



## STRATEGIC PLANNING COUNCIL AGENDA

Date: January 25, 2011  
Starting Time: 2:00 p.m.  
Ending Time: 4:00 p.m.  
Place: MB-15

**CHAIR:** Deegan

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

**RECORDER:** Ashour

	Attachments	Time
<b>A. <u>MINUTES</u></b>		5 min
1. Approve Minutes of January 18, 2011		
<b>B. <u>ACTION ITEMS/SECOND READING</u></b>		60 min
1. Goal 1 Obj 1.1: Plans – 2022 Educational & Facilities Master Plan Update	On Website	
2. Review, Discuss, Accept Accreditation Follow-Up Report 2011 <u>DRAFT</u>	Exhibit B2	
<b>C. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u></b>		10 min
1. Accrediting Commission Actions and Policy Updates	Exhibit C1	
<b>D. <u>INTEGRATED PLANNING MODEL</u></b>		10 min
1. SPC Timeline Check-in		
<b>E. <u>REPORTS OF PLANNING COUNCILS</u></b>		15 min.
1. Finance & Administrative Services Planning Council – Bonnie Ann Dowd		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Mark Vernoy		
<b>F. <u>REPORT FROM PC3H COMMITTEE</u></b>		5 min
<b>G. <u>OTHER ITEMS</u></b>		



## STRATEGIC PLANNING COUNCIL MEETING MINUTES January 25, 2011

A regular meeting of the Palomar College Strategic Planning Council scheduled January 25, 2011, was held in MB-15. President Robert Deegan called the meeting to order at 2:08 p.m.

### **Roll Call**

Present: Barton, Brannick, Cater, Claypool, Deegan, Dowd, Halttunen, Hoffmann, Hogan-Egkan, Kelber, Kovrig, Laughlin, Maunu, Shattuck, Sivert, Talmo, Vernoy, Wick  
Absent: Cerda, Cuaron, Lucero, Titus, Tortarolo  
Recorder: Cheryl Ashour  
Guests: Joan Decker, Kati French, Brent Gowen, Glynda Knighten

Katy French announced that Cari Martinez is actually replacing Marty Furch on SPC instead of her.

President Deegan provided information about the Legislative Conference that he attended this past weekend with the Governing Board members, Channing Shattuck and Evelyn Lucero from ASG, and Laura Gropen from the PIO office. They were able to meet with a number of legislators on Monday. He reviewed what was discussed during the conference, and with the legislators. President Deegan stated that Mr. Shattuck and Ms. Lucero did a fine job of representing students, not only of Palomar College and our region, but of community colleges in general. There was discussion on how the budget cuts to community colleges may affect Palomar College and other colleges in the State, both in the near future and long-term. Ms. Sivert asked where the conversations and decisions regarding our implementation of budget cuts will be taking place on our campus. President Deegan stated that these conversations will occur in SPC and at an upcoming All College Forum. He also speaks regularly with the leadership of each constituent group. Vice President Dowd reminded everyone that the RAM sets the parameters for budget development with regard to CAP and FTES.

### **A. MINUTES**

#### **1. Approve Minutes of January 18, 2011**

MSC (Cater/Vernoy) to approve the Minutes of January 18, 2011 with revisions. Additions were made to the Minutes in B2, C1, and F1. The revised Minutes will be sent to Members.

### **B. ACTION ITEMS/SECOND READING**

#### **1. Goal 1 Obj 1.1: Plans – 2022 Educational and Facilities Master Plan Update (EFMPU)**

This item was postponed until the next meeting so that we can continue to receive some additional feedback and input that we know is on its way regarding the Educational Master Plan. The completed Educational Master Plan will be posted on the College website this Friday. The completed Facilities Master Plan is already posted.

#### **2. Second Reading – Accreditation Follow-Up Report 2011 DRAFT (Exhibit B2)**

There were no questions or comments on the Accreditation Follow-Up Report 2011. Ms. Barton discussed minor changes that were made to the document after last week's review of the report in SPC. Glynda Knighten is inserting evidence links into the document. The final report will be completed on Friday. It will come to SPC at the next meeting for acceptance. Ms. Barton thanked Glynda Knighten for the excellent assistance she has given.

### **C. ACCREDITATION RECOMMENDATIONS AND PROGRESS**

#### **1. Accrediting Commission Actions and Policy Updates (Exhibit C1)**

Michelle Barton distributed a letter sent by Barbara Beno, President of ACCJC. Ms. Barton discussed action ACCJC took in response to the U.S. Department of Education's determination that the Commission's process for selecting new Commissioners was not in compliance with federal regulations. The Bylaws were revised in order to adopt a new process for selecting Commissioners through an election process.

