



STRATEGIC PLANNING COUNCIL AGENDA

Date: November 16, 2010
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: MB-15

CHAIR: Deegan

MEMBERS: Barton, Brannick, Cerda, Claypool, Cuaron, Dowd, Francis, Furch, Halttunen, Hoffmann, Hogan-Egkan, Kelber, Kovrig, Laughlin, Lucero, Maunu, Shattuck, Sivert, Talmo, Titus, Tortarolo, Vernoy, Wick

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		10 min
1. Approve Minutes of November 2, 2010		
B. <u>ACTION ITEMS/SECOND READING</u>		15 min
1. Goal 1 Obj 1.1: Plans – Technology Plan Update		
C. <u>ACTION ITEMS/FIRST READING</u>		15 min
1. Goal 1 Obj 1.1: Plans – 2022 Educational & Facilities Master Plan Update		
D. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>		10 min
1. Accrediting Commission Actions and Policy Updates		
2. Status reports on Recom #4 and #7		
E. <u>INTEGRATED PLANNING MODEL</u>		60 min
1. SPC Timeline Check-in		
2. Confirm budget formulas	Exhibit E2	
3. Confirm preliminary budget assumptions & obligations for FY 2011-12	Exhibit E3	
4. Goal 1 Obj 1.4: Evaluation of Planning Process-Institutional Effectiveness (IE) Measures	Exhibit E4	
5. Goals 4-6: Status reports to SPC	Exhibit E5	
6. Goal 3 Obj 3.1: Glossary – Draft	Exhibit E6	
F. <u>REPORTS OF PLANNING COUNCILS</u>		5 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 – Mark Vernoy		
G. <u>REPORT FROM PC3H COMMITTEE</u>		5 min
H. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
November 16, 2010**

A regular meeting of the Palomar College Strategic Planning Council scheduled for November 16, 2010, was held in MB-15. President Robert Deegan called the meeting to order at 2:06 p.m.

ROLL CALL

Present: Barton, Brannick, Cuaron, Deegan, Dowd, Francis, Furch, Halttunen, Hogan-Egkan, Kelber, Laughlin, Lucero, Maunu, Shattuck, Sivert, Titus, Tortarolo, Vernoy
Absent: Cerda, Claypool, Hoffmann, Kovrig, Talmo, Wick
Recorder: Cheryl Ashour
Guests: Judy Cater, Joan Decker, Kelley Hudson-MacIsaac, Phyllis Laderman

A. MINUTES

1. Approve Minutes of November 2, 2010

MSC (Dowd/Vernoy) to approve the Minutes of November 2, 2010 with revisions

B. ACTION ITEMS/SECOND READING

1. Goal 1 Obj 1.1: Plans – 1st reading – Review Technology Plan Update

Vice President Dowd stated that the Technology Plan Update was accepted by the Finance and Administrative Services Planning Council, after going through a thorough review process lasting over a month-and-a-half. She acknowledged the quality work of Don Sullins and the other workgroup members.

MSC (Barton/Dowd) to accept the Technology Plan Update

C. ACTION ITEMS/FIRST READING

1. Goal 1 Obj 1.1: Plans – 2022 Educational and Facilities Master Plan Update

Vice President Cuaron reminded members that the Educational Master Plan Task Force began meeting in April, 2009. They worked with a consultant, Cambridge West, to update the Plan, with the primary focus on our Centers. Face to face meetings with departments throughout the College, including service areas, were conducted to re-validate information. In the fall of 2009, four meetings took place with the Task Force and Cambridge West to review data, demographics, and enrollment trends and projections. The Task Force reviewed the final draft in fall 2010, and made minor recommendations for edits. They accepted the Educational Master Plan Update and forwarded to SPC for acceptance.

Vice President Dowd reminded members that the Educational Master Plan drives the Facilities Plan. The Facilities Plan needed to be updated in regards to the north site, south site, the Escondido Center and some areas on the San Marcos campus. The District architect, LPA, was the facilitator of the Facilities Master Plan process. She introduced Kelley Hudson-MacIsaac, Interim Director for Facilities, who gave an overview of the update process.

Ms. Hudson-MacIsaac stated that the Educational Master Plan tells the College what the needs are, and what kinds of space and how much of that space is required. The update included revisions to assumptions in the Master Plan 2022 that were not being realized, especially concerning enrollment projections. She discussed the importance of accurate enrollment projections and CAP loads ratio in determining the space needs of the College. She stated that CAP loads ratio is an indicator of how we use space. The types of space that are looked at are: lecture, lab, office, library, and audio-visual. When updating the Facilities Master Plan, the Task Force looked at circulation, both vehicular and pedestrian, on the San Marcos Campus. They also realized that it is not cost-effective to remodel the vintage 1960's buildings, nor do the older buildings lend themselves to addressing the programmatic needs of instruction. Another driving force in the Update concerned the Centers. When the Master Plan 2022 was adopted, it talked only in general terms about the Centers. Since that time, land was purchased in the north and a building was purchased in the south. This Update will include more specific information for the north and south Centers, and a Plan was written for the

Escondido Center. The updated Facilities Plan was submitted to ACCJC in May, with the understanding that it would not be finalized until it went through the governance process. The updated Facilities Master Plan was reviewed and accepted by the Facilities Review Committee and the Finance and Administrative Services Planning Council. It was then sent to SPC for acceptance.

D. ACCREDITATION RECOMMENDATIONS AND PROGRESS

1. Accrediting Commission Actions and Policy Updates

There were no items.

2. Status Reports on Recommendations #4 and #7

Recommendation Four: Program Review and Planning Process

- The College needs to accomplish three goals: significantly increase participation college-wide; ensure that our program review processes are data driven; and ensure that there is more analysis of data that drives planning and proposals for requests.

Recommendation Seven: Improve Human Resources Practices

- Section 1: Instructional and non-instructional faculty and all others directly responsible for student progress in achieving stated SLOs need to have an evaluation component included in performance evaluations regarding each faculty member's effectiveness in producing SLOs (III.A.1.c).
 - This is being addressed
- Section 2: Ensure that all employee groups prepare, be trained in and adhere to a Code of Ethics (III.A.1.d).
 - A one-page, concise District Code of Ethics was written to satisfy section two. It is hoped that the new code of ethics will be supported by all of our constituent groups. Vice President Tortarolo is negotiating implementation of the Code of Ethics with PFF.
- Section 3: Develop a comprehensive staffing plan in concert with the efforts of the 75/25 Task Force to provide appropriate consideration for support services necessary and link the plan to the budget development activities (III.A.2).
 - Progress is being made and it is meeting its timeline.
 - Vice President Cuaron stated that she hopes to have the 75/25 workgroup begin meeting in the spring.
- Section 4: Eliminate multiple personnel files that exist for administrators. Only one personnel file should exist for any employee and that file should be housed in the Human Resources Department thereby providing security of personnel documents and affording access to the file by employees (III.A.3.b).
 - Vice President Tortarolo is working with the Faculty Senate on this section.
- Section 5: Establish and monitor a follow up system to ensure all employees are evaluated annually or less frequently when agreed to by employment agreements as was noted by the 2003 team in Recommendation #4 (III.A.3.a).
 - At this time, Human Resource Services manually tracks all employee evaluations, except faculty evaluations.

At the end of each semester, an update from everyone who works on a recommendation will be required. This will help when the mid-term report is written.

E. INTEGRATED PLANNING MODEL

1. SPC Timeline Check-In

Michelle Barton reviewed activities for the next few SPC meetings. She reminded members that their requests for the ½ of 1% are due to Cheryl Ashour by November 19. Changes to the SPC Timeline may be made depending on the progress members make on the ½ of 1% requests at the next meeting. She reminded everyone that an updated timeline is located on the Strategic Planning website.

2. Confirm Budget Formulas (Exhibit E2)

Vice President Dowd stated that changes were made to last week's handout regarding the expenditures by expense account. She reminded everyone that the Resource Allocation Model (RAM) drives our budgeting process. Our RAM states that the College will have a schedule that will serve 20,000 FTES or our CAP, whichever is greater. It is recommended that the proportional allocations among divisions be used again for the FY 2011-2012 budget. There was no objection to the recommendation.

3. Confirm preliminary budget assumptions and obligations FY 2011-12 (Exhibit E3)

Vice President Dowd reviewed each of the twenty budget assumptions she is recommending for use in building the Palomar College tentative budget FY 2011-2012. These assumptions were used to build the tentative FY 2010-2011 budget. There was no objection to the recommendation. Barb Kelber asked whether the assumptions might be altered by legislation such as SP1143 and SP1440. Vice President Cuaron indicated that she will facilitate discussion on the impacts of the legislation. Vice President Dowd discussed the activities that will occur before the 2011-2012 budget is approved by the Governing Board.

