



STRATEGIC PLANNING COUNCIL AGENDA

Date: December 2, 2008
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: SU-18

CHAIR: Deegan

MEMBERS: Barton, Brannick, Claypool, Cuaron, Dowd, Duran, Frederick, Gowen, Gropen, Halttunen, Hoffmann, Japtok, Jennum, Kelly, Kovrig, Lienhart, Madrigal, McCluskey, Owens, Talmo, Titus, Tortarolo, von Son

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		5 min.
1. Approve minutes of November 18, 2008		
B. <u>ACTION ITEMS/SECOND READING</u>		5 min.
1. Chapter 7 Board Procedure AP7346	Exhibit B1	
C. <u>ACTION ITEMS/FIRST READING</u>		5 min.
1. FASPC Governance Structure	Exhibit C1	
D. <u>INFORMATION/DISCUSSION</u>		60 min
1. 2008-2009 AIP December Update		
2. Institutional Review Form for Finance and Administrative Services	Exhibit D2	
3. Bookstore Subcommittee and Food Services Subcommittee Governance Structure Changes	Exhibit D3	
4. Discussion about assigning the person/group responsibilities and reporting requirements for the Planning Agendas	Exhibit D4	
5. Hiring Freeze – SPC and Budget Committee Input		
E. <u>REPORTS OF PLANNING COUNCILS</u>		15 min.
1. Finance & 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 ACCREDITATION SELF-STUDY</u>		5 min
G. <u>REPORT FROM BUDGET COMMITTEE</u>		10 min
H. <u>REPORTS OF CONSTITUENCIES</u>		15min.
1. Administrative Association – Laura Gropen		
2. Associated Student Government – Robert Frederick		
3. Confidential/Supervisory Team – Lee Hoffmann		
4. CCE/AFT – Neill Kovrig		
5. Faculty Senate – Monika Brannick		
6. PFF/AFT – Shannon Lienhart		

I. OTHER ITEMS

J. PENDING ITEMS

1. Instructional Planning Council Governance Structure
2. Report regarding what appears as new business and what is included in the 60-days report on the Governing Board Agenda.



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
December 2, 2008**

A regular meeting of the Palomar College Strategic Planning Council scheduled for December 2, 2008, was held in SU-18. President Robert Deegan called the meeting to order at 2:00 p.m.

ROLL CALL

Members Present: Barton, Brannick, Claypool, Cuaron, Deegan, Dowd, Duran, Frederick, Gowen, Gropen, Halttunen, Hoffmann, Japtok, Jennum, Kovrig, Lienhart, Owens, Titus, Tortarolo
Recorder: Cheryl Ashour
Members Absent: Kelly, Madrigal, McCluskey, Talmo, von Son

A. MINUTES

1. Approve Minutes of November 18, 2008

MSC (Tortarolo/Duran) to approve the Minutes of November 18, 2008 with revisions

B. ACTION ITEMS/SECOND READING

1. Chapter 7 Policies and Procedures AP7346 (Exhibit B1)

John Tortarolo discussed the California Military and Veterans Code that Administrative Procedure 7346 is based. MSC (Brannick/Frederick) to approve AP7346

C. ACTION ITEMS/FIRST READING

1. Finance and Administrative Services Planning Council Governance Structure (Exhibit C1)

MSC (Claypool/Kovrig) to move this item to second reading/action

MSC (Kovrig/Brannick) to postpone discussion

MSC (Kovrig/Brannick) to bring forward discussion of the Bookstore and Food Services Subcommittees under Information/Discussion

D. INFORMATION/DISCUSSION

3. Bookstore Subcommittee and Food Services Subcommittee Governance Structure Changes

Bonnie Ann Dowd reviewed the revisions to the Bookstore Subcommittee and the Food Services Subcommittee Governance Structures. **(Exhibit D3)**

The meeting returned to its normal agenda.

C. ACTION ITEMS/FIRST READING

1. Finance and Administrative Services Planning Council (FASPC) Governance Structure (Exhibit C1)

MSC to approve the changes to the Finance and Administrative Services Planning Council

D. DISCUSSION/INFORMATION ITEMS

1. 2008-2009 AIP December Update

This item has been postponed until the February 3, 2009 SPC meeting.