**D. INTEGRATED PLANNING MODEL****1. SPC Timeline Check-In**

Michelle Barton reviewed agenda items scheduled for next week.

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

Vice President Dowd reported that FRC will meet February 3 and FASPC will meet February 10. The Technology Workgroup met yesterday and will meet again next week.

**2. Human Resource Services Planning Council – no report****3. Instructional Planning Council – no report****4. Student Services Planning Council – no report****F. REPORT FROM PC3H COMMITTEE**

Monika Brannick reported that the Grand Opening of the LGBTQ Center will be tomorrow at 1:00 p.m. The ribbon cutting will take place at 1:30 p.m. She stated that Palomar College is one of only three community colleges in the country who have a LGBTQ Center. There are two Centers in California and one in Colorado.

**G. OTHER ITEMS**

Vice President Dowd reported that construction of the Humanities Building will begin in June. The B and P North buildings will be torn down this spring. The College received the County permit for the North Center last Thursday; we have already begun moving dirt to build the road.

Shayla Sivert discussed a complaint she received that men are looking up women's skirts when they walk up the stairs at each end of the new MD building.

**H. ADJOURNMENT**

There being no remaining items, the meeting was adjourned at 3:20 p.m.



# **PALOMAR COMMUNITY COLLEGE DISTRICT**

## **ACCREDITATION FOLLOW-UP REPORT**



**PALOMAR COLLEGE**  
Learning for Success

*March 2011*

## Follow-Up Report 2011

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**DRAFT**

To SPC 01.18.11

### Submitted by

Palomar College  
1140 West Mission Road  
San Marcos, CA 92069  
[www.palomar.edu](http://www.palomar.edu)

### Submitted to

The Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges

### Palomar Community College District

#### *Governing Board*

Nancy C. Chadwick, M.S.W, M.P.A.

Rose Marie Dishman, Ph.D.

Mark Evilsizer, M.A.

Darrell McMullen, M.B.A.

Paul McNamara, B.A.

#### *Superintendent/President*

Robert P. Deegan

March 15, 2011

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Palomar Community College District

Follow-Up Report 2011

March 15, 2011

Pending Governing Board approval, March 8, 2011

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## Certification of the Follow-Up Report

**To:** Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges  
10 Commercial Blvd., Suite 104  
Novato, CA 94949

**From:** Palomar Community College District  
1140 West Mission Road  
San Marcos, CA 92069

This Follow-Up Report is submitted for the purpose of assisting in the determination of the institution's accreditation status.

We certify that there was broad participation by the campus community and that the Follow-Up Report reflects the status of the recommendation the college has been asked to address.

Mark Evilsizer  
President  
Palomar Community College District  
Governing Board

Berta Cuaron  
Accreditation Liaison Officer  
Asst. Supt./Vice President for  
Instruction

Robert P. Deegan  
Superintendent/President  
Palomar College

Monika Brannick  
President  
Faculty Senate

Brent Gowen, Ph.D.  
Co-Chair, Faculty  
Accreditation Follow-Up Report

Thomas Medel  
Co-Chair, Administrative Association  
Accreditation Follow-Up Report

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Palomar Community College District  
Follow-Up Report 2011  
March 15, 2011  
Pending Governing Board approval, March 8, 2011

## Statement on Report Preparation

This Follow-Up Report summarizes Palomar College's progress toward fulfilling Recommendation #2 made by the Accrediting Commission for Community and Junior Colleges (ACCJC) in the June 30, 2010, letter continuing the college on Warning status. Upon receiving this letter, Superintendent/President Robert Deegan wrote to the Palomar community to inform all members of the Commission's decision and to describe structures and processes the college had already implemented in addressing Recommendation #2. In addition, the President reaffirmed the college's commitment to fully realize the implementation of this recommendation. Throughout the remainder of Spring 2010 and continuing in Fall 2010, at forums and at council and committee meetings, President Deegan updated the Governing Board, faculty, administration, staff, and students on the college's progress, urging all to contribute their effort and expertise. By means of standing agenda items for the Governing Board and the Strategic Planning Council meetings, Accreditation Liaison Officer Berta Cuaron provided progress reports on accreditation.

This report reflects these college-wide endeavors. A list of the college's Planning Councils involved in satisfying Recommendation #2 is included in Appendix A (*Planning Councils*). Like the work it describes, the report is a product of collaboration. With input from the college's five planning councils, the four-section report was drafted and edited by Berta Cuaron, Accreditation Liaison Officer; Michelle Barton, Director of Institutional Research and Planning; Brent Gowen and Tom Medel, Co-Chairs of the Self-Study; and Glynda Knighten, Staff Assistant for Accreditation.

