PALOMAR COLLEGE
Learning for Success

STRATEGIC PLANNING COUNCIL
AGENDA

Date:	December 5, 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, Hogan-Egkan, Japtok, Jennum, Kelly, Kovrig, Lienhart, Madrigal, McCluskey, Owens, Talmo, Titus, Tortarolo, von Son

RECORDER: Ashour

	Attachments	**Time**
I. Review Accreditation Self-Study Planning Agenda Item #10		10 min
II. Discussion: What is working? / What are our challenges?		30 min

III. Review and Discussion: Shared Governance
      as it relates to the following:
      a. General Definition
      b. Roles and Responsibilities of Constituent Groups
      c. Shared Governance as Defined/Implemented at Palomar
      d. Roles and Responsibilities of Planning Councils
		60 min

IV. Discussion: Where do we go from here?		20 min
V. Next Meeting		5 min

A special meeting of the Palomar College Strategic Planning Council scheduled for December 5, 2008, was held in SU-18. President Robert Deegan called the meeting to order at 9:00 a.m.

ROLL CALL

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

President Deegan greeted everyone and stated that he wants everyone to feel free to share their ideas, thoughts and views.

I.   **REVIEW ACCREDITATION SELF STUDY PLANNING AGENDA ITEM #10**

Berta Cuaron reviewed the Accreditation Self Study Planning Agenda Item #10. (**Exhibit I)**She stated that as a result of the self study, it was determined that there is a need to clarify roles and responsibilities, how and when decisions are made, and who gets to make those decisions. This is an opportunity to revisit our process and structure.

Michelle Barton stated that the purpose of today's meeting is to decide what we want to accomplish and reflect on what we think works about our governance process and what we think are the problems. Ms. Barton encouraged everybody to participate and to speak up at any time; everything will be honored in terms of our input. She reviewed the agenda for today's meeting.

II.   **DISCUSSION: WHAT IS WORKING? WHAT ARE OUR CHALLENGES?**

Ms. Barton distributed an agenda packet, including reference information. She asked everyone to spend five minutes answering two questions:
    1) What are the strengths of our shared governance structure/process?
    2) What are the challenges/problems that we face with our governance structure process?
Members shared their answers to the above questions. The responses were written down and will be available at the next meeting.

III.   **REVIEW AND DISCUSSION: SHARED GOVERNANCE AS IT RELATES TO THE FOLLOWING:**
    a.   **General Definition**
    b.   **Roles and Responsibilities of Constituent Groups**
    c.   **Shared Governance as Defined/Implemented at Palomar**
    d.   **Roles and Responsibilities of Planning Councils**

Michelle Barton asked everyone to consider the strengths and weaknesses that were just shared as they talk about governance and effective participation.

Ms. Barton gave a PowerPoint presentation on shared governance. (**Exhibit III)** She shared the Community College League of California's definition of shared governance and the State Academic Senate's guidelines for implementing shared governance. She discussed the roles and responsibilities of constituent groups and listed the seven constituent groups at Palomar College. Ms. Barton reviewed how Palomar College implements shared governance and discussed the roles and responsibilities of the planning councils and the budget committee. She reviewed what members can do to effectively participate in decision making.

Members shared their opinions throughout the presentation. Everyone agreed that communication is critical to the success of our governance structure

III.   DISCUSSION: WHERE DO WE GO FROM HERE?
SPC members shared what they would like to discuss at future shared governance meetings.

IV.   NEXT MEETING
Possible dates for the next meeting were discussed.

V.   ADJOURNMENT
There being no remaining items, the meeting was adjourned at 3:50 p.m.

Palomar's Shared Governance Process

1) What are the strengths of our shared governance structure/process?

2) What are the challenges/problems that we face with our governance structure/process?

Shared Governance
at Palomar

December, 2008

Overview

- ◆ Planning Agenda Item #10
- ◆ What's working? What's not working?
- ◆ Shared Governance as it relates to
  - General definition
  - Roles and responsibilities of constituent groups
  - How it's implemented and Palomar
  - Roles and responsibilities of Planning Councils
  - What does participating effectively in shared governance mean?
- ◆ Where do we go from here? Next steps

- ◆ Theme: Commitment and communication

What's Working?
What's Not Working?