4. Goal 1 Obj. 1.4: Evaluation of Planning Process – Institutional Effectiveness (IE) Measures (Exhibit E4)

Michelle Barton stated that at the last meeting, she gave an overview of the IE measures the College has used for the last few years. Ms. Barton organized the list of IE measures by our new goals. She recommended that the College maintain the current IE measures, along with a few new measures (highlighted in yellow). In the spring, the institutional effectiveness data will be included as part of our evaluation. Members were asked to review the document; it will come back for discussion at our next SPC meeting.

5. Goals 4-6: Status reports to SPC (Exhibit E5)

Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students.

Objective 4.1: Complete an EEO Plan.

- The EEO Plan has been drafted with the knowledge that Title 5 is being revised. The Consultation Committee will review the revised Title 5 this week and then it will go to the Board of Governors as a first reading at their January meeting. Our Plan should be ready about the time the new Title 5 language gets approved by the Board of Governors.

Objective 4.2: Develop a staffing plan that identifies minimum and optimum staffing levels throughout the district.

- The planning councils are engaged in developing their recommendations. A presentation will be made tomorrow to President Deegan's area of responsibility. The plan language is also being drafted. A first reading will come to SPC in March, 2011.

Objective 4.3: Evaluate the extent to which staffing plans and decisions reflect the needs expressed in the Council and College-wide priorities.

- The planning councils are in the process of documenting their staffing priorities and hiring recommendations. An evaluation component is being drafted, including standard evaluation questions for each of the planning councils once they have gone through a cycle.

Goal 5: Ensure that existing and future facilities support learning, programs, and services.

Objective 5.1: Develop and implement a plan for opening the North Education Center.

- In the spring, Instruction will pull together representatives from each instructional area and begin putting together a class schedule for either the north or south center, whichever is on track to open first. The goal is to generate 1,000 FTES the first year the Center is open. This will ensure center status for the north and the associated base funding.
- The College is waiting for County permits before work can begin on the North Center; it may mean that the South Center will open first. The timeline may also be revised.
- The Student Services Planning Council is working to ensure adequate staffing at the Centers. The number of staff needed at the Centers will be based on their FTES. The SSPC Staffing Plan will include the staff needs for the Centers.

Objective 5.2: Consider space for student engagement and interaction in the design of new and renovated buildings.

- All of the architects that work with the District and the user groups were instructed to include an engagement area for students in their building design. This was done for the Health Sciences and Natural Sciences buildings. Information Services is involved at the front-end of the design of buildings to ensure the technological needs of students are addressed. For instance, the cable in the Multidisciplinary Building was upgraded so that it will support technology 20 years in the future.

Objective 5.3: Identify and purchase a site for future development of another Education Center in accordance with the Master Plan.

- This objective was completed in June, 2010.

The College will need to update objectives 5.1 and 5.3 to reflect their progress.

Goal 6: Optimize the technological environment to provide effective programs and services throughout the district.

Objective 6.1: Update Technology Master Plan 2005.

- The Technology Master Plan Update was unanimously accepted by Facilities Review Committee and the Administrative Services Planning Council. It came to SPC today as action/second reading and was accepted.

6. Goal 3 Obj 3.1: Glossary – Draft (Exhibit E6)

Vice President Vernoy discussed the draft Palomar College and California Community Colleges Glossary of Commonly Used Names, Terms, and Acronyms. The draft Glossary is divided into four categories: Names and Terms specific to Palomar College; California State-Wide Names and Terms; Palomar College Commonly Used Acronyms; and California Community Colleges Commonly Used Acronyms. Eventually, the document will be collapsed into two categories: names/terms and acronyms. He asked that everyone look through the terms relating to their area and let him know if a term is missing or defined incorrectly. There were no questions.

F. REPORTS OF PLANNING COUNCILS

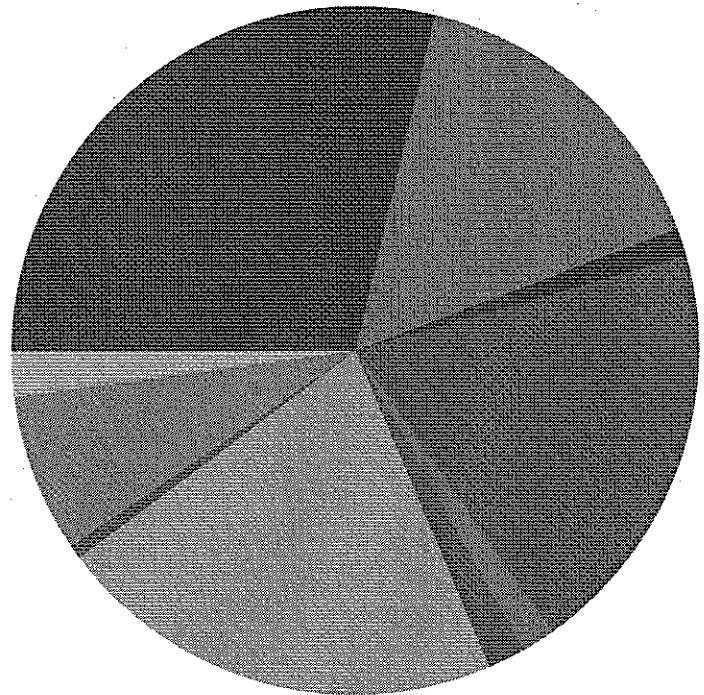
1. **Financial and Administrative Services Planning Council** – no report
2. **Human Resource Services Planning Council** – no report
3. **Instructional Planning Council** – no report
4. **Student Services Planning Council** – no report

G. REPORT FROM PC3H COMMITTEE – no report

H. ADJOURNMENT

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

	A	B	C	D	E	F	G	H	I
1									
2									
3			AVERAGE OF						
4	COLLEGE WIDE TOTALS		FOUR YEARS						
5									
6	1100 Instr Sal - Contract		21,443,401	21.30%					
7	1200 Non-Instr Sal - Contract		7,421,274	7.37%					
8	1300 Instr Sal - Other		15,690,920	15.59%					
9	1400 Non-Instr Sal - Other		1,340,538	1.33%	45,896,134	45.59%	Academic Salaries		
10	2100 Non-Instr Sal - Reg		19,800,862	19.67%					
11	2200 Instr Aides - Reg		1,541,396	1.53%					
12	2300 Non-Academic Sal - Other		1,280,087	1.27%					
13	2400 Instr Aides - Other		514,968	0.51%	23,137,313	22.98%	Non-Academic Salaries		
14	3000 Employee Benefits		21,318,011	21.18%					
15	4000 Supplies & Materials		650,691	0.65%					
16	5000 Other Operating Exp		7,502,554	7.45%					
17	6000 Capital Outlay		248,015	0.25%					
18	7000 Other Outgoing		1,912,741	1.90%					
19			100,665,458	100.00%					
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In accordance with the RAM, all non-discretionary and fixed costs (e.g., step and column increases) were projected and compared to projected revenues available. Cuts and caps were placed on discretionary costs such that when considered with non-discretionary costs, a balanced budget was achieved by using a portion of the beginning fund balance. In spite of the state's fiscal crisis and the lack of a state budget 90 days into the fiscal year, the FY2010-11 Budget presented to the Governing Board for adoption provides a balanced budget as required by law.

The FY2010-11 Adopted Budget is based upon the following assumptions, which have been driven by college-wide and council planning goals and objectives in accordance with the IPM and RAM:

1. No COLA or Growth in FY2010-11 or FY2009-10 was included in revenue projections.
2. FTES rates as reported on FY2009-10 P2 are:

Credit FTES	\$4,565
Non-credit FTES	\$2,745
Enhanced Non-credit FTES (CDCP)	\$3,232

3. Base Revenue has been projected using reported and anticipated funded P2 FTES of 19,417 resulting in current base revenue for FY2010-11 of \$93,441,003, which was computed based upon total funded FTES of 19,417 broken down as follows:

Credit FTES	18,232
Non-credit FTES	528
Enhanced Non-credit FTES (CDCP)	657

The 3.39% workload reduction that re-benched the college's previously funded FTES of 20,183 to 19,449 has been further adjusted (per P2 FY2009-10) to 19,417, resulting in unfunded FTES of 766. This unfunded FTES was previously funded FTES prior to the FY2008-09 re-benching done by the state to address its fiscal crisis. The current estimate for total FY2009-10 FTES is 20,860 FTES, which would result in 1,443 unfunded FTES for FY2009-10, which is then the base for FY2010-11.