Drafts of the *Follow-Up Report 2011* were presented to the college community, the Strategic Planning Council, and the Governing Board for review and further contributions in January and February 2011. The Governing Board gave final approval in March 2011.

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Robert P. Deegan  
Superintendent/President  
Palomar College

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March 15, 2011  
Date



## **Timeline for *Follow-Up Report 2011***

December 2009

- Data Center Disaster Recovery Plan revised

February 2010

- *Integrated Planning Model (IPM)* and *Resource Allocation Model (RAM)* approved by SPC
- *Annual Planning, Resource Allocation, & Evaluation Timeline* approved by SPC
- *Strategic Plan 2013* adopted by Governing Board

March 2010

- *Follow-Up Report 2010* approved by Governing Board and submitted to ACCJC

April 2010

- Evaluation Site Visit by ACCJC representatives conducted
- “Action Plan Year One” of *Strategic Plan 2013* approved by SPC

May 2010

- Site Visit *Evaluation Report* received from team chair

June 2010

- ACCJC *Action Letter* received

September 2010

- FY2010-2011 Budget approved by Governing Board
- All-College Forum convened

October 2010

- *Follow-Up Report 2011* writing commenced

November 2010

- *Technology Plan 2016* accepted by SPC
- Strategic Planning Priority Funding requests submitted to SPC

December 2010

- Strategic Planning Priority Funding requests approved by SPC
- *Follow-Up Report 2011* Draft Outline presented to SPC
- *Educational & Facilities Master Plan 2022* presented to SPC

January 2011

- *Educational & Facilities Master Plan 2022* accepted by SPC
- *Follow-Up Report 2011* Draft presented to SPC

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Palomar Community College District

Follow-Up Report 2011

March 15, 2011

Pending Governing Board approval, March 8, 2011

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## Follow-Up Report 2011 Introduction

From March 9-12, 2009, an ACCJC evaluation team conducted a comprehensive evaluation site visit to Palomar College. The team offered a number of recommendations to help the college come into compliance with accreditation standards and improve processes and practices required by the standards. In June 2009, the Commission issued a Warning to the college. With this Warning, the Commission directed the college to prepare and submit a Follow-Up Report by March 15, 2010, and to show resolution on four recommendations.

In March 2010, the college submitted a Follow-Up Report to the Commission, describing the work it had done to fulfill the four recommendations. Evaluation team members returned to the college and met with college personnel on April 5, 2010.

In the *Exit Report* summarizing this visit, the evaluation team wrote,

During the visit team members were able to gain a comprehensive understanding of the actions taken and the evidence created by the college that validates the college's progress in implementing the Commission's [four] recommendations. The overall campus atmosphere was very positive with many members of the college commenting about the manner in which the college campus as a whole came together to complete whatever work was needed to implement the Commission's recommendations. [. . .] [T]he team members were very impressed with the quality and quantity of work completed by the college. It is our conclusion that the college did an outstanding job and put forward its very best efforts to implement the Commission's recommendations.

Subsequently, the Commission concluded that the college indeed had resolved three of the four recommendations it addressed in the Follow-Up Report and that it had partially implemented the remaining recommendation. The Commission acted to keep the college on Warning and directed the college to prepare and submit a second Follow-Up Report, this time describing only its resolution of the one remaining recommendation.

This second Follow-Up Report is organized along the lines of the evaluation team's *Exit Report* on the college's responses to the remaining recommendation. The evaluation team opened the report with "General Observations." Then the team discussed in detail each of the four sub-recommendations (2.1 – 2.4) in sections headed "Findings and Evidence" and "Conclusion." In this report, the team's conclusions are referred to in the "Summary" section under each sub-recommendation, and the description of the college's full implementation of the sub-recommendation is referred to in the "Resolution and Analysis" section. "Additional Plans" and "Evidence" follow.