- ◆ What are the strengths of our shared governance process?

- ◆ What are the challenges/problems we face with our governance process?

Defining Shared Governance Roles and Responsibilities

What is Shared Governance

♦ CCLC and Academic Senate Q&A

♦ Education Code 70902(b)(7)
  – "...ensure faculty, staff, and students...the right to participate effectively in district and college governance."

♦ Implementing regulations (Title V)
  – Governing Board "consult collegially" with academic senate on academic and professional matters
  – Students and staff have opportunity for "effective participation" regarding decisions that significantly affect them.

Roles and Responsibilities of Constituent Groups

Role of the President/Superintendent

♦ Ensure that the process works.

♦ Make sure policies are in place and procedures are followed.

♦ Serve as critical link between constituencies and board of trustees (usually serves as the designee of the board in governance matters).

♦ While regulations delegate participation in decision-making, they do not take away the President's responsibility to make decisions. Ultimately, the faculty and staff participation in decision-making results in recommendations to the President/Board of Trustees.

♦ Best situation is when the President and constituent groups are in agreement on recommendations made to the Board.

Roles and Responsibilities of Constituent Groups

Role of the Faculty/Academic Senate

- Academic and professional matters
  - Curriculum
  - Degree requirements
  - Grading policies
  - Student progress standards
  - Faculty role in governance structures
  - Accreditation
  - Professional development
  - Program review process
  - Processes for planning
  - Processes for budgeting
  - Other academic and professional matters as mutually agreed upon by the Board and Senate

- *Consult Collegially at Palomar means Board of Trustees relies primarily upon the advice and judgment of the faculty senate on academic and professional matters.*

Roles and Responsibilities of Constituent Groups

Role of the Staff

- "Staff shall be provided with opportunities to participate in the formulations and development of district and college policies and procedures, and in those processes for jointly developing recommendations for action by the governing board, that the governing board reasonably determines, in consultation with staff, have or will have a significant effect on staff. "

- Areas that affect staff are not defined in regulation

- Many districts focus on classified staff and seek input from a classified senate, council, or union.

Roles and Responsibilities of Constituent Groups

Role of the Students

- Regulations specify areas for participation.
  - Grading
  - Student codes of conduct
  - Academic discipline
  - Curriculum
  - Educational programs
  - Processes for budgeting
  - Processes for planning
  - Student standards
  - Student services planning and development
  - Fees
  - Faculty evaluation and hiring

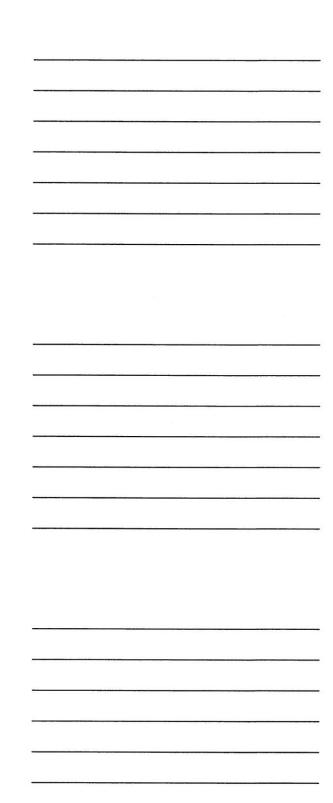- Student government organization serves as the official representative.

Roles and Responsibilities of Constituent Groups

- Does the Superintendent/President have to agree with the recommendation of individual or collective constituent groups?

- Using the consultative process to consider actions and make decisions contributes to a positive environment and stronger decisions.

- Agreement may not always be possible...

- Communication is critical.

Shared Governance as Implemented at Palomar

Shared Governance at Palomar

- How does Palomar implement shared governance?

- What does it look like (is there a chart anywhere)?

- What are the roles of the planning councils and budget committee?

- What does participating effectively in decision-making mean?

Shared Governance at Palomar

- Our governance structure created to fully support the college values of inclusiveness and mutual respect.