2. Institutional Review Form for Finance and Administrative Services

Bonnie Ann Dowd discussed how the Finance and Administrative Services institutional review form was developed. **(Exhibit D2)**

4. Discussion about assigning the person/group responsibilities and reporting requirements for the Planning Agendas

Each Planning Agenda was reviewed to determine if it would be a separate objective in the 2008-2009 Annual Implementation Plan or incorporated into an existing objective. The person/group responsibilities and reporting requirements were identified. The revised 2008-2009 Annual Implementation Plan will return as information at the February 3, 2009 SPC meeting. **(Exhibit D4)**

5. Hiring Freeze – SPC and Budget Committee Input

Shannon Lienhart requested that SPC adopt a policy to bring any open or new positions to SPC and the Budget Committee before moving forward to hire. She requested that it be on the next SPC agenda for a decision. Discussion ensued. Everyone agreed it is important to communicate and receive feedback from constituent groups, so that they can explain to their members why a decision was made to fill a position. There was no consensus that a policy needed to be developed.

President Deegan discussed the current modified hiring freeze and the Interim Communications Director position that is being advertised internally. He reminded everyone that he announced that an interim would be hired at the last SPC meeting.

E. REPORTS FROM PLANNING COUNCILS

This item was removed from the agenda due to time constraints.

F. REPORT FROM ACCREDITATION SELF-STUDY

This item was removed from the agenda due to time constraints.

G. REPORT FROM BUDGET COMMITTEE

This item was removed from the agenda due to time constraints.

H. REPORTS OF CONSTITUENCIES**1. Administrative Association**

Laura Gropen reported that the Administrative Association held its general meeting. They discussed a number of issues that will be brought to the AA Council. Agendas for the remaining portion of the year will be developed.

2. Associated Student Government

Rob Frederick reported that their Region 10 meeting is this Friday. ASG has decided to wait until next semester to conduct the student surveys regarding scholarship, FASFA, and counseling.

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

Neill Kovrig reported that a special staff holiday/faculty appreciation gathering is scheduled for next Tuesday.

5. Faculty Senate

Monika Brannick discussed a recent discrimination incident against a faculty member because of his sexual orientation. President Deegan stated that a joint public statement could be made denouncing the incident and that the College stands united against discrimination of any kind.

6. PFF/AFT – no report**I. ADJOURNMENT**

There being no remaining items, the meeting was adjourned at 4:05 p.m.

Human Resources
DRAFT as of 10/17/08

AP 7346 EMPLOYEES CALLED TO MILITARY DUTY

References:

Military and Veteran's Code Sections 389 et seq.;
Education Code Sections 87018, 87700, 87832, and 88116;
Government Code Sections 19775 et seq.;
38 U.S. Code Sections 4301 et seq.

The following applies to any District employee, academic or classified, who enters the active military service of the United States of America or of the State of California, including active service in any uniformed auxiliary of any branch of the military service, during any period of national emergency declared by the President of the United States or during any war in which the United States of America is engaged.

Leave

Upon presentation of a copy of orders for active duty in the Armed Forces, the National Guard, or the Naval Militia, the District shall grant a military leave of absence for the period of active duty specified in the orders, but not to exceed five years for a permanent, probationary, or exempt employee, or for the remainder of a limited-term employee's appointment or a temporary employee's appointment.

Salary

Any District employee called to active duty who has been in the service of the District for at least one year will continue to receive his or her salary for the first 30 calendar days of ordered military service. Employees who are members of the National Guard will continue to receive salary for the first 30 calendar days of active service regardless of length of service with the District.

In addition, the District may provide for not more than 180 calendar days as part of the employee's compensation all of the following:

- The difference between the amount of his or her military pay and allowances and the amount the employee would have received as an employee, including any merit raises that would otherwise have been granted during the time the individual was on active military duty.
- All benefits that he or she would have received had he or she not been called to active military duty unless the benefits are prohibited or limited by vendor contracts.

Employees returning from military leave shall have their salary adjusted to reflect salary increases that are not based on merit.

Health Benefits

An employee on military leave for less than 31 days shall continue to receive health insurance benefits.

Employees on leave for longer than 30 days may elect to continue health care coverage for themselves and their eligible dependents for a maximum period of 18 months.

Returning veteran employees whose coverage was terminated because of military leave will not be subject to any exclusion or waiting period prior to reinstatement of health coverage.

Vacation and Sick Leave

Employees on military leave accrue any benefits the District provides to other employees, e.g. if employees on other approved leaves are permitted to accrue vacation or sick leave, employees on military leave will do so as well.

Employees on military leave shall accrue any benefits afforded by any collective bargaining agreement negotiated during their absence.

Any employee on temporary military leave for training who has worked for the District for at least one year shall continue to accrue vacation, sick leave, and holiday privileges up to a maximum period of 180 days.