## **Recommendation #2 – Integrated Planning, Evaluation, and Resource Allocation Decision-Making**

In order for the college to meet standards, ensure a broad-based, ongoing, systematic, and cyclical process that includes evaluation, planning, resource allocation, implementation, and re-evaluation, the team recommends the following plan development, implementation, evaluation, and improvement steps be taken. (I.A.4; I.B.2; I.B.3, .4; III.A.2; III.B.2.b; III.D.2; III.C.1.d)

### **Recommendation #2.1**

**Develop a comprehensive and an integrated long-range Strategic Plan, including measurable goals that can be used to influence resource allocation decisions on an annual basis. The Strategic Plan should incorporate the priorities established in all of the college's major plans to include its:**

- a. Technology Plan**
- b. Facilities Master Plan**
- c. Educational Master Plan, including the addition of the planned expansion of facilities to the northern and southern areas of the college's service areas**
- d. Human Resources Staffing Plan**

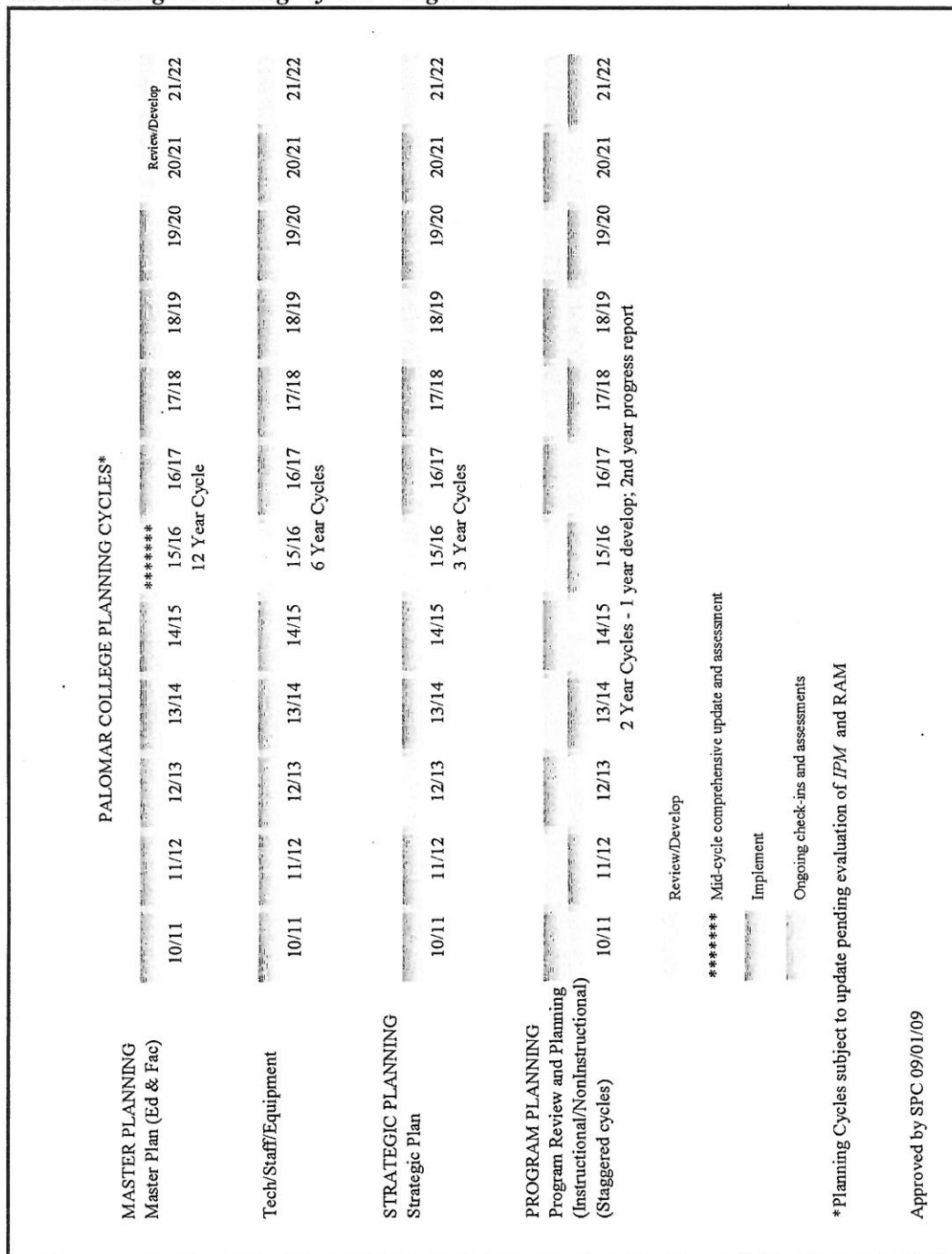
### **Summary**

Prior to the arrival of the April 2010 ACCJC evaluation team, the college's principle participatory governance group, the Strategic Planning Council (SPC), had established the college's *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)*. The *IPM* provides an ongoing, systematic, and cyclical process that integrates planning, evaluation, resource allocation, implementation, and re-evaluation. The *IPM* also provides for the coordination and concurrence of the college's long-, medium-, and short-range plans. See *Integrated Planning Model (IPM) – Figure 1*.