4. The remaining Revenue of \$8,031,312 (e.g., Non-Resident Tuition, Interest, Contract Services) has been projected based upon either projections by the state or past history (see detailed list under Revenue section that follows.)
5. The schedule of instructional offerings for FY2009-10 has been budgeted to ensure achievement of approximately 584 FTES over the projected re-benched Base FTES to a minimum of 20,001 FTES to maintain "large single college" status for Base revenue apportionment. Any FTES in excess of the Base is unfunded due to no growth being included in projections for FY2010-11.
6. No deficit coefficient for FY2010-11 has been included in the FY2010-11 apportionment revenue projections. However, this is subject to adjustment by the state by close of FY2010-11 reporting for Apportionment Revenue (i.e., Recal published in spring 2012).
7. In accordance with the recently approved RAM (Resource Allocation Model) ½ of 1% has been reserved (as a designated project) to support the goals and objectives of the Master Plans and Strategic Plan 2013 and also a ½ of 1% for operating uncertainties has been set aside in a designated project.

8. The 5% Governing Board Reserve has been set aside in the fund balance.
9. No stability funds have been included in FY2010-11 budget.
10. Institutional costs were identified and budgeted in the Institutional budgets. These costs primarily include estimated utility costs, debt service, maintenance agreements, insurance, audit and bank costs, credit card fees and inter/intra-fund transfers.
11. Salary, statutory, and fringe benefits for all currently employed faculty and staff, including step increases, were calculated and included in the FY2010-11 Budget. This includes stipends and negotiated items, including potential growth obligations and reinstatement of parity funding.
12. Statutory and employee fringe benefits (healthcare, dental, vision) have been adjusted to include all known and projected increases.
13. All projected mandated costs, utility costs, and other operational cost increases have been included.
14. Non-Academic (2300's) and Instructional Aides (2400's); Supplies & Materials (4000's) and Other Operating Expenses (5000's) for Instruction were set (at IPC's request) at 95% of the higher of FY2008-09 or FY2009-10 financials (i.e., actual expenditures) for these previously identified object codes in FY2010-11.
15. Non-Instructional Hourly Salaries (1400's) were maintained at FY2009-10 level, which represents a reduction to 85% of FY2007-08 Budgets for all areas.
16. Non-Academic (2300's) and Instructional Aides Salaries (2400's) were reduced to 75% of FY2007-08 Budgets for all areas except Instruction as noted above.
17. Supplies and Materials (4000's) were restored to budgeted amounts prior to reductions taken in FY2008-09 for all areas except Instruction as noted above.
18. All "discretionary" other operating expenses (5000's) were reduced to 75% of FY2007-08 budgets for all areas except Instruction as noted above.
19. Capital Outlay Budgets (6000's) were eliminated for FY2010-11 in most cases.
20. No additional budget was provided for Fund 69 Post Retirement Fund Benefits.

Institutional Effectiveness Measures – Strategic Plan 2013

SPC – 11/16/2010

Goal #1: Complete and implement planning, resource allocation, and evaluation cycles

- All measures
- Tracking of objectives completed on our Strategic Plan
- Tracking of resources applied to planning
- WSCH to FTEF
- Enrollment Load

Goal #2: Strengthen programs and services

- ARCC measures
 - o Progress and Achievement Rate
 - o 30+ Units
 - o ARCC Persistence Rate
 - o CTE Course Success Rate
 - o Basic Skills Course Success Rate
 - o Basic Skills Improvement Rate
 - o ESL Improvement Rate
 - o CDCP Improvement Rate
- Additional Student Outcome Measures
 - o Counts of transfers to CSU, UC, and Private In State/Out of State
 - o Follow-up surveys of CTE completers and leavers
 - o Course flow – Mathematic and English*** (We might consider adding the ARCC Basic Skills Supplemental report information)
 - o Count of degrees and certificates
 - o 1st year CSU GPA
 - o Student Engagement (CCSSE)

Goal #3: Governance

- Governance Survey (current survey, then possible revised survey from group working on Objective 3.4 Develop and implement method to assess governance. Due to start Fall 2011)

Goal #4: Staffing

- Tracking of applications, interviews, hires (need to include broken down by specific categories per Title 5 changes to required EEO plans)
- Faculty Obligation and Ratio

Goal #5: Technology

- Completion of Technology plan

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 1: Implement an integrated planning, review & evaluation model that provides for the allocation of resources on the basis of department/unit & college-wide priorities.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 1.4: Annually evaluate the extent to which the college's Integrated Planning Model reflects the college's mission and results in improvement.</i>				
Supt / President	SPC	1. Divisional/Functional Planning Councils complete Objective 1.2 2. Institutional Research and Planning identifies key measures of institutional effectiveness (IE) for consideration in SPC 3. SPC disseminates IE measures for campus-wide review and discussion 4. Divisional Planning Councils complete annual evaluation 5. Governance groups invited to offer evaluative feedback 6. SPC implements standard evaluation process which includes a review of: council evaluations, governance group evaluations, progress on strategic plan objectives, resource allocations, and IE	1. Fall 2010 2. Fall 2010 3. Fall 2010 4. Spr 2011 5. Spr 2011 6. Spr 2011 Maintain current IE measures until IR&P refined set is published and discussed.	* Completed planning council and group evaluations * SPC evaluation * Annual progress report

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 4.1 Complete an EEO plan</i>				
VPHR	EEO Advisory Comite.	<ol style="list-style-type: none"> 1. Review System Model Plan and Title 5 2. Revise Title 5 for compliance with Prop. 209 3. Prepare Draft EEO plan version for pre-Title 5 revision compliance 4. Adopt plan (Governing Board) 5. Implement plan 6. Assess plan effectiveness and/or as indicated by revised Title 5 7. Revise plan as necessary and or as indicated by revised Title 5 	<ol style="list-style-type: none"> 1. Fall 2009 2. System-wide writing committ. est. Spr 2011 3. Fall 2010 4. Fall 2010 5. Spr 2011 6. Spr 2012 and/or as indicated by revised Title 5 7. As necessary and/or as indicated by revised Title 5 	Implemented EEO Plan
<i>Objective 4.2 Develop a staffing plan that identifies minimum and optimum staffing levels throughout the district</i>				
VPHR	HRSPC	<ol style="list-style-type: none"> 1. Research & evaluation of existing plans and planning processes 2. Design planning process and implementation method 3. Implement plan 4. Assess plan effectiveness (see objective 4.3) 5. Revise/update plan annually 6. Revise process as appropriate 	<ol style="list-style-type: none"> 1. Fall 2009 2. Spr 2010 3. Fall 2010 (for FY 2011-12) 4. Fall 2013 5. Spr 2013 6. Fall 2013 and/or as necessary 	Staffing plan that is integrated with strategic planning process
<i>Objective 4.3 Evaluate the extent to which staffing plans and decisions reflect the needs expressed in the Council and College-wide priorities</i>				
Supt / President	SPC, IPC, SSPC, FASPC, HRSPC	<ol style="list-style-type: none"> 1. Complete staffing plan (to include evaluation process, measures, and method) 2. Planning Councils develop methods by which they will evaluate their staffing priorities and hiring recommendations using the PRP process 3. Integrate staffing evaluation process and method into SPC's annual evaluation 	<ol style="list-style-type: none"> 1. Fall 2010 2. Spr 2011 3. Spr 2011 	* Completed Staffing Plan * Evaluation of staffing plans plans to council and college-wide priorities completed annually

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 5: Ensure that existing and future facilities support learning, programs, and services.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 5.1 Develop and implement a plan for opening the North Education Center</i>				
VPL, VPSS, VPFAS	All VPs, Deans, Chairs & Directors	<ol style="list-style-type: none"> 1. Convene steering committee and working groups from Instruction, Student Services, Administrative Services, and Human Resource Services 2. Develop draft class schedule for first year of operation; present draft class schedule to chairs and directors 3. Develop draft administrative and student support services plan and present to planning councils 4. Update college staffing plan and other resource plans 5. Implement plans which will include: Recruit, hire, and train staff; secure other identified resources, furnish and outfit Education Center 6. Open North Education Center 	1. Fall 2010 1. Fall 2011 2. Fall 2011-12 3. Spr 2012 4. Spr 2012 5. Fall 2012 - faculty; Spr 2013 all other 6. Fall 2013	* Class schedule for first operating year to generate and support 1,000 FTES * Staff and resource plans updated * Staff hired and trained; other resources secured * Center opened and operating
<i>Objective 5.2 Consider space for student engagement and interaction in the design of new and renovated buildings</i>				
VPFAS	Mgr. EH&S, Facilities Planning, Fixed Assets	1. Work with assigned building project architects and user groups to ensure that projects include space for student engagement in each construction project design	Ongoing	Complete building designs that included space for student engagement
<i>Objective 5.3 Identify and purchase a site for future development of another Education Center in accordance with the Master Plan.</i>				
Supt / President	Governing Board, VPFAS	<ol style="list-style-type: none"> 1. Contract with real estate broker to identify possible locations 2. Identify site 	1. Spr 2011	Site identified and purchased

