appointed by ASG
- Members will serve a three-year term with 1/3 of the membership confirmed each year.
- Learning Outcomes co-chairperson. Liaison (ex-officio)

A. Tasks

It shall be the responsibility of the co-chairs to keep matters of strategic and long-range planning before the Curriculum Committee. Each fall semester, the co-chairs shall identify the strategic planning goals for the year and shall produce a report for Committee review no later than the last meeting of the year on goals met. In addition, the philosophy and goals of the college shall be reviewed annually from the perspective of the College Curriculum Committee.

1. Approval of new instructional, AA Degree, Certificate and ~~Continuing Education~~ Noncredit programs.
 - a. Reviews proposed programs to determine consistency with educational master plan
 - b. Prevents unnecessary duplication and overlap among programs and courses.
 - c. Validates transfer and vocational programs in terms of educational and employment opportunities
2. Approval of new courses for inclusion in the College Catalog.
 - a. Edits language of catalog description
 - b. Validates appropriate unit value
 - c. Assigns placement within Associate Degree and CSU GE requirements
 - d. Approves placement within AA and Certificate Programs
 - e. Approves course prerequisites and co-requisites
 - f. Approves basic skills entrance requirements
 - g. Approves ~~dual~~ and cross-listings
 - h. Validates appropriateness of transfer and vocational courses
 - i. Monitors consistency of course numbers
3. Approval of changes to existing programs and courses in keeping with 1 and 2 above.
4. Approval of ~~deletions~~ deactivations of courses and programs from the College Catalog.
5. Establishes procedures for, and conducts a periodic review of, programs and courses.
 - a. a. Annually reviews courses inactive for four years
 - b. b. Receives the annual report of the Articulation Officer
6. Recommends college-wide academic performance standards including, but not limited to:
 - a. Graduation requirements
 - b. Minimum academic qualifications and standards for:
 - (1) Math and English
 - (2) AA Degree applicable courses
 - (3) Non-AA Degree applicable courses
 - (4) ~~Continuing Education~~ Noncredit courses

- c. Writing Across the Curriculum
- d. Reading Across the Curriculum
- e. Critical Thinking Across the Curriculum

7. Monitors Course Outline of Record routine reviews.

8. Establishes standing and/or ad hoc committees as needed.

~~Tasks not listed under a subcommittee are the responsibility of the Curriculum Committee as a whole.~~

B. Subcommittees-Division of Labor

Membership to the subcommittees shall be appointed by the Co-Chairs maintaining the balance and continuity reflected in the membership of the Curriculum Committee as a whole. The tasks identified above shall be accomplished through the following subcommittees/or task force:

1. Committee of the whole: Discipline Specific Curriculum Specialists. ~~The Discipline Specific Curriculum Specialists are faculty members of the Curriculum Committee that assist with curriculum changes and reviews.~~

Duties apply to all new courses, programs, and changes in existing courses and programs:

1. Prevents unnecessary duplication and overlap among programs
2. Approves placement within AA and Certificate Programs
3. Approves ~~dual and~~ cross-listings
4. Develops criteria for a timely and systematic review of Course Outline of Record
5. Edits language of catalog description and Course Outline of Record
6. Recommends college-wide academic performance standards including, but not limited to:
 - a. Writing Across the Curriculum
 - b. Reading Across the Curriculum
 - c. Critical Thinking Across the Curriculum
7. Monitors consistency of course numbers
8. Validates appropriate unit value
9. Approves course prerequisites and co-requisites
- ~~10. Approves discipline assignments for the purpose of establishing minimum qualifications.~~
11. Approves distance learning offerings.

Subcommittee B Articulation Officer– General Education and Standards Subcommittee

Duties:

1. Assigns placement of new courses within Associate Degree, CSU GE and IGETC.
2. Approves changes to existing courses with respect to assigning placement within Associate Degree, CSU GE and IGETC.
3. ~~Receives~~ Creates the annual report. ~~from the Articulation Officer.~~ Recommends college-wide academic performance standards including, but not limited to:
 - a. Graduation requirements
 - b. Minimum academic qualifications and standards for:
 - i. Math and English (basic skills)
 - ii. AA Degree applicable courses
 - iii. Non-degree applicable courses

Subcommittee C– Curriculum Planning Subcommittee

Duties: To approve:

- ~~1. Multicultural courses~~

- ~~2 Issues dealing with distance learning~~
- ~~3 Student learning outcomes activities~~
- ~~4 Equivalency for multicultural courses.~~
- ~~5 Other issues as assigned~~

1. Multicultural courses.
2. Equivalency of multicultural courses.
3. Review of multicultural status every five years.
4. Issues dealing with distance learning.
5. Student learning outcomes activities.
6. Other issues as assigned

C. Procedure

Any proposal will proceed through the following channels:

Faculty originator, Program/Department, Division Dean, ~~one of the Discipline Specific Curriculum Specialists (assigned by the Faculty Co-Chair), simultaneously to Subcommittees B~~ the Articulation Officer and the Curriculum Planning Subcommittee if appropriate, Curriculum Co-Chairs, Main Curriculum Committee, Faculty Senate, Vice President for Instruction, Superintendent/President, Governing Board.

~~Proposals will be assigned based on the discipline specialist's assignment.~~

~~If a problem is identified, it shall be the responsibility of the Discipline Specific Curriculum Specialists to contact the department chairperson/director. There should be thorough communication between Discipline Specific Curriculum Specialists and department representatives. Departments should be given direction and assistance from the Discipline~~

~~Specific Curriculum Specialists for any needed modifications to their proposals. It shall be the responsibility of the department chairperson/director to return corrected proposals to the appropriate Discipline Specific Curriculum Specialists. In the event that a difference of opinion exists between the Discipline Specific Curriculum Specialist and department, the proposal shall proceed to the Curriculum Committee as a whole, via the Instruction Office, with the Discipline Specific Curriculum Specialist's written recommendations attached. The Curriculum Committee as a whole shall have responsibility for recommending approval to the Governing Board via the Faculty Senate. It shall be the responsibility of the faculty co-chair to facilitate this procedure. Revised PAC 5/8/99 Approved Strategic Planning Council 12/3/03 Revised Curriculum Committee 5/5/04 Approved Faculty Senate 5/10/04~~

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

Reviewed by Strategic Planning Council: Comments: September 7, 2004 First Reading

_____ Approved/Denied



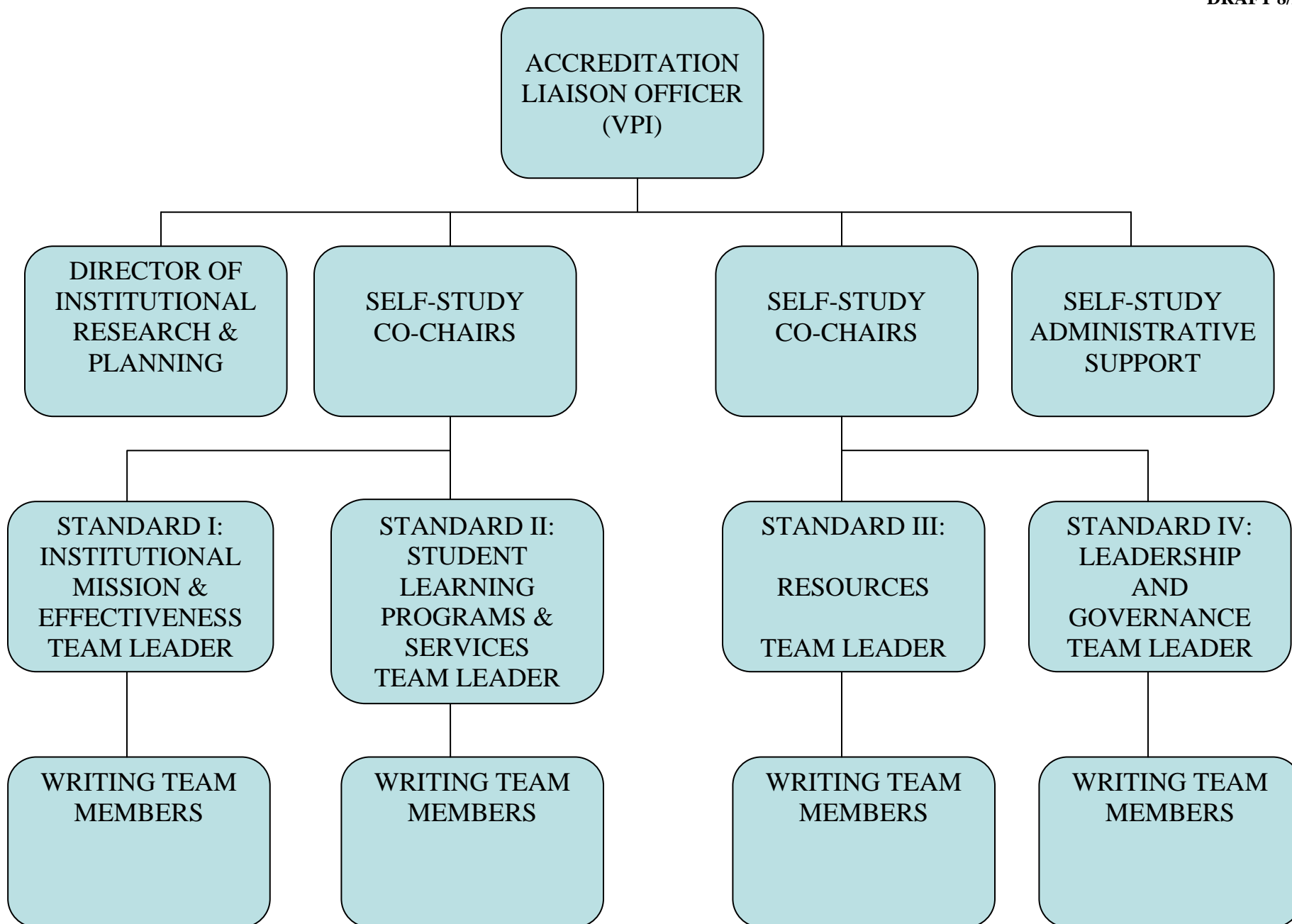
WASC Accreditation Self-study and Site Visit Timeline