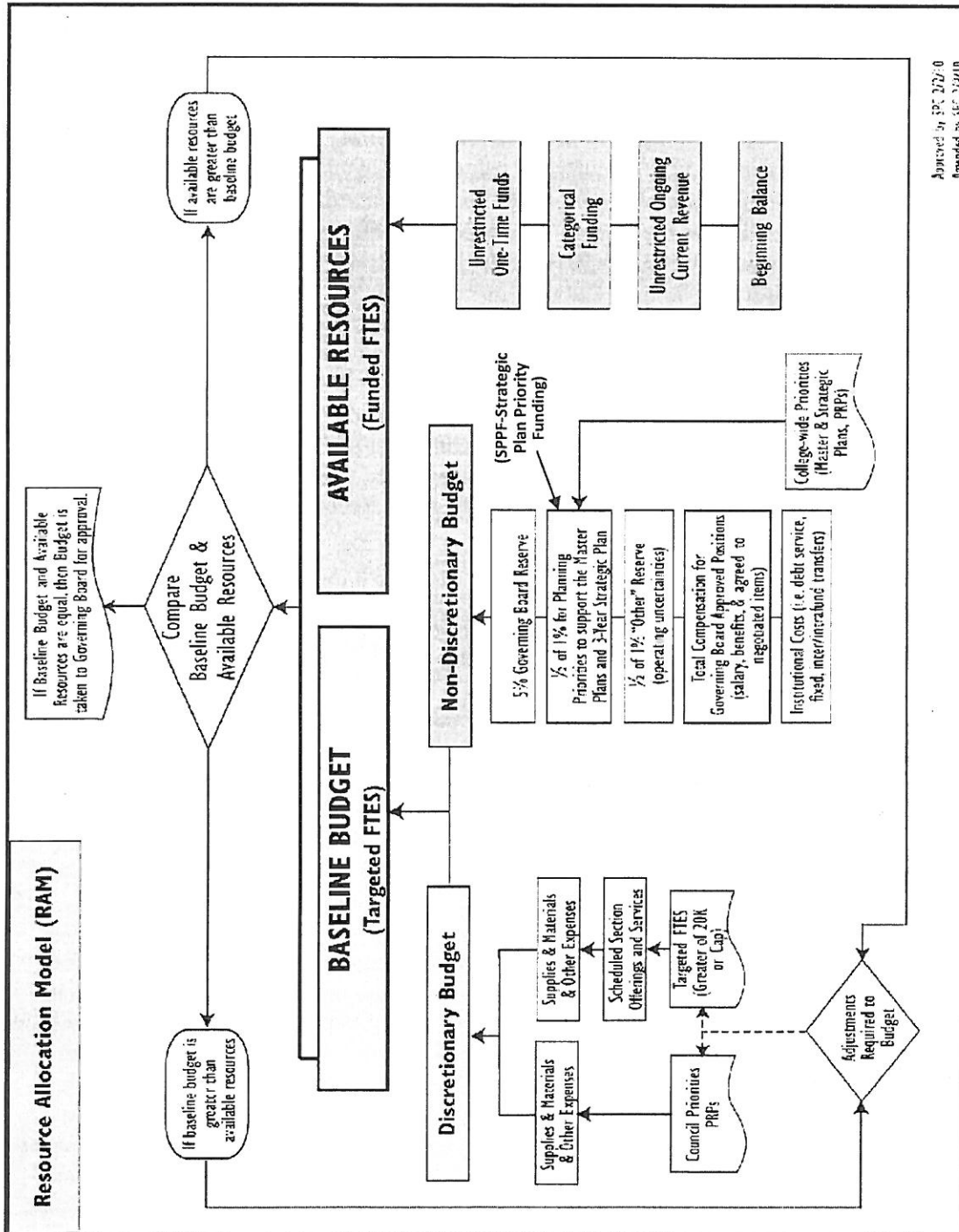
The college's long-range plans together comprise the Master Plans. These long-range plans are the *Educational Master Plan*, which drives the development of the *Facilities, Staffing, Technology, and Equipment Master Plans*. The *Educational* and the *Facilities Master Plans* are on twelve-year cycles, and the *Staffing, Technology, and Equipment Master Plans* are on six-year cycles. See *Palomar College Planning Cycles – Figure 2*.