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 6: Optimize the technological environment to provide effective programs and services throughout the district.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 6.1 Update Technology Master Plan 2005 to address access, training, evaluation, disaster prepared, & data security, ongoing technology, maintenance & replacement</i>				
VPFAS	FASPC	1. Form a work group 2. Establish an outline for updated Technology Master Plan 3. Obtain approval from FASPC for each of the above 4. Conduct District-wide interview opportunities to determine technology needs 5. Compile and analyze data gathered to ensure alignment with MP2022 and SP2013 6. Prepare a draft of Technology Master Plan update and obtain appropriate approval. 7. Publish Technology Master Plan 2016	Spr 2010 Draft Fall 2010 Final	Complete update and conduct on-going review of the Facilities Master Plan to address North and Escondido Education Centers in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline

Palomar College and California Community Colleges Glossary of Commonly Used Names, Terms. and Acronyms

Names and Terms Specific to Palomar College

Academic Review Committee. Reporting to the Student Services Planning Council, the role of the Academic Review Committee is to act on petitions for exceptions to academic regulations and catalog policies.

Accreditation Steering Committee. Reporting to the Strategic Planning Council the Accreditation Steering Committee provides the overall planning, guidance, response, and preparation for the self-study, mid-term report, and other report requirements from ACCJC/WASC. The Committee is responsible for coordinating and organizing information, data, and resources in preparation for accreditation-related reports and site visits. The Committee makes recommendations on any issues related to accreditation throughout the six-year cycle. The Committee maintains currency with accreditation standards and procedures, including attending accreditation workshops. The Committee communicates and distributes information related to accreditation standards and procedures.

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.

Administrative Association (AA). The Administration Association represents all management-level personnel including educational administrators and classified administrators in the meet-and-confer process with the District.

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).

Annual Implementation Plan (AIP). Annual review process for the goals and objectives as defined within a Strategic Plan time period.

Basic Skills Committee/Title V, HSI Steering Committee. Reporting to the Learning Outcomes Council the Basic Skills Committee/Title V, HSI Steering Committee, guided by the Learning Outcomes Council, will advance the Basic Skills Initiative and the Title V, HSI grant at Palomar College.

Benefits Committee. Reporting to the Human Resource Services Planning Council, comprised of membership from the Palomar Faculty Federation, the Administrative Association, the Confidential and Supervisory Team, CCE/AFT, and the President's Cabinet, the Benefits Committee reviews current and future employee benefits and makes recommendations for additions and changes to employee and retiree health and welfare benefits plans. It reviews benefits plan design changes in light of federal and state laws, as well as District planning and policy decisions. The Committee seeks input from employees and retirees for benefits needs, considers costs of benefits, and advises employee and retiree groups and the administration as necessary.

Bookstore Committee. Reporting to the Finance and Administrative Services Planning Council the Bookstore Committee works as a liaison between students, faculty, staff, 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.

Budget Committee (BC). Reporting to the Strategic Planning Council the Budget Committee recommends the process for development of the guidelines for the preparation of the unrestricted and designated budgets.

Campus Police Committee. Reporting to the Student Services Planning Council the Campus Police Committee is charged with providing input and recommendations on Campus Police Department services.

Classified Professional Growth Committee. Reporting to the Vice President of Human Resource Services the Classified Professional Growth Committee reviews and approves the professional growth programs for classified employees and monitors the progress of classified employees enrolled in professional growth programs. The Committee recommends changes and additions to the requirements and structure of the program.

Comparable Colleges. Several years ago, Palomar College established a list of comparable colleges that would be used for comparison purposes for items involving budgets, salaries, and other issues. This comparable colleges' list was originally compiled based upon a statewide study conducted and identified as the *Gooder Report*. In the past Palomar College referred to comparable colleges as the "Gooder Colleges"; presently, the colleges are merely referred to as the "comparable colleges."

Confidential and Supervisory Team (CAST). The Confidential and Supervisory Team is comprised of all confidential and supervisory employees at Palomar College and represents all team members in the meet-and-confer process with the District.

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

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).

Council of Classified Employees (CCE/AFT). Palomar College classified employee representative union and is the exclusive representative of the classified employee bargaining unit.

Curriculum Committee. Reporting to the Faculty Senate and to the Governing Board via the Vice President for Instruction and the Superintendent/President the Curriculum Committee is the preeminent body for the development and recommendation of curricular policy to include philosophy, goals, strategic and long-range planning. The Curriculum Committee coordinates, evaluates and reviews the college curricula to encourage innovation and excellence in instruction.

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

District-wide Reserve. This is an amount of funds that are set aside to accommodate unexpected situations such as an unanticipated reduction in revenue or an emergency situation that requires extra expenditures. The Governing Board required reserve is 5%.

Encumbered Funds. Obligations in the form of purchase orders, contracts, salaries, and other commitments, for which part of an appropriation is reserved.

Expenditures. Amounts actually dispersed for the expenses associated with operations of a fund. (Note: Accounts kept on an accrual basis include all charges whether paid or not. Accounts kept on a cash basis include only actual cash disbursements.)

Facilities Review Committee (FRC). Reporting to the Finance & Administrative Services Planning Council the Facilities Review Committee generates the 20-Year Facilities Master Plan and keeps the plan current. It develops policy and plans to increase the quality and effective use of College facilities.

Faculty Senate. The Faculty Senate represents the faculty to the Governing Board on academic and professional matters. The Governing Board has agreed to rely primarily on the Faculty Senate regarding academic and professional matters.

Finance & Administrative Services Planning Council (FASPC). Reporting to the Strategic Planning Council, 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 and Master Plans.

Financial Aid Appeals Committee. Reporting to the Student Services Planning Council the Financial Aid Appeals Committee advises and makes recommendations to the Director of Financial Aid, Veterans' and Scholarship Services on matters related to the application of policy, procedures, and practices relative to the administration of federal, state, and institutional student financial aid programs. The Committee also reviews and makes recommendation to the Director of Enrollment Services on written appeals from students regarding financial aid status.

Finance and Compliance Audit. An examination leading to the expression of an opinion on (1) the fairness of presentation of the audited entity's basic financial statements in conformity with generally accepted accounting principles (GAAP), and (2) the audited entity's compliance with the various finance-related legal and contractual provisions used to assure acceptable governmental organizational performance and effective management stewardship. Public sector oversight bodies typically require independent auditors to include responses to standardized legal compliance audit questionnaires in financial and compliance audit reports.

Food Services Subcommittee. Reporting to the Finance & Administrative Services Planning Council the Food Services Subcommittee works as a liaison between students, faculty, staff, 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.

General Fund: The fund used to account for the ordinary operations of the district. It is available for any legally authorized purpose not specified for payment by other funds (Fund 11).

Generally Accepted Accounting Principles (GAAP). Uniform minimum standards and guidelines for financial accounting and reporting.

Generally Accepted Accounting Standards (GAAS). Uniform minimum standards and guidelines for financial accounting and reporting.

General Obligation Bond, Proposition 39 (GO39). An initiative that reduced the percent of voters required for passage of local bonds for K-12 and community colleges to 55% of electorate. Bond propositions may only be presented to electorate in even year elections. Prop M is an example of a General Obligation Bond.

Gooder Colleges. Several years ago, Palomar College established a list of comparable colleges that would be used for comparison purposes for items involving budgets, salaries, and other issues. This comparable colleges' list was originally compiled based upon a statewide study conducted and identified as the *Gooder Report*. In the past Palomar College referred to comparable colleges as the "Gooder Colleges"; presently, the colleges are merely referred to as the "comparable colleges."

Governmental Accounting Standards Board (GASB). The authoritative accounting and financial reporting standard-setting body for governmental entities, organized in 1984. The standards act as a guide for the generally accepted accounting procedure for preparation of financial reports and demonstrate financial accountability of publicly funded organizations to the general public and are the basis for investment, credit and many legislative and regulatory decisions.

