



STRATEGIC PLANNING COUNCIL AGENDA

Date: March 15, 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
A. <u>MINUTES</u>		5 min
1. Approve Minutes of March 1, 2011		
B. <u>ACTION ITEMS/SECOND READING</u>		15 min
1. Goal 4 Obj. 4.3: Staffing Plan – Acceptance		
C. <u>ACTION ITEMS/FIRST READING</u>		60 min
1. FY2010-11 SPPF Allocation		
2. Board Policies 3310, 3560, 5900, 6900, 7365	Exhibit C2	
3. Administrative Procedures 3310, 3560, 5900, 6900, 7330, 7365	Exhibit C3	
D. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>		5 min
1. Accrediting Commission Actions and Policy Updates	Exhibit D1	
2. Accreditation Update		
E. <u>INTEGRATED PLANNING MODEL</u>		180 min
1. SPC Timeline Check-in		
2. RAM/IPM Formative Evaluation	Exhibit E, E2	
3. Goal 3 Obj 3.2: Orientation – Status Report		
4. Goal 3 Obj 3.3: Archive – Status Report		
F. <u>REPORTS OF PLANNING COUNCILS</u>		15 min.
1. Finance & Administrative Services Planning Council – Bonnie Ann Dowd		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Mark Vernoy		
G. <u>REPORT FROM PC3H COMMITTEE</u>		5 min
H. <u>OTHER ITEMS</u>		



STRATEGIC PLANNING COUNCIL MEETING MINUTES March 15, 2011

A regular meeting of the Palomar College Strategic Planning Council scheduled March 15, 2011, was held in MB-15. President Robert Deegan called the meeting to order at 2:00 p.m.

ROLL CALL

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

President Deegan announced that the follow-up visit from ACCJC is scheduled for Friday, April 1 from 8:30 a.m. to 3:00 p.m. The team is made up of the chair, Jim Barr, Senior Research Analyst at American River College, and Anna Davies, Interim Vice President of Academic Affairs at Los Angeles Pierce College, who was on the original team. A small SPC group consisting of the constituent group leaders, the Vice Presidents, Barbara Kelber, and Michelle Barton will meet on March 29 from 3:00 p.m. to 4:00 p.m. to prepare for the site visit.

President Deegan discussed the earthquake and tsunami in Japan. He stated that there are more than 100 international students from Japan attending Palomar. He asked that faculty and staff support the students, as they may be anxious and might miss class. Sherry Titus updated everyone on the activities the Student Affairs Office, ASG, and the International Students office are doing to assist our Japanese students. A Foundation account has been set up for donations. The central focus will be in assisting the impacted students in this area, and then to the people in Japan.

A. MINUTES

1. Approve Minutes of March 1, 2011

MSC (Laughlin/Cerda) to approve the Minutes of March 1, 2011 as presented

B. ACTION ITEMS/SECOND READING

1. Goal 4 Obj. 4.3: Staffing Plan- Acceptance

Vice President Tortarolo stated that he did not receive any additional substantive changes or comments to the Staffing Plan.

MSC (Vernoy/Cater) to accept the Staffing Plan 2016

C. ACTION ITEMS/FIRST READING

1. FY2010-11 SPPF Allocation

Vice President Dowd requested that the original motion on January 18 to approve the remaining \$84,000 from the Strategic Plan Priority Funding (SPPF) to IPC and SSPC to fund their PRPs be changed, because the actual dollars and cents may be under or over \$84,000.00. Everyone agreed.

MSC (Dowd/Vernoy) to move this item to second reading/action

MSC (Vernoy/Tortarolo) to approve allocating the remaining SPPF funding to IPC and SSPC for their PRPs FY 2010-11. The funds are to be split, with 70% going to IPC and 30% to SSPC, with the expectation that the funds are tied to Council PRPs that directly impact students.

2. Board Policies 3310, 3560, 5900, 6900, 7365 (Exhibit C2)

Phil Cerda questioned the wording in BP 3560 and AP 3560. He stated that employees are not allowed to drink alcohol on campus; yet according to this policy, alcohol is permitted at Foundation events held on campus. He requested language be added that employees attending Foundation events on campus will not

be disciplined if they drink alcohol at these events. John Tortarolo will review the policy with Mr. Cerda. Board Policies 3310, 3560, 5900, 6900 and 7365 will return for second reading/action at the next SPC meeting.