*Continued on page 16*

Palomar College Planning Cycles – Figure 2



Resource Allocation Model (RAM) – Figure 3



SPC is actively monitoring the implementation of the *IPM* and the *RAM*. At each meeting, the Council addresses a standing agenda item titled *Integrated Planning Model*. As part of this agenda item, SPC discusses the *IPM* and *RAM* and regularly reviews progress on the “Year One Action Plan.” All progress is documented in the Council minutes and on the “Action Plan” form. Each completed “Action Plan” (i.e., Year One, Year Two, and Year Three) is used as part of SPC’s formative and summative evaluations of the college’s planning and resource allocation processes. The formative evaluation of Year One was in progress at the time this report went to print.

### **Additional Plans**

1. Ensure that planning structures, processes, and discussions of institutional effectiveness consistently center on the college’s commitment to improving student learning.

### **Evidence**

[Here we will provide a link to a chronology of activities, actions, and documents.]

## **Recommendation #2.2**

**Modify the budget development process in a manner that will place the college's strategic plan priorities at the center of its resource allocation decisions (III.D.1, 1.c).**

### **Summary**

With the implementation of the *Integrated Planning Model (IPM)* and *Resource Allocation Model (RAM)*, college-wide priorities identified in the Strategic Plan and the Planning Council priorities developed from the Program Review and Planning (PRP) documents are at the center of the college's resource allocation decisions. The Strategic Plan, Master Plans, and the PRPs directly influence the college's budget development and resource allocation processes.

The core of the *IPM* – *Figure 1* depicts the annual resource allocation process. The *RAM* – *Figure 3* ensures that general fund resource allocation decisions follow planning. The Strategic Planning Council (SPC) adopted these models in February 2010. The *RAM* designates Strategic Plan Priority Funding (SPPF) to support college-wide priorities identified in the Strategic Plan, the Program Review and Planning documents, and the Master Plans. PRP funding priorities are identified by the Planning Councils. SPC recognizes the need to clarify the distinction between college-wide priorities and Planning Council priorities in the allocation of Strategic Planning Priorities Funding.

The April 2010 evaluation team concluded,

Similar to Recommendation 2 part 1, the college created a process that uses the priorities of the Strategic Plan to influence resource allocation decisions. Since the process is established for use in allocating FY 2010/11 resources the team has to arrive at the conclusion that implementation of this recommendation will be complete once the budget has been developed using this process. This recommendation is expected to be fully implemented by fall 2010. At the time of the team's visit all but the actual distribution of resources using the process had occurred. Accordingly, this recommendation is partially implemented.

### **Resolution and Analysis**

With the adoption of the FY 2010-11 budget, the college has implemented the *Resource Allocation Model* which designates resources (SPPF) to directly address priorities in the Strategic Plan, Master Plans, and PRP documents. Implementation of the *RAM* institutionalizes a budget process that ensures planning precedes and influences resource allocation decisions.

**Overview of Annual Planning, Resource Allocation, and Evaluation Timeline – Figure 4**

Do (D)		Plan (P) and Review (R)	
Months	Month(s)	Activity	Assigned Responsibility
Adopt Current Year's Budget (Governing Board in September) Implement Current Year's Plans and Expend Budget	Aug – Oct	Identify initial budget assumptions and obligations for next year's budget (P)	VP FAS/SPC/BC
		Recommend budget formulas for next year's budget (P)	SPC/BC
		Complete PRPs which include review of previous year's progress, a plan for next year's budget, and prioritization of resource requests. (R/P)	Departments/Units/Programs
	Nov - Dec	Identify next year's Planning Councils' priorities (P)	Divisional Planning Councils
		Review next year's Planning Councils' priorities for alignment with Strategic and Master Plans (P)	SPC
	Jan – Apr	Adjust next year's budget assumptions and obligations based on previous year's P1 FTES base (P)	VP FAS/SPC/BC
		Develop next year's division budgets (P)	Divisions/Planning Councils
	May	Confirm alignment of proposed budget with Master and Strategic Plans (P)	SPC
		Evaluate progress on previous year's college-wide and Strategic Plan priorities (R)	SPC
		Identify college-wide planning priorities and Strategic Plan objectives for following years' budget (P)	SPC
	June – July	Approve tentative budget (P)	Governing Board
		Finalize college-wide planning priorities and Strategic Plan objectives for following year's budget (P)	SPC

FAS – Finance & Administrative Services	Divisional Planning Councils
SPC – Strategic Planning Council	Finance and Administrative Services
BC – Budget Committee	Human Resource Services
	Instructional Planning Council
	Student Services Planning Council



## **Recommendation #2.3**

**Develop mechanisms to regularly evaluate all of the college's planning and resource allocation processes as the basis for improvement (I.B.6; II.A.2.f; II.B.4; III.D.3; IV.A.5)**

### **Summary**

The evaluation team concluded,

Once the resources are allocated using the new IPM the college will then be able to evaluate how well the resource allocation process worked. Another year will be needed in order for a complete cycle to be available for revaluation. Accordingly, the team concludes that this recommendation is partially implemented.