Timeline	Activity	Status
June 2003	Reaccredited for 6 years	Letter of confirmation received 6/03
April 2005	Progress Report submitted on 3/22/05, accepted 6/8/05	Accepted 6/8/05
March 2006	Midterm Report submitted March 15, 2006	Accepted 6/7/06
Fall 2006	SPC Convene Accreditation Self-study Task Force and Leadership Writing Team	
February 2007	Accreditation Leadership Writing Team (10) attend self-study workshop. Begin gathering documents and evidence and initial outline of self-study.	
Fall 2007	Complete Draft #1 of self-study	
Spring 2008	Complete Draft #2 of Self-study. Present to SPC for review/input	
Fall 2008	Final Draft of Self-study. SPC approves self-study. Governing Board approves self-study. Submit self-study	
Spring 2009	Comprehensive site-visit	

Updated 8/29/06

**PALOMAR COLLEGE
WASC ACCREDITATION SELF-STUDY TASK FORCE
AND LEADERSHIP WRITING TEAM
FALL 2006**

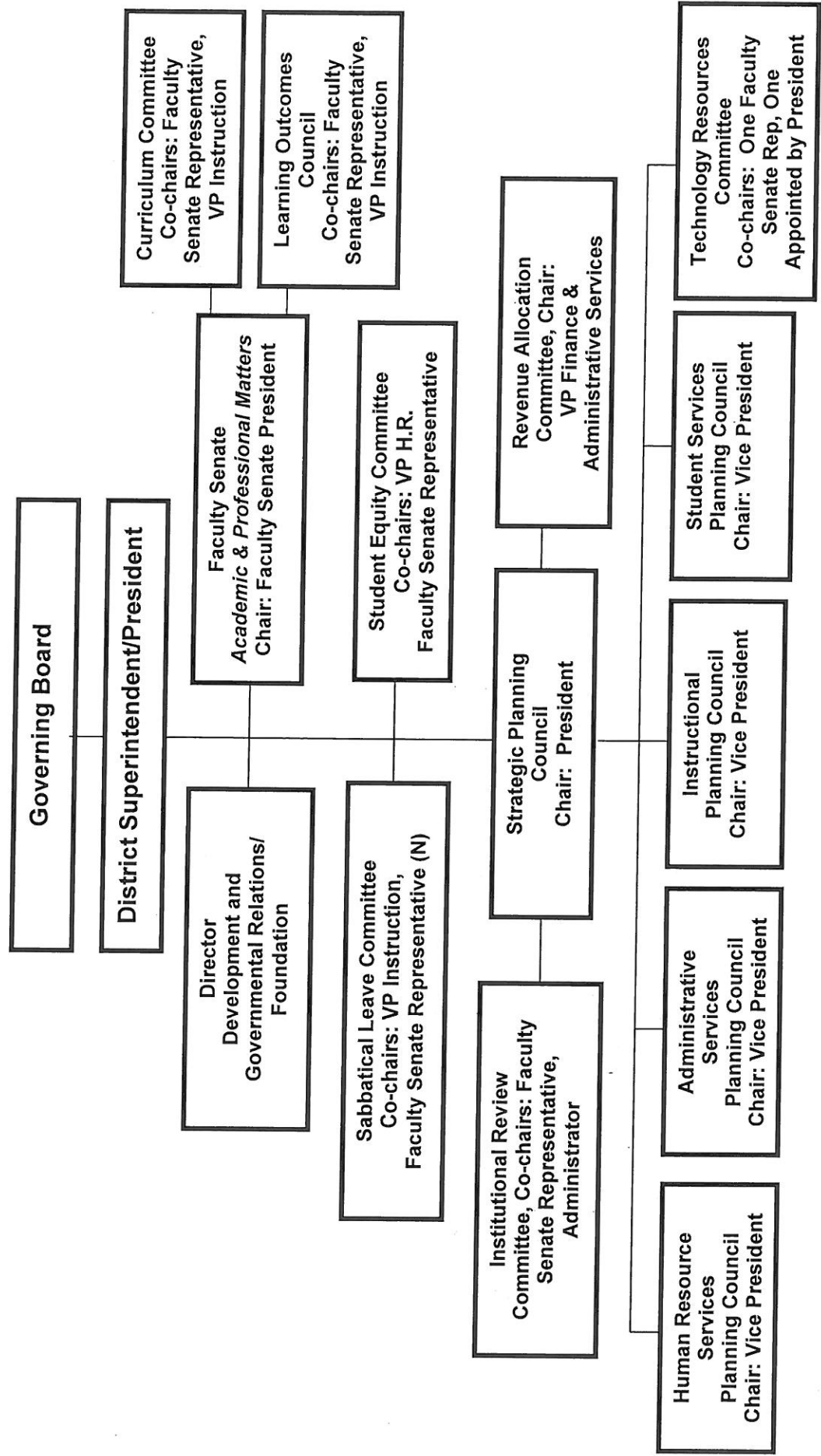
DRAFT 8/25/06



Palomar College
Governance
And
Administrative Structure

Selected Pages
Only

Palomar College Governance Structure 2006-07



PALOMAR COLLEGE GOVERNANCE STRUCTURE

Introduction

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

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

Organization

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

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

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

Representation

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

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

- ASG – students
- Faculty Senate – faculty on academic and professional matters
- PFF/AFT – faculty
- CCE/AFT – classified staff
- Confidential and Supervisory Team (CAST) – supervisors and confidential employees

- Administrative Association – directors and managers
- Superintendent/President – senior and executive administrators

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

Responsibilities of Representatives

The primary responsibilities of representatives are as follows:

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

Recommendation Process

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

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

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

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

Definitions of Governance Structures

Council – A group of constituency representatives designated or selected to act in an advisory capacity that meets on a regular basis. The charge of a council entails college-wide issues and reports directly to the Strategic Planning Council (SPC).

Operational Committee – A standing committee of constituency representatives intended to consider all matters pertaining to procedural issues as defined by its role. An operational committee is part of the governance structure.

Subcommittee – A permanent sub group convened by a standing committee or council designated to consider specific subjects in detail for recommendations back to the standing committee or council. The chair must be a member of the committee or council to which it reports. Other members need not be members of the committee to which it reports but may be appointed by the appropriate constituent group(s) as defined by the subcommittee membership.

Ad Hoc Committee – A working group or sub-group created by a council or operational committee to address and make recommendations on a particular subject. The members need not be from a council or committee.

Task Force – A constituency-represented group specifically convened by and reporting to SPC or to the Superintendent/President to address a special college-wide subject/issue and meets until the subject/issue is resolved.