Government Affairs Committee. Reporting to the Superintendent/President the Government Affairs Committee develops recommendations for an annual District advocacy agenda for local, state, and federal issues.

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

Independent Citizens Oversight Committee (ICOC): Required under GO39 regulations, the ICOC is composed of local citizens that monitor the expenditure of funds acquired after the passage of Prop M.

Human Resource Services Planning Council (HRSPC). Reporting to the Strategic Planning Council the HRSPC is responsible for developing recommendations for the strategic plans of Human Resource Services.

Instructional Planning Council (IPC). Reporting to the Strategic Planning Council the Instructional Planning Council develops, implements, evaluates continuously and revises, if necessary, Instruction's plans and initiatives, both long- and short-term.

Learning Outcomes Council (LOC). Reporting to the Faculty Senate the Learning Outcomes Council, as the core working group, facilitates the development of a college-wide discussion of the assessment of learning at Palomar College and will support departments and work areas as they develop their specific approaches to learning outcomes assessment cycles, consistent with the Principles of Assessment.

Matriculation and Transfer Committee. Reporting to the Student Services Planning Council the Matriculation and Transfer Committee reviews and supports the activity of the Matriculation and Transfer programs.

One-time funds. Unspent funds that remain after a fiscal year has ended are generally referred to as one-time funds. These are funds that would not be replicated or replenished in subsequent years.

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.

Palomar College Committee to Combat Hate (PC³H). Reporting to the Strategic Planning Council the Palomar College Committee to Combat Hate celebrates differences and advocates the civil rights and safety of all members of our community.

Palomar Faculty Federation (PFF). Palomar College Faculty Union (CFT/AFT) and is the exclusive representative of the Faculty bargaining unit.

Prop M. A \$694,000,000 Proposition 39 General Obligation Bond passed by the voters of the Palomar Community College District.

Recalculation ("Recalc"). Final Principal Apportionment (usually completed in January/February of each year).

Registration Committee. Reporting to the Student Services Planning Council the Registration Committee serves primarily to review, examine, and make recommendations concerning the registration process and plan for system improvement.

Safety and Security Committee. Reporting to the Administrative Services Planning Council the Safety and Security Committee reviews, examines, and makes recommendations concerning the operation of the College with respect to safety and security. Areas considered by the Committee are: safety manual, periodic safety inspections, general security of facilities, inspection of hazardous materials and equipment, designation of dangerous areas, general laboratory safety, and all matters concerning risk management.

Scheduled Maintenance. Major repairs of buildings and equipment. Matching state funds are available to districts to establish a scheduled maintenance program as approved in the State's Annual Budget Act

Scholarship Committee. Reporting to the Student Services Planning Council the Scholarship Committee reviews applications for Palomar College scholarships, recommends the selection of award recipients, and assists the Director of Financial Aid and Scholarships in recommending policies relative to the administration of the scholarship program.

Staff Development and Training Committee. Reporting to the Strategic Planning Council the Staff Development and Training Committee makes recommendations concerning the identification and assessment of staff development and training needs, recommends funding, and reviews staff development and training outcomes.

State Apportionment. An allocation of state money to a district, determined by multiplying the district's total FTES times its base revenue per FTES.

State Scheduled Maintenance (SSM). Program that provides a 50-50 match for specific scheduled maintenance projects. The District is required to submit a 5-year Scheduled Maintenance Plan to the State annually.

Strategic Planning Council (SPC). The Strategic Planning Council, representing all constituent groups of Palomar College, in the development of the strategic plan, and 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.

Student Equity Committee. Reporting to the Assistant Superintendent/Vice President of Student Services the Student Equity Committee prepares and makes recommendations concerning the Student Equity Plan, monitors the District's progress toward meeting its student equity goals, and keeps the District's Student Equity Plan up to date.

Student Services Planning Council (SSPC). Reporting to the Strategic Planning Council the Student Services Planning Council makes recommendations concerning the development, implementation, evaluation, and revision of Student Services' plans and initiatives, both short- and long-term.

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.

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.

Team Life Committee. Reporting to the Human Resource Services Planning Council the Team Life Committee Provides opportunities for achieving mind, body, social, and spiritual wellness in order to cultivate positive change in a supportive campus community environment.

Tentative Budget. Each district is legislatively required to adopt a "tentative" fiscal year budget by June 15th.

California State-Wide Names and Terms

AB 1725. Comprehensive California community college reform legislation passed in 1988, that covers community college mission, governance, finance, employment, accountability, staff diversity and staff development.

Academic Employees. Those persons who are employed in positions for which the Board of Governors has established Minimum Qualifications. The term generally includes faculty (including librarians and counselors) and educational administrators. (And at Palomar College Child Development Teachers are considered Academic Employees.)

Academic Year. Period of time schools use to measure a quantity of study. Academic year can vary from school to school and even from educational program to educational program at the same school, but generally refers to July 1 through June 30.

Accreditation. The review of the quality of higher education institutions and programs by an association comprised of institutional representatives. The Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges (WASC) accredits California's community colleges.

Adopted Budget. Legislatively required that each District adopt a fiscal year budget by September 15th, unless a statewide extension, as a result of a budget impasse, is enacted.

Allocation. The division or distribution of resources according to a formula or plan.

Apportionment. Federal, state or local monies distributed to college districts or other governmental units according to certain formulas. For Palomar College, these are funds received for FTES. The funds are comprised of a combination of property tax, enrollment fees, and a State allocation. The total apportionment is computed by the State assuming a certain level of growth and including a projection for the property tax and enrollment fees that will be collected. If on a statewide basis the property tax and/or the enrollment fees do not meet the projection made by the Department of Finance, then a deficit will be applied to the apportionment for each district.

Articulation. The process of developing a formal, written agreement that identifies courses (or sequences of courses) on a "sending" campus that are comparable to, or acceptable in lieu of, specific course requirements at a "receiving" campus.

Bagley-Keene Act. State law that establishes notice and open meeting requirements for state bodies, including the Board of Governors.

Base. A foundation to which comparisons are made when projecting a current condition; also refers to ongoing funding to which additions or subtractions are made in the annual budget.

Basic Aid District. A community college or K-12 district that does not receive state funds because its revenues from local property taxes provide more than it would receive under state formulas.

Basic Skills. Courses in reading, writing, computation, and English as a Second Language that prepare students for college-level work. Also called remedial or developmental courses.

Block Grant. The provision of funds for distinct purposes in a single allocation that allows local discretion in spending among those purposes.

Board of Governors (BOG). The Board of Governors of the California Community Colleges sets policy and provides guidance for the 72 districts and 110 colleges which constitute the system. The 17-member Board, appointed by the state's Governor, formally interacts with state and federal officials and other state organizations.

Board of Governors Enrollment Fee Waiver (BOGW). A state-funded program that waives enrollment fees for California residents if they are (a) recipients of CalWORKs, SSI or General Assistance benefits; (b) are in low-income households based on income and family size; or (c) have financial need according to federal standards for student financial aid. Students who qualify for the BOGFW are also entitled to discounted parking fees and a waiver of any health services fees charged by a district.

Brown Act (The Ralph M. Brown Act). The Ralph M. Brown Act (Gov. Code, § 549501 et seq., hereinafter “the Brown Act,” or “the Act”) governs meetings conducted by local legislative bodies, such as boards of supervisors, city councils and school district boards. The Act represents the Legislature’s determination of how the balance should be struck between public access to meetings of multi-member public bodies on the one hand and the need for confidential candor, debate, and information gathering on the other.

Budget Act. The bill the Governor signs to become law is the Budget Act. Prior to the Budget Act, budget bills voted on in each house are usually referred to a conference committee to resolve differences that exist between the Senate and Assembly Budget Bills. A 2/3rds vote in each house is required to pass the final budget package agreed to by the conference committee before it’s submitted to the Governor for signature. June 15th is the Constitutional deadline for the Legislature to pass the Budget Bill (a deadline rarely met).

Budget Change Proposal. A request developed by a state agency and provided to the Department of Finance to request changes in the amount of money the state provides for any purpose.

Budgeting and Accounting Manual (BAM). The BAM has the authority of regulation in accordance with Title 5 Section 59011 of the California Code of Regulations (CCR), is distributed as part of the Board of Governors' responsibility to define, establish, and maintain the budgeting and accounting structure and procedures for the California Community Colleges as defined in California Education Code (EC) Section 70901.

California Articulation Number. A course identification system that facilitates the identification of lower-division, transferable major preparation courses taught at one CCC or CSU campus, as comparable to similar courses taught at another.