Evaluation is a crucial component of the college's integrated planning and resource allocation processes. The college conducts two types of evaluation of the *IPM* and the *RAM*. Annually, the SPC completes a formative evaluation in order to strengthen and improve the implementation of the planning and resource allocation processes. (See #4 in *Integrated Planning Model – Figure 1*.) Upon the completion of a three-year Strategic Planning cycle, SPC completes a summative evaluation in order to examine the effectiveness and outcomes of the *IPM* and the *RAM*, especially as these results relate to improving student learning and success. Both types of evaluation are informed by comprehensive review.

### **Resolution and Analysis**

In November 2010, the Strategic Planning Council (SPC) established the college's evaluation approach, which includes annual formative and three-year summative evaluations. A summary of this approach is described as follows.

#### **Formative Evaluation**

SPC reviews the following types of information as part of its formative evaluation:

1. Progress reports on the current year's "Action Plan" and other plans identified in the *IPM*,
2. Progress reports from Planning Councils on their PRP processes and planning priorities,
3. Progress reports on Institutional Effectiveness Measures,
4. Analysis of resources allocated to fulfill the college's master and strategic planning priorities and the Planning Councils' priorities drawn from their PRPs, and
5. Description of the process used by SPC to implement the *IPM* and the *RAM*.

### **Additional Plans**

1. Refine the *IPM* diagram to clearly depict the college's summative evaluation component.

### **Evidence**

[Here we will provide a link to a chronology of activities, actions, and documents.]

## **Recommendation #2.4**

**Develop an updated Technology Plan to address such major concerns as disaster recovery, data security, and on-going equipment replacement (III.C; III.C.1.a, c, d; III.C.2; III.D; Previous Recommendation #5).**

### **Summary**

The evaluation team concluded,

The college has not updated the Technology Plan although it is scheduled for completion as a component of the Strategic Plan for FY 2010/11. The college now has a disaster recovery plan, a data security methodology or procedure and a plan to address the on-going equipment replacement needs. The team concludes that this recommendation is partially implemented.

The *Integrated Planning Model (IPM)* includes a Technology Master Plan that is on a six-year cycle. Finance and Administrative Services Planning Council reviews this plan annually and conducts a mid-cycle review with a report and recommendations to the Strategic Planning Council.

### **Resolution and Analysis**

In Spring 2010, Finance and Administrative Services Planning Council convened a Technology Master Plan Task Force to update the plan. The Strategic Planning Council accepted *Technology Master Plan 2016* on November 16, 2010.

### **Additional Plans**

None.

### **Evidence**

Finance and Administrative Services Planning Council Minutes, February 18, 2010  
*Technology Master Plan 2016*  
Strategic Planning Council Minutes, November 16, 2010

## Appendices

Appendix A –Planning Councils Participating in *Follow-Up Report 2011*

Appendix B – *Strategic Plan 2013*

Appendix C – *Palomar College Strategic Plan 2013 Action Plan – Year One*

Appendix D – Strategic Planning Priority Funding Allocations

## Appendix B – *Strategic Plan 2013*

### VISION – *Learning for Success*

#### MISSION

Our mission is to provide an engaging teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. As a comprehensive college, we support and encourage students who are pursuing transfer-readiness, general education, basic skills, career and technical training, aesthetic and cultural enrichment, and lifelong education. We are committed to promoting the learning outcomes necessary for our students to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and changing world.

#### VALUES

Palomar College is dedicated to achieving student success and cultivating a love of learning. Through ongoing planning and self-evaluation, we strive to improve performances and outcomes. In creating the learning and cultural experiences that fulfill our mission and ensure the public's trust, we are guided by our core values of

- **Excellence** in teaching, learning, and service
- **Integrity** as the foundation for all we do
- **Access** to our programs and services
- **Equity** and the fair treatment of all in our policies and procedures
- **Diversity** in learning environments, philosophies, cultures, beliefs, and people
- **Inclusiveness** of individual and collective viewpoints in collegial decision-making processes
- **Mutual respect** and **trust** through transparency, civility, and open communications
- **Creativity** and **innovation** in engaging students, faculty, staff, and administrators
- **Physical presence** and **participation** in the community

**Goal 3:** Ensure that the college's shared governance structure operates effectively and that the processes for decision-making are clearly defined and participatory.

*Objective 3.1:* Create a glossary of governance terms.