Not part of the Governance Structure

Advisory Committee – A group created to provide direction and/or input in compliance with state and federal regulations or other external mandates. Not part of the governance structure but may bring items to SPC as information only. Membership may be defined by state and federal regulations or external mandates and may be appointed by the appropriate constituent group(s).

Open Access

Governance meetings are public. In addition to representation afforded to individuals through constituencies, other individuals and groups may be heard in any governance meeting by requesting and receiving permission from the chair to participate and/or have items added to the agenda. Written minutes will be prepared for all governance meetings. Agendas, minutes, reports, and other work products of all governance committees and other groups involved in governance should be made readily accessible to all interested parties.

Approved/Revised by SPC 04-04-06

Councils and Committees

Councils

Strategic Planning Council	18
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STRATEGIC PLANNING COUNCIL

The Strategic Planning Council, representing all constituent groups of Palomar College, implements the strategic plan, **develops** or **revises** governance policies, and **communicates** with the respective groups. The strategic planning process guides budget priorities. Recommendations made by the Strategic Planning Council will reflect the values and support the mission of the College and be in the best interest of improving student success and serving the community.

Role

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

Communication with individual constituencies and participation in the Council meetings are the primary responsibilities of the Strategic Planning Council members.

Products

Palomar College's Strategic Plan, Annual Implementation Plans, Criteria for Annual Evaluation of the planning outcomes, Annual Progress Report, Policies and Procedures recommendations.

Meeting Schedule

First and Third Tuesday, 2:00 to 4:00 p.m.

Chair

Superintendent/President

Members

- Vice President, Instruction
- Vice President, Student Services
- Vice President, Finance and Administrative Services
- Vice President, Human Resource Services
- One Dean, Instruction
- One Dean, Student Services
- Director, Institutional Research
- Director, Student Affairs
- Faculty Coordinator, Professional Development
- Past President, Faculty Senate (or designee)
- President, CCE/AFT
- Past President, CCE/AFT (or designee)
- Vice President, CCE/AFT
- President, Faculty Senate
- Three Faculty Members appointed by Faculty Senate
- Two Co-Presidents, Palomar Faculty Federation

- President, Administrative Association
- President, Confidential and Supervisory Team
- President, ASG
- Executive Vice President, ASG (or designee)
- Director, Development and Governmental Relations/Foundation

Approved by PAC: 3-19-02
Revised by SPC: 12-17-02

INSTITUTIONAL REVIEW COMMITTEE

Role

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

Products

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

Reporting Relationship

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

Meeting Schedule

4th Thursday of every month, 2:00 – 3:30 p.m.

Chairs

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

Members

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

Approved by SPC 12-02-03

REVENUE ALLOCATION COMMITTEE

Role

The Revenue Allocation Committee establishes the guidelines and timelines for the preparation of the unrestricted and designated budgets. The committee will review the estimated revenue projections for the upcoming fiscal year to determine total funds available as well as projections for future years. The committee will review prioritized funding requests as submitted by the Strategic Planning Council and will recommend allocation and re-allocation/reductions of resources to the strategic plans. The recommended annual unrestricted and designated budgets will be forwarded to the Strategic Planning Council.

Products

- Establishes Guidelines/Timelines for Budget Development
- Annual college unrestricted and designated budgets
- Future Year Revenue Projections

Process

- Reviews/approves revenue estimates

Reporting Relationship

- Advises SPC of revenue estimates
- Reviews SPC priorities and allocates funding

Meeting Schedule

2nd & 4th Tuesday, 2:00 p.m. – 3:30 p.m.

Chair

- Vice President, Finance and Administrative Services

Members

- President, Vice President and Secretary of the Faculty Senate (or designee)
- Co-Presidents, PFF (or designees) and one PFF representative
- Vice President, Instruction
- Vice President, Student Services
- Vice President, Human Resource Services and Affirmative Action
- One Administrative Association Member
- One Confidential/Supervisory Team Member
- Five Classified Unit Employees (who shall also serve as members of the bargaining unit)
- One Student appointed by ASO

INSTRUCTIONAL PLANNING COUNCIL

Role

The Instructional Planning Council develops, implements, evaluates continuously and revises, if necessary, Instruction's plans and initiatives, both long and short-term. A three-year planning cycle is used to implement the Instruction Strategic Plan. An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year. The Instructional Planning Council reports its actions, makes recommendations and requests related to the Instruction Plan and to policies and procedures related to Instruction in response to the changing needs of the student population, business and industry, and the internal and external environments. Based on plans, determine staffing needs. *For prioritizing faculty positions, IPC will convene a subcommittee to develop each year's prioritized list of faculty positions for discussion and endorsement by IPC who will then forward the recommendation to SPC.