California Community College Chancellor's Office (CCCCO). The CCCCCO is currently comprised of 72 districts, 109 campuses, 64 approved educational centers, and 20 separately reported district offices. These assets include 58.4 million gross square feet of space housed in 4,629 buildings atop more than 20,489 acres of land. Website: www.cccco.edu

Cap. An enrollment limit beyond which districts do not receive funds for additional students.

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

Capital Outlay. The acquisition of or additions to fixed assets, including land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or equipment.

Capital Projects. Funds that are used for the acquisition or construction of capital outlay items, e.g. buildings, major equipment.

Categorical Programs/Categorical Funds. Provided in the law and budget for specific uses. Examples of categorical programs are Deferred Maintenance, Part-time Faculty Office Hours, EOPS and DSP&S.

CCCApply. A California Community Colleges website (www.cccapply.org), that supports a common online admissions application accepted by most colleges in the system. It also provides information about campus programs and services and is the primary student portal to the system for those who do not enter through a specific college.

CCC Confer. A systemwide audio and e-conferencing system that allows communication and collaboration for all staff, faculty and administrators in the California Community College system via telephone and the Internet.

CDS Code. A series of numbers assigned to a California community college and utilized as a database to track, sort, and identify community college campuses.

Census Week. A week during each semester used to count enrollment for funding purposes.

Center. An off-campus site administered by a parent college that offers programs leading to certificates or degrees that are conferred by the parent institution.

Certificated. Prior to AB 1725, referred to personnel (faculty, administrators, supervisors, nurses, librarians, etc.) who, by law, had to have a credential to perform their duty. Certification has been superseded by the designation of Minimum Qualifications for academic employees, except for Child Development Teachers and academic employees who hold qualifying certificates earned prior to July 1, 1990.

Certificates of Completion or Achievement. Granted by colleges to students for specific vocational and workforce training programs. Do not require general education or elective units.

Certificates of Participation. Used to finance the lease/purchase of capital projects. Essentially, they are the issuance of shares in the lease for a specified term.

Chief Executive Officer. A term used to describe a multi-college district chancellor, the superintendent/president of a single-college district.

Classified Staff. Employees of a district not in academic positions, including secretarial staff, computer and program technicians, instructional aides, accountants and maintenance personnel.

Common Course Numbering. A numbering system to identify comparable courses at multiple institutions. The CAN numbering system has been adopted by the California Community Colleges as its official common course numbering system.

Community Service (Extension Courses). One of the missions of the community colleges; the Ed Code authorizes colleges to offer not-for-credit classes and events of interest to the community. Fees paid by students must support the full cost of such classes.

Competitive Cal Grant. A limited number of Cal Grants to help pay college expenses, available on a competitive basis to students who are not recent high school graduates or otherwise don't qualify for an Entitlement Cal Grant.

Conference Committee. A legislative committee that settles differences between Assembly and Senate versions of bills, or House and Senate bills in the federal arena.

Consultation. The mechanism for systemwide shared governance through which the Chancellor confers on policy issues with institutional and interest group representatives prior to making his recommendations to the Board of Governors. The Consultation Council consists of representatives of the Chief Executive Officers, Chief Business Officers, Chief Human Resources Officers, Chief Instructional Officers, Chief Student Services Officers, Academic Senate, Student Senate, California Student Association of Community Colleges, faculty and classified unions, and Trustees.

Contract Education. Courses or programs that provide customized training on a fee- for-service basis for businesses and government agencies.

Cooperative Agencies Resources for Education. A state-funded program that provides EOPS students who are welfare-dependent single heads of household with supplemental educational support, such as specialized counseling and advisement, peer support, grants and allowances for child care, transportation, textbooks and school supplies, tutoring, and other services.

Data Mart. A database program maintained on the Chancellor's Office website (www.cccco.edu/division/tris/mis/reports.htm) that enables external users to query student and staff MIS data and generate aggregated reports by college, district or statewide.

Department of Finance. A state agency that represents the Governor's office in shaping budgetary priorities and controlling state spending.

Developmental Education. Courses and programs that are below college level, designed to prepare students for college level work. Also called basic skills or remedial education.

Disabled Students Programs and Services. A state-funded categorical program that provides funds for the additional costs related to supporting students with disabilities in community colleges.

Disciplines. Curricular subject matter areas designated by the Board of Governors (relying on the work of the Academic Senate), and used in establishing Minimum Qualifications for faculty.

Distance Education/Distance Learning. Classes and other educational services offered via television, the Internet, or other technological means of teaching at a distance.

Donahoe Higher Education Act. Established the Master Plan for Higher Education in 1960, delineating the roles of the CCC, CSU, and UC segments.

Dual Admissions. A program where an applicant to a four-year institution of higher education is guaranteed admission in a future academic year upon completion of specified courses and requirements at a community college.

Early College High School. A program, funded by a \$9 million grant from the Gates Foundation to the Foundation for California Community Colleges to support the creation of small high schools that provide students the opportunity to finish 4 years of high school and the equivalent of 2 years of college during a 4-5 year period.

Economic and Workforce Development Program. A California Community College program that supports regional centers and systemwide initiatives to address current and emerging workforce development needs. It links colleges and employers so that training programs are up to current industry standards, students have immediate employment options upon graduation, and business innovation and development is supported.

Educational Employment Relations Act. Regulates collective bargaining for K-12 and community college districts. Also called the Rodda Act.

Educational Research Information Center. A federally funded repository for information about a variety of higher education issues, including, community colleges.

Education Code. The body of law that regulates education in California. Other laws that affect colleges are found in the Government code, Public Contracts code, Penal Code and others.

Enrollment Fee. The fee charged by districts pursuant to Ed. Code section 76300 per credit unit of enrollment. The enrollment fee for 2003-04 is \$18 per unit.

Enrollment Management. The term used to describe processes related to setting priorities for student enrollment.

Entitlement Cal Grant. A grant to help pay educational expenses available to all California resident high school graduates who apply in their senior year and meet income and GPA requirements.

Equalization. State funds provided to address the historic disparity in funding per FTE student among community college districts.

Extended Opportunity Programs and Services. A state-funded program to support the enrollment of disadvantaged students through services including counseling and advisement, tutoring, peer support, books and financial aid.

Faculty and Staff Development Fund. State funds allocated to districts to support professional development for faculty, administrators and staff.

Field Act. A law that defines earthquake standards for school and community college facilities.

Fifty-Percent Law. Requires at least 50 percent of each district's current expense of education to be spent on the salaries of classroom instructors and instructional aids.

Fiscal Data Abstract. Annual Chancellor's Office publication of budget and enrollment statistics for each district.

Fiscal Year. Twelve calendar months; for governmental agencies in California, it is the period beginning July 1 and ending June 30. Some special projects use a fiscal year beginning in October 1 and ending September 30, which is consistent with the federal government's fiscal year.

Flexible Calendar. Colleges may designate up to 10 instructional days per year for professional development. "Flex" activities are designed for faculty and staff development.

Free Application for Federal Student Aid (FASFA). The uniform application for federal, Cal Grant and campus-based financial aid.

Full-Time Equivalent Faculty (FTEF). The total number of full- and part-time faculty counted in terms of full teaching loads, not headcount. A measurement used to convert 1 FTEF = One faculty member teaching 100% load.....e.g. if a 100 % faculty teaching load is 15 lecture hours per week, a professor teaching 5 three-unit lecture classes would be = 1 FTEF. This calculation varies by discipline and by lab & lectures.

Full-Time Equivalent Students (FTES). A measurement used to convert part-time and full-time student headcount into a full-time load equivalent. An FTES represents 525 class (contact)hours of student instruction/activity in credit and noncredit courses. FTES is one of the workload measures used in the computation of state aid for California Community Colleges.

Full-Time Faculty. Includes regular (those who have tenure) and contract (those hired on a probationary tenure-track basis, prior to achieving tenure) faculty who are hired as full-time employees.

Full-Time Faculty Obligation. The number of full-time faculty a district is required to hire or maintain under Education Code requirements aimed at achieving the goal that 75 percent of the hours of credit instruction provided by each college be taught by full-time faculty.

Fund for Instructional Improvement. A competitive grant program administered by the system office that focuses on innovative curriculum and faculty and staff development projects. The program is not currently funded.

Fund for the Improvement of Postsecondary Education. A federal competitive grant program that supports innovative programs in higher education.

Fund for Student Success. A competitive grant program administered by the system office that originally focused on innovative models of service and learning delivery. Limited funds currently support MESA and Middle College High School grants to selected colleges and the system's contribution to administration of the Puente program.