3. Administrative Procedures 3310, 3560, 5900, 6900, 7330, 7365 (Exhibit C3)

Shayla Sivert questioned the fourth bullet in AP 7365. She asked if there was a process in place in case the disciplined employee works in Human Resource Services, to avoid a conflict of interest. Vice President Tortarolo responded that if this was the case, he would recuse himself from the process and ask another Vice President to take his place. Administrative Procedures 3310, 3560, 5900, 6900, 7330 and 7365 will return for second reading/action at the next SPC meeting.

D. ACCREDITATION RECOMMENDATIONS AND PROGRESS

1. Accrediting Commission Actions and Policy Updates

Vice President Cuaron distributed a draft Policy on Institutional Integrity and Ethics, which came as a first reading to ACCJC in January 2011. **(Exhibit D1)** She stated that the policy further defines the Commission's expectations of its members and community colleges. The Policy is expected to be adopted at the Commission's June meeting.

2. Accreditation Update

Vice President Cuaron, with the assistance of Glynda Knighten, reviewed the four components of the March 2011 Follow-up Report, highlighting the evidence documents. An addendum on the Staffing Plan will be provided to the visiting team. She stated that the visiting team has received, and is reviewing, the Report. Vice President Cuaron asked that those attending the special March 29 meeting bring the Report for review and discussion.

E. INTEGRATED PLANNING MODEL

1. SPC Timeline Check-In

Michelle Barton reviewed today's agenda and items that will be discussed next week.

2. RAM/IPM Formative Evaluation

Michelle Barton stated that the sticky notes from the last meeting contained excellent feedback and comments. The comments were combined into a document, SPC Formative Evaluation of 2010-11 Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM) March 1, 2011 (Exhibit E2), and addressed what went well with the process and what needs to be refined.

Ms. Barton reviewed the comments in the document and requested additional comments, especially from those who were absent at the last SPC meeting. Discussion about the formative evaluation ensued.

In general, SPC identified the following strengths of the IMP/RAM

- SPC created planning and resource allocation models and implemented them
- The college allocated resources to planning
- All councils participated in the planning and resource allocation process
- SPC members felt that there is an increased understanding of how the college operates

In general, SPC suggested the need to

- Clarify the SPPF allocation process which would include the possibility of splitting the SPPF allocation across the strategic plan objectives, planning council priorities, and creative ideas that fit within the College's strategic and planning priorities.
- Clarify the criteria used to allocate SPPF
- Adjust the planning, evaluation, and implementation timeline to ensure that conversations about college priorities, council priorities and updated strategic plan and objectives happen together before the SPPF is distributed.

Ms. Barton reminded members that the initial review of the IPM was just one part of the formative evaluation. SPC will complete the rest of the formative evaluation which addresses progress on the objectives in the Year 1 Action plan and institutional effectiveness in April. Based on the complete evaluation, SPC will recommend refinements and adjustments to the process.

3. Goal 3 Obj 3.2: Orientation – Status Report

Mark Vernoy gave a status report of the progress of the orientation workgroup. He stated that the workgroup will complete its work this spring, so that an orientation can be conducted with SPC in August. This annual orientation will ensure that SPC members are familiar with the governance structure and the roles and responsibilities of SPC, and will allow SPC to immediately begin the fall semester with its activities for the academic year.

4. Goal 3 Obj 3.3: Archive – Status Report

Katherine Gannet gave a status report of the progress of the archive workgroup. She reported that she has researched the processes, products, and successful archives at other institutions. She plans to meet with the rest of the workgroup to discuss the details of what will be done at Palomar College. There was discussion on what SPC members would like archived.

F. REPORTS OF PLANNING COUNCILS

1. Finance & Administrative Services Planning Council

Vice President Dowd reported that FASPC met on March 10. There were no action items. FASPC discussed the FY 2011-12 state budget, reviewed the first year of Strategic Plan 2013, and heard reports from the Technology Workgroup and the Facilities Review Committee. Its next meeting is April 14.