Products

Instruction Strategic Plan, Annual Implementation Plan (including staffing, equipment, facilities, technology, and budget recommendations), Criteria for Annual Evaluation of the planning outcomes, Annual Progress Report, Policies and Procedures recommendations related to Instruction, Annual Priorities of Staffing Needs.

Reporting Relationship

Strategic Planning Council

Meeting Schedule

2nd and 4th Wednesday, 2:30-4:00 p.m.

Chair

Vice President, Instruction

Members

- Five instructional deans
- Director of Extended Education/Escondido Center
- Seven Faculty Members (from the five instructional divisions, library, and student services appointed by Faculty Senate)
- One Faculty Member who is also on the Faculty Senate appointed by the Faculty Senate
- Two Classified Unit Employees appointed by CCE/AFT (one from Instruction area)
- One Student appointed by ASG
- Director of Occupational and Non-Credit Programs
- Research Analyst
- One CAST Member appointed by CAST

*The Faculty Position Priority Subcommittee membership includes asterisked members plus two (2) faculty appointed by the Faculty Senate.

Approved by SPC 5-07-02

Revised by SPC 3/06/06

8/06

STUDENT SERVICES PLANNING COUNCIL

Role

The SSPC is responsible for the development of the strategic plans for Student Services. These responsibilities include:

- Determining the level, adequacy, and efficiency of student services necessary to support the College's strategic plan
- Providing guidance, direction, and oversight to these committees/task forces:
 - Academic Review Committee
 - Matriculation and Transfer Committee
 - Registration Committee
 - Bookstore Committee
 - Food Services Committee
 - Financial Aid Appeals Committee
 - Scholarship Committee
- Based on plans, determine staffing needs

Products: The SSPC will be responsible for developing and submitting to the Strategic Planning Council the following:

- Strategic Plans for all Student Services departments
- Three-year operating plans for all Student Services departments
- Annual Plan and Budget for all Student Services departments
- Annual Progress Report
- Annual Priorities of Staffing Needs

Reporting Relationship: Strategic Planning Council

Meeting Schedule: 2nd and 4th Wednesday, 9:30 – 11:00 a.m.

Chair: Vice President, Student Services

Members

- Dean, Counseling Services
- Director, Career Services or Transfer Center
- One EOP&S Faculty Member
- Director, Health Services
- Director, Athletics
- One DRC Faculty Member
- Director, Enrollment Services
- Chair, Counseling (or designee)
- Director, Student Affairs
- One Faculty Member appointed by Faculty Senate from Instructional Areas
- One Faculty Member who is also on the Faculty Senate
- Research Analyst
- Two Classified Unit Employees appointed by CCE/AFT (one from Student Services)
- One Student appointed by ASG
- One CAST Member from Student Services appointed by CAST

Approved by SPC 5-07-02
Revised by SPC 3-15-05

HUMAN RESOURCE SERVICES PLANNING COUNCIL

Role

The HRSPC is responsible for the development of the strategic plans of Human Resource Services. These responsibilities include:

- Appropriate support services to Palomar College in the area of human resource services
- Appropriate level of support and resources for level of services required
- Effective and efficient policy and procedure development in human resource services necessary to meet the needs of the College
- Guidance, direction, and oversight provided for such activities as:
 - Employee hiring
 - Staff diversity efforts
 - Development and coordination of staff training programs
 - ADA compliance

Products

The HRSPC is responsible for submitting to the Strategic Planning Council the plans, budgets, and expenditure projections of the Human Resource Services Department. The products of the HRSPC include:

- Strategic Plans for Human Resource Services
- Human Resource Services Three-Year Plan
- Annual Budget for Human Resource Services

Reporting Relationship

Strategic Planning Council

Meeting Schedule

1st and 3rd Tuesday, 4:00 – 5:00 p.m.