General Education. A required pattern of courses covering a breadth of subjects thought to be useful for all college students regardless of major.

Grandfathering. Provisions that protect existing programs or program participants from being affected by changes in regulation, law or policy.

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

Headcount Enrollment. The actual number of students enrolled.

Hold Harmless. Any mechanism that assures that no district will receive fewer funds under a new funding system than under a prior one.

Independent College. A non-public institution of higher education.

Instructional Services. Services that support the teaching-learning process, such as libraries and media centers.

Interjurisdictional Exchange. A type of contract that allows the Chancellor's Office to temporarily hire an employee from a local community college district to work in the Chancellor's Office or conversely to allow a Chancellor's Office employee to work at a district.

Intersegmental General Education Transfer Curriculum. A set of courses meeting lower division general education requirements for CSU, UC and the community colleges.

Intersegmental Major Program Articulated Curriculum. A joint effort of the UC, CSU and CCC Academic Senates to define common lower division coursework in college majors.

Lease Revenue Bonds. Bonds secured by a lease agreement and rental payments. Community colleges use lease revenue bonds to finance construction or purchase facilities.

Management Information System. Refers to computer-based systems that manage student, fiscal and other information. The CCC MIS database is comprised of unit record student and staff data from all colleges in the system.

Mandated Costs. College district expenditures that occur as a result of federal or state law, court decisions, administrative regulations or initiative measures, wherein the state or other regulatory agency authorizes reimbursement of such costs to the school district.

Master Plan for Higher Education. State policy on priorities within higher education and the missions of the CCC, CSU and UC systems. Originally enacted by the Donahoe Higher Education Act in 1960.

Mathematics Engineering Science Achievement. A state-funded grant program administered by UC to encourage educationally disadvantaged students to seek careers in math, science and engineering.

Matriculation. A state-funded categorical program and campus process that includes admission, orientation, assessment, counseling, follow-up, and evaluative services to help students define and attain their educational goals.

May Revise. The Governor's revision of his January budget proposal based on up-to-date projections of revenues and expenses.

Middle College High School. Collaborative high school/community college programs that enable high potential, "at-risk" students to complete their high school education while concurrently receiving direct access to college courses and services.

Minimum Qualifications. Statewide standards adopted by the Board of Governors (relying on the Academic Senate) that faculty must have in order to be hired. They are discipline based.

Noncredit Education. Courses for adults that may include basic skills, English as a second language, short-term vocational programs, parenting, health and safety, home economics, and specialized courses for immigrants and older adults.

Object Codes. Chancellor's Office budget codes to identify types of expenditures, such as salary, supplies, and capital outlay.

Occupational Education. Refers to business, technical and allied health programs in the colleges. Also referred to as Vocational Education.

Office of the Secretary for Education. A cabinet-level appointment of the Governor charged with providing policy input on pre-Kindergarten through University issues.

One-Stop Centers. Centers that provide comprehensive services related to job training and employment; may involve partnerships with Employment Development Department and other workforce related agencies in addition to community colleges.

Overload. Refers to classes taught by faculty that are over the standard full-time faculty workload and compensated as such.

Participatory (Shared) Governance. The practice of involving faculty, staff, administrators, and students in policy discussions at the local and state levels.

Partnership for Excellence. A program wherein the system received additional state funds in return for a commitment to improve student outcomes in six areas.

Part-time Faculty. Faculty who teach less than 67 percent of a full workload who are hired on a non tenure-track basis.

Pell Grant. A federal financial aid program that provides funds to low-income students to help pay their educational expenses.

Perkins Act. The Carl D. Perkins Vocational and Technical Education Act, which provides funds to states to support secondary and postsecondary career and technical education.

Phi Theta Kappa. The honors society for community college students.

Positive Attendance. Alternative to census week counts, positive attendance counts the actual number of persons present in class each day.

Program and Course Approval. A process whereby colleges submit new programs and courses that they have locally approved through their curriculum committee for required Chancellor's Office (and CPEC) approval.

Program-Based Funding. The formula used to allocate community college general funds according to standards in five areas: instruction, instructional services and libraries, student services, maintenance and operations, and institutional support.

Property Tax Backfill. A mechanism to make district budgets whole if property tax revenues fall short of projected revenues for a given year.

Proposition 98. Constitutional provisions that set minimum funding levels as a share of total state revenues for K-12 schools and community colleges.

Proprietary School. A non-public, for-profit, educational entity.

Public Employees Retirement System. One of two major statewide retirement programs. Academic employees generally belong to the State Teachers Retirement System, while administrators, classified and state employees belong to PERS.

Public Employment Relations Board (PERB). The Public Employment Relations Board is a quasi-judicial administrative agency charged with administering the collective bargaining statutes covering employees of California's public schools, colleges, and universities, employees of the State of California, employees of California local public agencies (cities, counties and special districts), trial court employees and supervisory employees of the Los Angeles County Metropolitan Transportation Authority.

Puente Project. A state-funded program administered by UC for high schools and colleges that provides mentoring and counseling to increase college enrollment and transfer rates for disadvantaged students.

Request for Applications. Used by the Chancellor's Office to solicit applications for grants.

Request for Proposal. Announces the availability of contract funds; outlines the process for application and selection. State agencies and districts utilize the RFP process to select vendors for equipment, services, etc.

Revenue Limit. The specific amount of student enrollment fees and state and local taxes a college district may receive per student for its general education budget. Annual increases are determined by a Proposition 98 formula or the Legislature.

Rodda Act. The Act that established collective bargaining for K-12 schools and community colleges. Also called the EERA.

RP Group. Research and Planning Group for California Community Colleges; the professional association for community college institutional researchers.

Scheduled Maintenance. Major repairs of buildings and equipment. Matching state funds are available to districts to establish a scheduled maintenance program as approved in the State's Annual Budget Act.

Service Learning. A policy and programs that advocate community service as an integrated component of a student's education.

Seventy-five/twenty-five (75/25). Refers to policy enacted as part of AB 1725 that sets 75 percent of the hours of credit instruction as a goal for classes to be taught by full-time faculty.

Shared (Participatory) Governance. The practice of involving faculty, staff, administrators, and students in policy discussions at the local and state levels.

Shortfall. An insufficient allocation of money, requiring an additional appropriation, expenditure reduction, or producing deficits.

Small College Factor. A factor in funding formulas that recognizes the disproportionately higher per-student costs of operation for small colleges.

Special Admits. High school students who are able to attend community colleges for advanced scholastic course work with parental and principal permission.

Standing Orders. Directives from the Board of Governors that focus on aspects of systemwide administration that the Board has elected to delegate to the Chancellor or other parties, under the authority of Education Code Section 71090(b).

State Mandates. Activities required by state legislation.

State Teachers Retirement System. A retirement system utilized by K-12 and community college faculty.

Student Senate. An organization that provides policy input to the Consultation Council on behalf of community college students.

Sunset. A fixed date by which a program, unless reauthorized, will terminate.

Taxonomy of Programs Codes. Used by the Chancellor's Office to code teaching disciplines and other program areas.

Tax Revenue Anticipation Notes (TRANS). A cash management tool used by districts to borrow money in anticipation of receiving state and local tax revenues.

Teacher and Reading Development Partnerships. A state-funded program to encourage community college students to pursue a career in teaching through development of partnerships with local K-12 districts and CSU campuses. Not currently funded.

Temporary Assistance to Needy Families. The federal welfare program that replaced Aid to Families with Dependent Children; known in California as CalWORKS.

Tenure. Employment protection provided to permanent, full-time faculty to allow academic freedom.

Tidal Wave II. Refers to the large number of students graduating from high school and projected to enter college between 1995 and 2005.

Title 5. The section of the California Administrative Code that regulates community colleges. The Board of Governors adopts Title 5 regulations.

Trailer Legislation or Trailer Bill. Legislation that follows other adopted legislation to clean up or correct technical issues. Also refers to legislation implementing provisions of the Budget Act.

Transfer Admission Agreement. An agreement between a four-year institution and a community college student that guarantees he/she will be accepted as a transfer student to that institution if certain conditions are met. May also be called a Transfer Admission Guarantee (TAG).

Unduplicated Annual Headcount Enrollment. Represents the number of distinct individuals who have enrolled in any community college course or program during a specified twelve-month period. A student who was enrolled full-time in the fall and spring terms and a student who took a single .5 unit course are each counted once.

Vocational and Technical Education Act. The Carl D. Perkins Vocational and Technical Education Act, which provides funds to states to support secondary and postsecondary career and technical education.