*Objective 3.2:* Develop and implement an annual orientation program on college governance.

*Objective 3.3:* Create a centralized archive documenting institutional history: major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures.

*Objective 3.4:* Develop and implement a method for assessing the effectiveness of the shared governance process.

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

*Objective 4.1:* Complete an EEO plan.

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

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

**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.

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

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

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

*Objective 6.1:* Update Technology Master Plan 2005 to address:

- Access
- Training
- Evaluation
- Disaster preparedness and data security
- Ongoing technology, maintenance and replacement

## **Appendix D – Strategic Plan Priority Funding (SPPF)**

To Be Inserted



**ACCREDITING  
COMMISSION  
for COMMUNITY and  
JUNIOR COLLEGES**

10 COMMERCIAL BOULEVARD  
SUITE 204  
NOVATO, CA 94949  
TELEPHONE (415) 506-0234  
FAX: (415) 506-0238  
E-MAIL: [accjc@accjc.org](mailto:accjc@accjc.org)  
[www.accjc.org](http://www.accjc.org)

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University of Hawai'i

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Vice President  
GARMAN JACK POND

Associate Vice President  
LILY OWYANG

December 8, 2010

To: Superintendents, Presidents, Accreditation Liaison Officers  
and Other Interested Parties

From: Barbara Beno, President

Subject: Intention to Change ACCJC Bylaws

Last August, I wrote to inform you that the U.S. Department of Education, Accreditation Division, had determined that the Commission process for selecting new Commissioners was not in compliance with federal regulations. Consequently, the Commission has taken steps to revise the Bylaws in order to adopt a new process for selecting Commissioners and to provide transparency in all steps in the election process. Attached you will find the proposed new Bylaws. The new language is in italics.

Article III describes the Commission membership, and has been changed to refer to the "election" rather than the "selection" of new Commissioners. Article IV is new, replacing now deleted language from Article III, Section 4, on the "selection of Commissioners", and describes the Commissioner Election Process. Also included are other edits to the Bylaws the Commission planned to make and which are unrelated to the Commissioner Election Process

The new Commissioner Election Process will include the following components:

- A Nominating Committee, appointed by the Commission's Executive Committee, will include four Commissioners, none of which may be Commission officers, and four representatives of member institutions, none of which will be appointed by or represent the board or the chief executive officer of any related, associated or affiliated trade association or membership organization. The nominating committee will be appointed for a two-year period. The names of the Nominating Committee members will be formally noticed to member institutions.
- The Commission will announce vacancies on the Commission to the member institutions through formal written notice (current practice) and accept nominations and self-nominations for the vacancies, requiring each nominee that wishes to be considered to submit specific information on his/her qualifications and general



background (Commissioner application form, reference and resume (current practice). No sitting member of the Nominating Committee may be a candidate for Commissioner.

- The Nominating Committee will review the application of each applicant for Commissioner vacancies and select a slate that includes recommended candidates for each vacant position based on the criteria identified in the Bylaws.
- The Nominating Committee will send the slate of candidates to the CEOs of member institutions and allow them to consider the slate and to make at-large nominations for alternative candidates to those on the slate according to a process described in the Bylaws. If ten institutional Presidents nominate an at-large candidate, the candidate will qualify to be placed on the ballot.
- A ballot that includes the slate of candidates selected by the Nominating Committee and any individuals who qualify to be candidates at-large, along with a description of candidate qualifications, will be sent to the CEOs of all member institutions. The CEOs will elect new members of the Commission.
- The Commission will formally announce the results of the election to member institutions and the public (current practice).

The Commission's Bylaws, Article VII, state that the Bylaws may be amended by a simple majority vote of the Commission after the proposed amendments have been circulated among Commission members for at least two weeks before the meeting at which the vote is taken. The Commission intends to change its Bylaws by voting on the amendments at its meeting of January 11, 2011.

This notice, and the attached copy of the proposed Bylaws, is circulated for your information. The current Bylaws can be found in the Accreditation Reference Handbook, which was mailed to all institutions in August 2010 and is also available on the Commission's website, [www.accjc.org](http://www.accjc.org), under Bylaws/Constitution.

If you wish to comment on the proposed changes to the Bylaws, you may send comments in writing to the Commission by January 4, 2011. If you wish to make comments on the Bylaws at the Commission meeting on January 11, 2011, please contact the Commission office. See the *Policy on Access to Commission Meetings* for the procedure on addressing the Commission. This policy can be found in the Accreditation Reference Handbook or on the Commission's website under Publications and Policies.

Please feel free to call me if you have questions.

Sincerely,



Barbara A. Beno, President