2. Human Resource Services Planning Council

Vice President Tortarolo reported that HRSPC will meet today. HRSPC plans to finish the review and approval of the first year evaluation of its resource allocation process.

3. Instructional Planning Council

Vice President Cuaron reported that IPC met on March 9. It completed the allocation of SPPF monies to PRP requests, concluded its formative evaluation of the process, and its Staffing Plan. The IPC subcommittee will begin meeting after Spring break. The faculty position requests are due to Instructional Services this coming Friday.

4. Student Services Planning Council

Vice President Vernoy reported that SSPC met March 9. It approved the formative evaluation of their IPM/RAM and discussed the idea of charging parking fees to outside groups that use College facilities on an ongoing basis. SSPC has a standing agenda item to update its PRP priorities, and look at how these priorities are funded.

G. REPORT FROM PC3H COMMITTEE

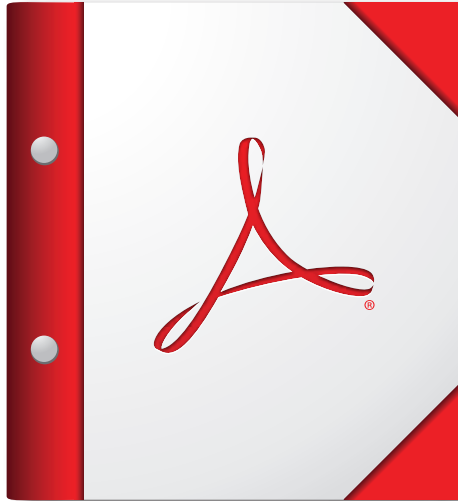
Sherry Titus reported that PC3H will meet tomorrow. They plan to discuss a resource center grant proposal. She announced that the Harvey Milk Breakfast is scheduled for May 20 at 7:30 a.m. Palomar College will probably have enough participants to fill three tables. They plan to host an open mike session from 10:00 a.m. to 2:00 p.m. during the Diversity Day on April 7. The evening event will begin at 5:00 p.m.; the topic will be Human Rights: Locally and Globally.

H. OTHER ITEMS

There were no items.

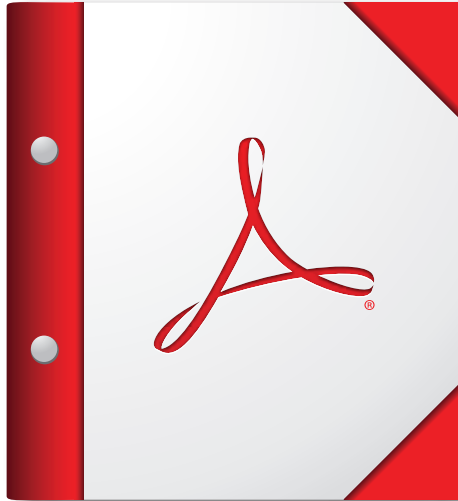
I. ADJOURNMENT

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



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ACCREDITING COMMISSION FOR COMMUNITY AND JUNIOR COLLEGES
Western Association of Schools and Colleges

Policy on Institutional Integrity and Ethics
(First Reading January 2011)

Background

In accordance with the Accreditation Standards, Eligibility Requirements and Commission Policies, the Commission expects each member institution to subscribe to and advocate high ethical standards in the management of its affairs and all of its activities dealing with students, faculty, staff, its governing board, external agencies and organizations – including the Commission, and the general public.

Recognition by the U.S. Department of Education requires the Commission to monitor an accredited institution's compliance with the institution's Title IV program responsibilities [34 CFR 602.16(a)(1)(x)] and the institution's responsibility to ensure that no false, erroneous, or misleading statements or misrepresentation are made about it.