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

Workforce Development. Programs designed to anticipate emerging industry needs in order to prepare students for real jobs when they leave college.

Workforce Investment Act. Federal legislation to support workforce training.

Work Study. A type of financial aid program that provides money for students in return for working at the college or in off-campus placements made by the college.

DRAFT

Palomar College
Commonly Used Acronyms

AA	Administrative Association
AIP	Annual Implementation Plan
ASG	Associated Student Government
BC	Budget Committee
CAST	Confidential and Supervisory Team
CCE/AFT	Council of Classified Employees/American Federation of Teachers
FRC	Facilities Review Committee
FASPC	Facilities & Administrative Services Planning Council
GAAP	Generally Accepted Accounting Principles
GAAS	Generally Accepted Accounting Standards
GASB	Governmental Accounting Standards Board
GO39	General Obligation Bond, Proposition 39
HRSPC	Human Resources Planning Council
IPC	Instructional Planning Council
IPM	Integrated Planning, Evaluation and Resource Allocation Decision-Making Model
LOC	Learning Outcomes Council
MP2022	Palomar Community College District Master Plan 2022
P-1	First Principal Apportionment
P-2	Second Principal Apportionment
PCCD	Palomar Community College District

PC³H	Palomar College Commiteeee to Combat Hate
PFF	Palomar Faculty Federation
RAM	Resource Allocation Model
SPC	Strategic Planning Council
SSM	State Scheduled Maintenance
SSPC	Student Services Planning Council

California Community Colleges
Commonly Used Acronyms

AACC	American Association of Community Colleges
AAO	Affirmative Action Officer
AAWCC	American Association of Women in Community Colleges
AB	Assembly Bill
ACA	Assembly Constitutional Amendment
ACBO	Association of Chief Business Officers
ACCCA	Association of California Community College Administrators
ACCE	Association of Community and Continuing Education
ACCJC	Accrediting Commission for Community and Junior Colleges
ACCT	Association of Community College Trustees
ACCTLA	Association of California College Tutoring and Learning Assistance
ACHRO	Association of Chief Human Resources Officers
ACR	Assembly Concurrent Resolution
ACT	American College Testing

ADA	Americans with Disabilities Act
AFT	American Federation of Teachers
AG	Attorney General
AIA	Association of Instructional Administrators
AICCU	Association of Independent California Colleges and Universities
APAHE	Asian Pacific Americans in Higher Education
API	Academic Performance Index
AS	Associated Students
ASACC	American Student Association of Community Colleges
ASB	Associated Student Body
ASBGP	Associated Student Body Government Presidents
ASCCC	Academic Senate for the California Community Colleges
ASP	Academic Senate President
ASSIST	Articulation System to Stimulate Inter-institutional Student Transfer
BAM	Budgeting and Accounting Manual
BCP	Budget Change Proposal
BFAP	Board Financial Assistance Program
BOG	Board of Governors
BOGW	Board of Governors fee Waiver
BPPVE	Bureau for Private Postsecondary and Vocational Education
CACCRAO	California Association of Community College Registrars and Admissions Officers
CACT	Centers for Applied Competitive Technologies
CALPASS	California Partnership for Achieving Student Success

CALSACC	California Student Association of Community Colleges
CALWORKs	California Work Opportunity and Responsibility for Kids
CAN	California Articulation Numbering
CARE	Cooperative Agencies Resources for Education
CARL-S	California Academic and Research Libraries
CBO	Chief Business Officer
CCC	California Community Colleges
CCCAAAA	Community College Counselors/Advisors Academic Association for Athletics
CCCCO	California Community Colleges Chancellor's Office
CCCI	California Community College Independents
CCCCS	California Community College Classified Senate
CCCSAT	California Community College Satellite Network
CCCCSSAA	California Community College Chief Student Services Administrators Association
CCCT	California Community College Trustees
CCD	Community College District
CCIA	Community College Internal Auditors
CCLC	Community College League of California
CCLDI	Community College Leadership Development Institute
CCPRO	Community College Public Relations Organization
CDE	California Department of Education
CDS	California Directory of Schools
CENIC	Corporation for Education Network Initiatives in California
CEO	Chief Executive Officer

CEOCCC	Chief Executive Officers of the California Community Colleges
CFIER	California Foundation for Improvement to Employer-Employee Relations
CFT	California Federation of Teachers
CHRO	Chief Human Resources Officer
CIO	Chief Instructional Officer
CIOCCC	Chief Instructional Officers of the California Community Colleges
CISO	Chief Information Systems Officer
CISOA	Chief Information Systems Officers Association
COFHE	Capital Outlay Fund for Higher Education
COFO	Council of Faculty Organizations
COLA	Cost-of-Living Adjustment
CPEC	California Postsecondary Education Commission
CPR	California Performance Review
CSAC	California Student Aid Commission
CSEA	California State Employees Association or California School Employees Association
CSSO	Chief Student Services Officer
CSU	California State University
CTA	California Teachers Association
CTC	Commission on Teacher Credentialing
DED	Data Element Dictionary
DETAC	Distance Education Technical Advisory Committee
DOF	Department of Finance
DSP&S	Disabled Students Programs and Services

ECHS	Early College High School
EDD	Employment Development Department
ED>Net	Economic Development Network
EDPAC	Economic and Workforce Development Program Advisory Committee
EERA	Educational Employment Relations Act
EOPS	Extended Opportunity Programs and Services
ERAF	Educational Revenue Augmentation Fund
ERIC	Educational Research Information Center
ESL	English as a Second Language
FACCC	Faculty Association for California Community Colleges
FAFSA	Free Application for Federal Student Aid
FAO	Financial Aid Officer (or Office)
FAQ	Frequently Asked Questions
FERPA	Family Educational Rights and Privacy Act
FII	Fund for Instructional Improvement
FIPSE	Fund for Improvement of Postsecondary Education
FSA	Faculty Service Area
FSS	Fund for Student Success
FTE	Full-time Equivalent
FTEF	Full-time Equivalent Faculty
FTES	Full-time Equivalent Students
FY	Fiscal Year
GCEPD	Governor's Committee on Employment of People with Disabilities

GE	General Education
GED	General Equivalency Diploma
GSL	Guaranteed Student Loan
HBCUs	Historically Black Colleges and Universities
HSEE	High School Exit Exam
ICAS	Intersegmental Committee of Academic Senates
IDRC	Industry-Driven Regional Collaborative
I-ECC	Industry Education Council of California
IGETC	Intersegmental General Education Transfer Curriculum
IJE	Interjurisdictional Exchange
ILP	Independent Living Program
IMPAC	Intersegmental Major Preparation Articulated Curriculum
IPEDS	Integrated Postsecondary Educational Data System
IT	Information Technology
ITV	Instructional Television
JPA	Joint Powers Authority
LAN	Local Area Network
LAO	Legislative Analyst's Office
LEP	Limited English Proficiency
MALDEF	Mexican-American Legal Defense and Education Fund
MCHS	Middle College High School
MESA	Mathematics Engineering and Science Achievement
MIS	Management Information System

MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MQs	Minimum Qualifications
NCLB	No Child Left Behind
NSF	National Science Foundation
OAL	Office of Administrative Law
OCR	Office of Civil Rights
OE	Office of Education
OSE	Office of the Secretary of Education
PERB	Public Employment Relations Board
PERS	Public Employees Retirement System
PFE	Partnership for Excellence
PIO	Public Information Officer
Q & A	Questions and Answers
RFA	Request for Applications
RFP	Request for Proposals
SB	Senate Bill
SBE	State Board of Education
SBGP	Student Body Government President
SCA	Senate Constitutional Amendment
SCANS	Secretary of Labor's Commission on Achieving Necessary Skills
SCO	State Controller's Office
SCR	Senate Concurrent Resolution

SEIU	Service Employees International Union
SRTK	Student Right to Know
SSCCC	Student Senate for the California Community Colleges
STRS	State Teachers Retirement System
STW	School to Work
TANF	Temporary Assistance to Needy Families
TBA	To Be Announced
TMI	Technology Mediated Instruction
TOEFL	Test of English as a Foreign Language
TQM	Total Quality Management
TRANS	Tax Revenue Anticipation Notes
TRDP	Teacher and Reading Development Partnership Program
TTAC	Technology Technical Advisory Committee
TTIP	Telecommunications & Technology Infrastructure Program
UC	University of California
UCOP	University of California, Office of the President
VTEA	Vocational and Technical Education Act
WIA	Workforce Investment Act
WSCH	Weekly Student Contact Hours
WWW	World Wide Web