Reinstatement

An employee on active duty military leave shall be entitled to return to the position held by him or her at the time of his or her entrance into the service within six months after the employee honorably leaves the service or is placed on inactive duty.

In the case of a contract academic employee, absence on military leave shall not count as part of the service required for the acquisition of tenure, but the absence shall not be construed as a break in the continuity of service. If the employee was employed by the District for more than one year, but had not yet become a regular academic employee of the District, he or she is entitled to return to the position for the period of time his or her contract of employment had to run at the time he or she entered military service.

In the case of an academic employee, absence on military leave shall not be construed as a break in the continuity of service.

In the case of a classified employee, absence on military leave shall not be construed as a break in the continuity of service.

Office of Primary Responsibility: Human Resource Services

NOTE: This procedure is **legally advised**. The language in **red type** is recommended from the Community College League and legal counsel (Liebert Cassidy Whitmore). The information in **blue type** is additional language to consider including in this procedure. The language in **green ink** reflects revisions/additions made by Human Resource Services. This procedure was reviewed on September 12, 2008 and October 17, 2008 by the Policy and Procedure Task Force.

Date Approved:

(This is a new procedure recommended by the CC League and the League's legal counsel)

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Bonnie Ann Dowd				Date: 06/02; 05/07/02; 09/16/03; 10/07/03; 02/15/05; 04/02/05 03/09/06; 04/17/08; 11/20/08					
Proposed Name of Requested Group Finance & Administrative Services Planning Council (F&ASPC)									
X	Council		Committee		Subcommittee		Task Force		
Action Requested:			Add		Delete	X	Change		
Role, Products, Reporting Relationships: <p><u>Role:</u> The Finance & Administrative Services Planning Council (F&ASPC) annually reviews proposed budgets for all Finance & Administrative Services (F&AS) departments, ensuring alignment with the mission, goals, and objectives of the District's existing Strategic Plan. F&ASPC reviews the Division's operational processes and procedures to provide appropriate levels of service and compliance with state-mandated requirements, recommending corrective action, if necessary. F&ASPC is also responsible for developing, reviewing, and revising operational plans for all departments within F&AS for use in determining adequate staffing and resources to provide quality customer service to students, faculty and staff. In addition, F&ASPC reviews progress on Annual Implementation Plans (AIP) for submission to Strategic Planning Council (SPC). Committees reporting to the F&ASPC are: Bookstore Advisory Subcommittee; Food Service Advisory Subcommittee; Safety & Security Governance Committee; and Facilities Review Governance Committee. Members of the F&ASPC shall ensure communication of action and discussion items to their appropriate constituency groups.</p> <p><u>Products:</u></p> <ul style="list-style-type: none"> Annually reviews the proposed budgets for the F&AS Division and submits them to SPC Performs regular review of F&AS Division's operational processes and procedures to ensure adequate customer service and compliance with state-mandated requirements Develop, implement, and review operational plans to provide for adequate staffing and resources for the F&AS Division <p><u>Reporting Relationship:</u></p> <ul style="list-style-type: none"> Strategic Planning Council Committee members responsible for communicating F&ASPC information to appropriate constituency group 									
Meeting Schedule: 1 st & 3 rd Thursday from 2:00 – 3:30									
Chair & Council Member: Vice President, Finance and Administrative Services Planning Council									
Members: <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> Two Faculty members appointed by Faculty Senate One Faculty member appointed by PFF Two Classified Employees appointed by CCE/AFT One member appointed by CAST One student member appointed by ASG </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> Director of Facilities (or designee) Director of Business Services (or designee) Director of Fiscal Services (or designee) Director of Information Services (or designee) </td> </tr> </table>								<ul style="list-style-type: none"> Two Faculty members appointed by Faculty Senate One Faculty member appointed by PFF Two Classified Employees appointed by CCE/AFT One member appointed by CAST One student member appointed by ASG 	<ul style="list-style-type: none"> Director of Facilities (or designee) Director of Business Services (or designee) Director of Fiscal Services (or designee) Director of Information Services (or designee)
<ul style="list-style-type: none"> Two Faculty members appointed by Faculty Senate One Faculty member appointed by PFF Two Classified Employees appointed by CCE/AFT One member appointed by CAST One student member appointed by ASG 	<ul style="list-style-type: none"> Director of Facilities (or designee) Director of Business Services (or designee) Director of Fiscal Services (or designee) Director of Information Services (or designee) 								