- As described in the CCLC and Academic Senate Q & A:

  - Palomar College Board of Trustees is final authority for governance

  - The Board of Trustees delegates authority to Superintendent/President

  - The Superintendent/President solicits and receives input through our shared governance decision-making process/structure

  - As stated earlier, the Board of Trustees relies primarily on the advice and recommendation of the faculty senate on academic and professional matters

Shared Governance at Palomar

- Seven constituent groups participate –
  - Students
  - Faculty Senate
  - Faculty bargaining unit (PFF/AFT)
  - Classified bargaining unit (CCE/AFT)
  - Confidential and Supervisory Team
  - Administrative Association
  - Superintendent/ President – senior and executive administration

- Governance structure includes, Planning Councils, Standing Committees, Permanent Subcommittees, Ad Hoc Committees and Task Forces.

Planning Councils Roles and Responsibilities

- Strategic Planning Council
- Budget Committee
- Instructional Planning Council
- Student Services Planning Council
- Finance and Administrative Services Planning Council
- Human Resource Services Planning Council

Strategic Planning Council (SPC)

- Principle participatory governance body

- <u>Chair:</u> President/Superintendent

- <u>Role/Products:</u>
    - Creates processes for policy recommendations and governance committee structure
    - Review recommendations and requests from other groups
    - Amends and guides the planning process
        - SP2009
        - Annual Implementation Plan
        - Evaluation
        - Revision
    - Policies and procedures recommendations

- To ensure communication within governance structure, chairs of planning councils and constituent groups report progress on their objectives and activities at each SPC meeting

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Budget Committee

- <u>Role/Products:</u>
    - Recommends process for development of Guidelines for Budget Development
    - Reviews annually the budget development timeline as proposed by Fiscal Services
    - Recommends budgeting parameters to align college priorities to annual budgets
    - Recommends an annual fiscal plan to SPC for its approval and implementation

- <u>Chair:</u> VP Finance and Administrative Services

- <u>Reporting Relationship:</u>
    - SPC

- Communication between SPC and Budget critical especially as it relates to SPC's funding priorities.

Planning Councils

- Instructional
- Student Services
- Finance and Administrative Services
- Human Resource Services

- <u>Role/Products:</u>
    - Develop, implement, evaluate, and revise, if necessary, plans and initiatives within each specified areas
    - Make recommendations and requests related to specific area
    - Review and address results of institutional reviews conducted within the specific area

- <u>Chairs:</u> Vice Presidents

- <u>Reporting Relationships:</u> SPC

Information Flow through the Structure

- Not every issue is a governance issue.

- Governance issues can be introduced anywhere within the structure, however, need to pay careful attention to most appropriate council or committee.

- Communication and commitment.

Membership - Effective Participation

Effectively Participating in Decision Making

- Prepare for and attend meetings

- Participate in discussions

- Communicate with individual constituencies

- Contribute to informed decision making

Effectively Participating in Decision Making

- ◆ 2004 Leadership Conference - Academic Senate – Ian Walton, Wanda Morris
- ◆ Shared involvement in the decision making process
  - Does not imply total agreement
  - Does not require same level involvement by all
  - Final decision rests with local board of trustees or designee

So...

- ◆ What are our issues?
  - Academic and professional matters?
  - Who makes the decisions/recommendations?
  - What is a governance issue?
  - What are the roles of the planning councils?
  - How decisions are communicated?

What are our next steps?

- ◆ Can we resolve our issues on our own?

- ◆ How did today go?

- ◆ What do you hope to get out of our next session?

PALOMAR COLLEGE

GOVERNANCE

AND

ADMINISTRATIVE 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

12/1/08

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

GOVERNANCE MODEL FLOW CHART

Governance is most effective when all constituents using the process to seek solutions, decisions, and actions understand the distinction between operational ideas, issues, or problems and governance ones. The flow chart on the following page was developed by the constituent leaders of the Strategic Planning Council in October 2003, to differentiate the communication flow of operational decisions versus governance processes from initiation through resolution. The flow is not to be interpreted as linear in one direction, but rather reflects two-way communication which can be accessed at any point through administrative structure or through governance structures and processes depending on the idea, issue, or problem.