Chair

Vice President, Human Resource Services

Members

- Manager, Human Resource Services
- Supervisor, HR/Employment Services
- Two Faculty Members appointed by the Faculty Senate
- Two Classified Unit Employees appointed by CCE/AFT
- One Faculty Member appointed by the PFF\
- One Administrative Association Member appointed by AA
- One CAST Member appointed by CAST

Approved by SPC 5-07-02

Revised by SPC 3-07-06

ADMINISTRATIVE SERVICES PLANNING COUNCIL

Role

The ASPC is responsible for the development of the strategic plans of Administrative Services. These responsibilities include:

- Adequate support services are provided to Palomar College
- Adequate resources for service levels requested
- Efficient and effective utilization of resources
- Guidance, direction, and oversight to these committees/task forces:
 - Revenue Allocation Committee
 - Technology Resources Committee
 - Facilities Planning Committee
 - Safety and Security Committee
- Based on plans, determine staffing needs

Products

The ASPC will be responsible for developing and submitting to the Strategic Planning Council the plans, budgets, and expenditures of Administrative Services and its respective departments/programs

- Strategic Plans of all Administrative Services Departments
- Three-year operating plans of all Administrative Services Departments
- Annual Plan and Budget of all Administrative Services Departments
- Facilities Master Planning
 - Facilities Master Plans: short-, intermediate-, and long-range
 - Five-Year Capital Outlay Plan
 - Scheduled Maintenance Plan
 - Facilities component of Educational Master Plan
 - Resource Impact Analysis of recommended policies, plans, and procedures on Facilities
- Campus Police
 - Oversight Annual Report to Strategic Planning Council
- Annual Progress Report
- Annual Priorities of Staffing Needs

Reporting Relationship

Strategic Planning Council

Meeting Schedule

2nd and 4th Thursday, 3:30 to 4:30 p.m.

Chair

Vice President, Finance and Administrative Services

Members

- One Faculty Member appointed by the Faculty Senate
- One Faculty Member who also serves on the Faculty Senate
- Director of Information Services
- Two Classified Unit Employees appointed by CCE/AFT
- Director of Student Affairs
- Director of Facilities
- Director of Business Services
- Director of Fiscal Services
- One CAST member appointed by CAST
- One Student appointed by ASG
- Chief of Police or designee
- One Faculty Member who also serves on Facilities Planning Committee

Approved by SPC 5-07-02
Revised by SPC 04-04-06

Palomar College						
Administrative and Governance Structure – Council and Committee Roles						
Council/Committee	Council	Operational Committee	Ad Hoc Committee	Task Force	Advisory Committee	Date of Last Approved Revision by SPC
Strategic Planning Council	X					12/17/02
Administrative Services Planning Council	X					2/15/05
Human Resource Services Planning Council	X					2/15/05
Instructional Planning Council	X					2/15/05
Student Services Planning Council	X					3/15/05
Academic Review Committee		X				11/4/03
Benefits Committee		X				9/20/05
Bookstore Advisory Committee		X				10/7/03
Campus Police Advisory Committee (pending recommendation from Campus Police Review Task Force)						?
Classified Professional Growth Committee		X				10/7/03
Computer Coordinating Committee (pending recommendation from TMPTF)						?
Curriculum Committee		X				9/21/04
Disability Resource Center Advisory Committee					X	4/1/03
Equal Employment Opportunity Advisory Committee					X	10/7/03
Extended Opportunity Programs & Services Advisory Committee					X	9/20/05
Facilities Review Committee		X				4/1/03
Financial Aid Advisory and Appeals Committee		X				11/4/03
Food Services Advisory Committee		X				10/7/03
Government Affairs Committee		X				11/5/02
Institutional Review Committee		X				12/2/03
International Education Advisory Committee					X	6/9/03
Learning Outcomes Council; Coordinating Committee	X					5/17/05
Matriculation and Transfer Advisory Committee		X				10/19/04
Professional Development Review Board		X				?
Registration Committee		X				11/4/03
Revenue Allocation Committee		X				5/20/05
Sabbatical Leave Committee (needs updating to reflect PFF contract membership)		X				?
Safety and Security Committee		X				2/18/03
Scholarship Committee		X				5/13/03
Staff Development and Training Committee (inactive status – 10/7/03)						
Student Equity Committee		X				10/7/03
Team Life		X				9/6/05
Technology Planning Committee (pending recommendation from TMPTF)						?
VTEA Planning and Advisory Committee					X	5/13/03