09/16/03 - First Reading
10/07/03 - Approved

02/01/05 - First Reading
02/15/05 - Approved

04/17/08 - First Reading/Approved
11/20/08 - First Reading/Approved

PALOMAR COLLEGE INSTITUTIONAL REVIEW

FINANCE & ADMINISTRATIVE SERVICES DIVISION PROGRAM REVIEW

Please review the procedures for the Institutional Review for Finance & Administrative Services prior to collecting the data and developing your department/program report:

Department/Program: _____ Review Period: _____

1. Program Purpose, Function, and Users: Describe the purpose of your department/program, and changes in purpose in recent years and/or expectations for changes in the near future. Describe how your department/program supports the college's mission and strategic plan and your goals for this review period. List your department's/program's key functions and users, measurements for user demand, and any recent or anticipated changes in user demand. List other departments on campus in which your department/program has continual interaction and briefly explain the nature of such.

2. Available Resources: For the past three years, list the total budget for your area of responsibility and break it down between staffing and non-personnel operational expenses. Identify fixed budget costs such as insurance, utilities, etc., and list any revenue generated by your department/program and what the revenue supports. After analyzing the data, if your budget has changed significantly over the past three years discuss why and how the changes impact the level of service provided. If you use benchmarks to ascertain department/program effectiveness, identify them and how your areas of responsibility compare. Lastly, determine if your resources are adequate. If not, describe how it affects the quantity and/or quality of work in your areas of responsibility.

3. Program Effectiveness: Describe measures used to evaluate your department/program in regards to quantity, quality, timeliness, service and their results. Based on the results, identify your department's/program's strengths and accomplishments in the last two years. Also, identify areas where opportunities for improvement exist and if you are able to facilitate change in those areas.

4. **Program Plans:** Based on the data and information provided in the review of your department/program, describe any plans, goals and objectives you have developed to provide an improved level of service over the next two years. If you need additional resources, provide a detailed justification and cost estimate to include staffing, equipment, technology, infrastructure, and any other costs to be considered.

5. **Other:** List any cost saving opportunities that may exist and/or provide any comments related to your department/program that you believe relevant to this program review process.

Report Prepared By:_____ Date:_____

Reviewed By:_____ Date:_____

Date Submitted to FASPC:_____

Date Approved by FASPC:_____

Date Submitted to SPC:_____

PALOMAR COLLEGE INSTITUTIONAL REVIEW PROGRAM

PROGRAM REVIEW PROCEDURES FOR FINANCE & ADMINISTRATIVE SERVICES

Purpose of an Institutional Review Program:

Institutional Review is defined by the Accrediting Commission for Community and Junior Colleges as "an ongoing process by which the institution evaluates and assesses the effectiveness of its programs and services for students." At the department level, there are two important reasons why institutional review is valuable:

1. Institutional Review allows you to assess and evaluate your department for your own information and purposes. This is an opportunity to develop measurable goals (quantitative) and identify your department's strengths and weaknesses (qualitative) and describe how they affect the success of the institution.
2. Institutional Review is also one pathway by which the needs and changes in your department can be tied to the planning and resource allocations of the college. The Vice-President of Finance & Administrative Services will formulate a summary that will go to the Finance & Administrative Services Planning Council. After review and discussion, a report will go to the Strategic Planning Council.

Non-Instructional Program Review:

The original Institutional Review Program was designed for the instructional programs and does not work well for the non-instructional programs. The Finance & Administrative Services Division has developed the following guidelines and procedures to assist our division in providing a program review that is meaningful and will provide guidance in developing and improving our customer services.

Non-Instructional Program Review Guidelines and Information: (Note: Please keep in mind that our program review is meant to be a detailed report on our programs that needs to be formatted in a way that summary statements for the main sections of the review can be collated for the diverse department summaries in this division.)

Programs will be reviewed on a rotational basis. The Director of each area (or the Vice president) shall:

1. Establish your review team: This can be anyone in your department.
2. Collect the data and information necessary for your department's review.
3. Develop a draft review and ensure it meets all of the requirements of the review program.
4. Develop a final review/report and submit it to the appropriate supervisor.

Program Purpose, Function and Users: Please provide the data and information listed below as it applies to your department or program. All of the areas may not be related to your areas of responsibility. Provide a summary statement at the beginning of the section and follow up with the data and information used to support your summary.