PALOMAR COLLEGE GOVERNANCE MODEL FLOW CHART
[History of an idea/problem from conception to solution/decision/action]

INDIVIDUAL

CONSTITUENT GROUP

SENATE

COMMITTEE

PROGRAM/ DEPARTMENT/ CHAIR/DIRECTOR

DEANS/ DIRECTORS (Division Office)

IPC
ASPC
SSPC
HRSPC

SPC

VICE PRESIDENT

PRESIDENT

BOARD

OPERATIONAL DECISION

All lines

········· = Two-way communication

········· = Decision

──────── = Recommendation

The sources of ideas, problems, etc., may be initiated at any box above or from outside mandates.

PALOMAR COLLEGE
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Request submitted by Sherrill Amador	Date Jan, 25, 2002 (rev. 2/14/02, 2/28/02, 3/5/02)

Proposed Name of Requested Group
Strategic Planning Council

X	**Council**		**Committee**		**Subcommittee**		**Task Force**

Action Requested:		**Add**		**Delete****		**Change**

Role, Products, Reporting Relationships:

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.

Reporting Relationship: Superintendent/President

Meeting Schedule: First and Third Tuesdays, 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
- President, Faculty Senate
- Past President, Faculty Senate (or designee)
- Three Faculty Members appointed by Faculty Senate
- Two Co-Presidents, Palomar Faculty Federation
- President, Administrative Association
- Director of Development Government Relations/ Executive Director of the Foundation

- One Dean, Instruction
- One Dean, Student Services
- Director, Institutional Research
- Director, Student Affairs
- Faculty Coordinator, Professional Development
- President, CCE
- Past President, CCE (or designee)
- Vice President, CCE
- President, ASG
- Executive Vice President, ASG (or designee)
- President, Confidential and Supervisory Team

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

Request Submitted by Bonnie Ann Dowd	**Date: October 17, 2002** **Revised: 12/3/02; 9/20/05,** **2/28/06; 11/27/07**

Proposed Name of Requested Group
Budget Committee

	Council	X	**Committee**		**Subcommittee**		**Task Force**
Action Requested:		**Add**		**Delete**		X	**Change**

Role, Products, Reporting Relationships:

<u>Role:</u> The Budget Committee (BC) recommends the process for development of the guidelines for the preparation of the unrestricted and designated budgets. Through the development of annual fiscal plans, The BC recommends budgeting parameters that aligns the college's priorities to budgets and institutional planning. The committee reviews revenue projections for the upcoming fiscal year based upon estimated and reported FTES. In times of fiscal instability, the BC reviews and recommends to SPC reallocation and reductions of expenditures. Annually the BC, along with SPC, reviews budgets developed at the unit level and submitted through the appropriate planning council and makes recommendations as necessary. The BC members are responsible for communicating information related to budgeting to their appropriate constituency groups; however, Tentative and Adopted Budgets are approved by the Governing Board.

<u>Products:</u>
* Recommends process for development of Guidelines for Budget Development
* Reviews annually the budget development timeline as proposed by Fiscal Services
* Recommends budgeting parameters to align college priorities to annual budgets
* Recommends an annual fiscal plan to SPC for its approval and implementation

<u>Process:</u>
* Reviews revenue estimates based upon reported FTES
* Reviews budgets as developed at the unit level and submitted through appropriate planning council

<u>Reporting Relationship:</u>
* Strategic Planning Council (SPC)
* Committee members responsible for communicating information to appropriate constituency group

Meeting Schedule: 2nd and 4th Tuesday 2:00 p.m.- 3:30 p.m.

Chair:
* VP, Finance & 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
* One Administrative Association Member
* One Confidential/Supervisory Team Member
* Five Classified Unit Employees (appointed by CCE/AFT)
* One Student appointed by ASG

PALOMAR COLLEGE
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Request submitted by	Date
Berta Cuaron	4/2/02 (rev. 4/16/02, 5/7/02, 9/16/03, 10/7/03, 10/13/04, 1/25/06, 1/27/06, 2/8/06, 10/22/08)

Proposed Name of Requested Group
Instructional Planning Council

X	Council		Committee	X	Subcommittee		Task Force
Action Requested:			**Add**		**Delete**	X	**Change**

Role, Products, Reporting Relationships:

Role:
- Develops, implements, evaluates and revises Instruction's plans and initiatives, both short- and long term.
- Develops, reviews, and updates the process (qualitative and quantitative elements and instrument) and establishes the timeline for the 2-year Institutional Program Review and Planning (IPR&P) cycle for Instruction.
- Reviews and summarizes IPR&P documents and utilizes them to develop and guide recommendations for priorities for Instruction, including budget, staffing needs, equipment, technology, facilities, and other resources essential to support instruction and the success of students.
- Utilizes the District's Strategic Plan and the Annual Implementation Plan to guide and outline its goals, tasks and actions to be accomplished in the academic year.
- Make recommendations relevant to any matters or issues that affect Instruction and/or by request from SPC.
- Convenes the subcommittee to review and update the process (qualitative and quantitative elements and instrument) and timeline for requesting full-time faculty positions and to prioritize each year's list of full-time faculty positions for discussion and endorsement by IPC, forwarding the recommendation to SPC as information.

Products:
- Institutional Program Review and Planning documents, summaries and recommendations, including budget, staffing needs, equipment, technology, and facilities priorities
- Progress report on Strategic Plan and AIP
- Annual goals and accomplishments
- Full-time Faculty Position Priority Recommendation

Reporting Relationship: Strategic Planning Council

Meeting Schedule:
Second and Fourth Wednesdays, 2:30 to 4:00 p.m.

Chair: *Vice President, Instruction

Members:
*Five instructional deans
Director of Extended Education
*Seven Faculty Members (one each 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.

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

Reviewed by Strategic Planning Council: Comments:

Request submitted by Joseph L. Madrigal	**Date** 3/27/02 (rev 4/16/02, 5/7/02 9/16/03, 10/7/03, 2/15/05, 3/1/05)

Proposed Name of Requested Group
Student Services Planning Council

X	**Council**		**Committee**		**Subcommittee**		**Task Force**
Action Requested:			**Add**		**Delete**		**Change**

Role, Products, Reporting Relationships:

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
  - Campus Police Committee
  - Matriculation and Transfer Committee
  - Registration 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:
Second and Fourth Wednesdays – 9:30 to 11:00 a.m.

Chair:
Vice President, Student Services

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

Reviewed by Strategic Planning Council: Comments:

9/16/03	First Reading
10/7/03	Approved
2/1/05	First Reading
3/15/05	Approved
4/4/06	Revised

Approved by PAC: 10/2/01

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 (FASPC)

X	Council		Committee		Subcommittee		Task Force
Action Requested:			**Add**		**Delete**	X	**Change**

Role, Products, Reporting Relationships:

Role: The Finance & Administrative Services Planning Council (FASPC) 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. FASPC 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. FASPC 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, FASPC reviews progress on Annual Implementation Plans (AIP) for submission to Strategic Planning Council (SPC). Committees reporting to the FASPC are: Bookstore Subcommittee; Food Service Subcommittee; Safety & Security Committee; and Facilities Review Committee. Members of FASPC shall ensure communication of action and discussion items to their appropriate constituency groups.

Products:
- 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

Reporting Relationship:
- Strategic Planning Council
- Committee members responsible for communicating F&ASPC information to appropriate constituency group

Meeting Schedule:
1st & 3rd Thursday from 2:00 – 3:30

Chair & Council Member:
Vice President, Finance and Administrative Services Planning Council

Members:
- 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

- Director of Facilities (or designee)
- Director of Business Services (or designee)
- Director of Fiscal Services (or designee)
- Director of Information Services (or designee)

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Request submitted by	Date
John Tortarolo	February 8, 2006

Proposed Name of Requested Group
Human Resource Services Planning Council

X	**Council**		**Committee**		**Subcommittee**		**Task Force**

Action Requested:			**Add**		**Delete**	X	**Change**

Role, Products, Reporting Relationships:

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:
  o Employee hiring
  o Staff diversity efforts
  o Development and coordination of staff training programs
  o 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 Tuesdays, 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
One CAST

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

Reviewed by Strategic Planning Council: Comments:

2/21/06	First Reading
3/7/06	Second Reading
3/7/06	Approved/Denied

Approved by PAC: 10/2/01

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)