- * What is the purpose of the program? Why does it exist?
- * How has this purpose changed in recent years?
- * How do you expect this purpose to change in the near future?
- * How does your program support the mission of the college and the college's Strategic Plan?
- * What are the most important goals of the program?
- * List the key functions or services of the program.
- * Who are the key users of the program?
- * How do you measure the user demand for the program?
- * How has the user demand for the program changed in recent years?
- * How is the user demand for the program likely to change in the future? Why?
- * List other departments on campus with which your program has the most continual interaction and explain briefly the nature of those interactions.

Available Resources: Please provide the data and information listed below as it applies to your department or program. All of the areas may not be related to your areas of responsibility. Provide a summary statement at the beginning of the section and follow up with the data and information used to support your summary.

- * List your staffing budget or levels over the past three years.
- * List your non-personnel operating budget for the past three years.
- * Does your program/unit generate any revenue? If so, please provide the revenue generated each year for the past three years. What is the revenue generated by your program/unit used to support?
- * Analysis:
 - ~ Has your budget changed significantly over the past three years? If so, why?
 - ~ What benchmarks do you use to measure your program's cost effectiveness?
 - ~ How does your program compare to those benchmarks?
 - ~ Consider the work that your unit performs and the resources available to perform that work. Are the resources adequate? Do the resources affect the quantity of work that your unit needs to perform in order to carry out its function? What about quality or timeliness?
 - ~ Are there critical areas that need additional resources?
 - ~ Do you anticipate any significant increase in costs/expenses over the next two years?

Program Effectiveness: Please provide the data and information listed below as it applies to your department or program. All of the areas may not be related to your areas of responsibility. Provide a summary statement at the beginning of the section and follow up with the data and information used to support your summary.

- * What measures do you use to evaluate the effectiveness of your program or unit? (consider measures you use to help you determine the following aspects of your unit's work: quantity, quality, timeliness, and service) - Include a description of those measures, why they are used, and a summary of their results.
- * Based on the results of your measures of effectiveness, what are your program's/unit's strengths? (What do you do well?)

- * Based on the results of your measures of effectiveness, what areas of opportunity for improvement exist? Are the areas of opportunity something you can control?
- * What were the accomplishments of the program in the last two years?
- * Are there any additional cost savings opportunities that you can recommend for your program?
- * What are your peers at other institutions doing that Palomar is not, but should be doing?

Program Plans: Please provide the data and information listed below as it applies to your department or program. All of the areas may not be related to your areas of responsibility. Provide a summary statement at the beginning of the section and follow up with the data and information used to support your summary.

- * Based on your review, please describe any plans (including goals) that you have created that will lead to program improvement over the next two years.
- * Do you need additional resources to implement these plans? If so, please describe and provide a cost estimate for the additional resources needed for such items as:
 - ~ Staffing
 - ~ Equipment
 - ~ Technology
 - ~ Other

Once you have completed the program review, submit it to the appropriate supervisor for review and discussion. Lower level programs will be reviewed by the next level supervisor and then by the executive level. Once all of the reviews have been completed and accepted, the Vice President for Finance & Administrative Services will create a summary report, which will be attached to the department/program review. The Finance & Administrative Services Division's program review report will then go to the Finance & Administrative Services Planning Council for review and acceptance and then be submitted to the Strategic Planning Council.

Date Procedures Approved by FASPC: October 30, 2008

Request submitted by Jerry Patton Bonnie Ann Dowd					Date 09/3/03; 10/30/08	
Proposed Name of Requested Group Bookstore Subcommittee						
	Council	<input checked="" type="checkbox"/>	Committee	<input checked="" type="checkbox"/>	Subcommittee	<input type="checkbox"/>
Action Requested:			Add		Delete	<input checked="" type="checkbox"/> Change
Role, Products, Reporting Relationships: Role: Works as a liaison between students, faculty, staff , Student Business Services, and the bookstore vendor to assist in providing quality services from the vendor, and to make recommendations to the vendor for improvement/changes in services to students, faculty, and the college. Product: Written quarterly report on services and quality of operations Reporting Relationship: Finance and Administrative Services Planning Council						
Meeting Schedule: 3 rd Monday at 2:00 p.m.						
Chair: Director of Student Affairs Business Services						
Members: <ul style="list-style-type: none"> • Two Faculty Members appointed by the Faculty Senate • Two Students appointed by ASG • One Administrative Association representative appointed by AA • One Classified Employee appointed by CCE/AFT • One Confidential/Supervisory representative appointed by CAST • Bookstore vendor representative 						

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

Reviewed by Strategic Planning Council:
 09/16/03 First Reading
 10/07/03 Approved
 04/04/06 First Reading/Approved

Comments:

Request submitted by Jerry Patton Bonnie Ann Dowd					Date 09/3/03; 10/30/08	
Proposed Name of Requested Group Food Services Subcommittee						
<input type="checkbox"/>	Council	<input checked="" type="checkbox"/>	Committee	<input checked="" type="checkbox"/>	Subcommittee	<input type="checkbox"/>
Action Requested:		<input type="checkbox"/>	Add	<input type="checkbox"/>	Delete	<input checked="" type="checkbox"/>
Role, Products, Reporting Relationships: Role: Works as a liaison between students, faculty, staff, Student Business Services , and the food services vendor to assist in providing quality services from the vendor, and to make recommendations to the vendor for improvement/changes in services to students, faculty, and the college. The committee will review the food service operations and provide input to the Vice President, Student Services on service and quality of operations. Product: Written quarterly report on services and quality of operations Reporting Relationship: Finance and Administrative Services Planning Council						
Meeting Schedule: 3 rd Wednesday at 3:00 p.m.						
Chair: Director of Student Affairs Business Services						
Members: <ul style="list-style-type: none"> Two Faculty Members appointed by the Faculty Senate Two Students appointed by ASG One Administrative Association representative appointed by AA One Classified Employee appointed by CCE/AFT One Confidential/Supervisory representative appointed by CAST Food Services vendor representative 						

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

Reviewed by Strategic Planning Council:
 09/16/03 First Reading
 10/07/03 Approved
 04/04/06 First Reading/Approved

Comments:

Planning Agendas

The self-study process that culminated in this report provided the college with an opportunity to evaluate the quality of the institution in its service to students and the community. The items listed below will be the centerpiece of the planning the college will undertake during the next few years. The plans presented in this section demonstrate Palomar College's commitment to the students and the diverse community it serves.

1. The Learning Outcomes Council (LOC) will guide and support the college's completion of the Development phase of Student Learning Outcomes Assessment Cycles (SLOACs) at the course, program, general education, and institutional levels. In this process, the LOC will move the college toward the Proficiency phase of SLOACs. (I.B, II.A, II.B)
2. The college will review the Strategic Planning and the Program Review and Planning processes to identify ways to improve the Annual Implementation Plans, including funding of priorities. (I.B)
3. The college will discuss, design, adopt, and implement a budget development process that
 - a. better aligns with and allocates funding for both short-term and long-term strategic planning priorities;
 - b. allows flexibility for responding to emergencies and exigencies; and
 - c. sustains the district's current fiscal stability and solvency. (I.B, III.B, III.D)
4. The Basic Skills Committee will
 - a. implement, evaluate, and revise as necessary the *Basic Skills Action Plan*, including the teaching/learning centers, the Freshman Experience, and the Professional Development components; and
 - b. promote dialogue about, understanding of, and response to the Basic Skills Initiative, including integrated instructional support services. (II.A, II.C)
5. In the area of Professional Development, the college will
 - a. offer broader and more comprehensive professional development activities for faculty, staff, and administrators on Student Learning Outcomes Assessment Cycles, students' basic skills needs, and students' diverse learning styles;
 - b. develop professional development opportunities for faculty, staff, and administrators to learn about their colleagues' academic and career/technical programs; and
 - c. concentrate on engaging part-time faculty in these activities and opportunities. (II.A, III.A, IV.A)

6. The “75/25” Workgroup will develop a plan to improve the ratio of credit hours taught by full-time faculty to the credit hours taught by part-time faculty while also increasing the number of full-time faculty. (II.A, III.A)
7. The college will develop a systematic process based on discussion among constituent groups to identify and plan for the staffing levels and flexibility necessary for continuity of services in support of students. (II.C, III.A, III.B)
8. The college will ensure that all constituent groups have a written code of ethics aligned with Governing Board policy. (III.A)
9. The college will consider the recommendations of the Emergency Preparedness Workgroup as part of its ongoing planning, preparation, and training for the safety and security of the college community. Recommendations incorporated into the district’s Emergency Preparedness Plan will be prioritized and funding resources will be identified. (III.B)
10. The Strategic Planning Council will engage in formal dialogue on its shared governance and decision-making processes in order
 - a. to distinguish the types of decisions that have significant institution-wide implications and thus must be arrived at through systematic participative processes;
 - b. to clarify the authorities and responsibilities of the decision-makers and other participants in these processes in order to produce decision-making guidelines; and
 - c. to enhance professional development opportunities for the college to learn about shared governance. (IV.A)