Policy Elements

- 1. An accredited institution will uphold and protect the integrity of ^{its} ~~their~~ practices.*
- 2. With due regard for the rights of individual privacy, an institution applying for eligibility, candidacy or extension of candidacy, accreditation or reaffirmation of accreditation, or responding to Commission requests for information or reporting requirements such as the annual reports, provides the Commission with information that is readily available, current, complete, and accurate, including reports of other accrediting agencies, licensing and auditing agencies.*
- 3. The institution assures the clarity, accuracy and availability of information provided to all persons or organizations and related to its mission statement; its educational programs; its admissions requirements; its student services; its tuition and other fees and costs; its financial aid programs; its policies related to transcripts, transfer of credit and refunds of tuition and fees. The institution reports accurately to the public its accreditation status.*
- 4. The institution has policies to ensure academic honesty, policies to assure integrity in the hiring processes, and policies and procedures to prevent conflict of interest throughout the organization including governing board decision-making and contracting, and policies that provide due process protections. Such policies are reviewed regularly and are widely available to institutional staff, students, governing board members and the public. The institution is able to provide evidence that it upholds its policies.*
- 5. The institution demonstrates integrity and honesty in interactions with students and prospective students in all academic, student support and administrative functions and services as well as statements and other information provided about its accredited status, its*

transfer of credit policies, and whether successful completion of its courses qualify students to receive to apply to take or to take licensure examinations or non-governmental certification.

- 6. The institution establishes and publicizes policies ensuring institutional integrity that contain clear statements of responsibility for assuring integrity and describe how violations of integrity are to be resolved.*
- 7. The institution, in its relationship with the Commission, cooperates in preparation for visits, receives visiting teams or commission representatives in a spirit of collegiality, and complies with Commission standards and policies. The institution maintains an openness and commitment to peer evaluation and assists evaluators in performing their duties.*
- 8. The institution establishes a governance process and policies to receive and address complaints regarding questionable accounting practices, operational activity which is a violation of applicable law, rules, and regulations, or questionable activities which may indicate potential fraud, waste, and/or abuse. The process shall allow for the confidential and anonymous submission of complaints.*

Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model



Master Plans^①

EDUCATIONAL

Facilities Plan

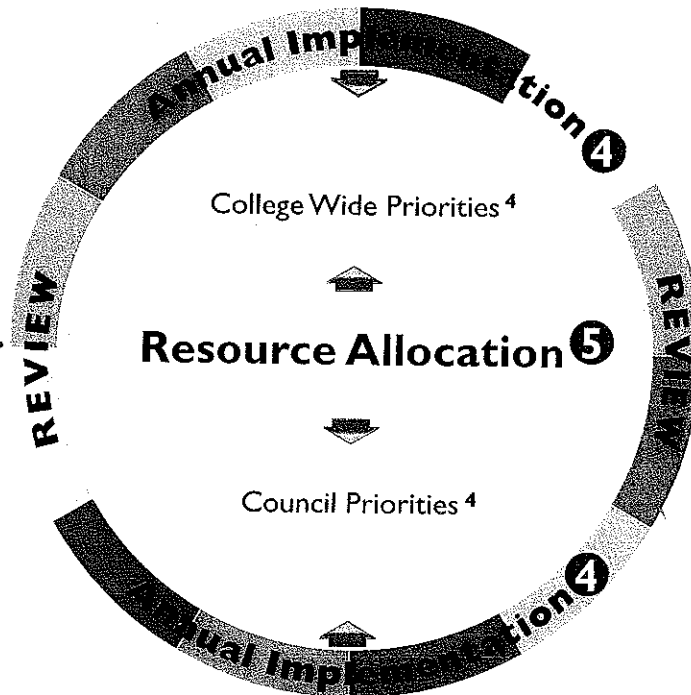
Staffing Plan

Technology Plan

Equipment Plan



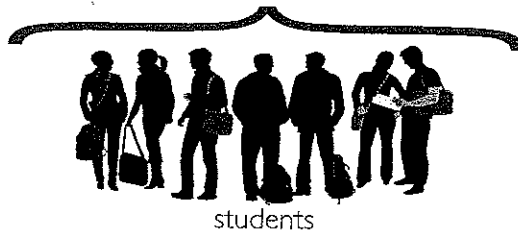
Strategic Plan^②



REVIEW & INFORM

REVIEW & INFORM

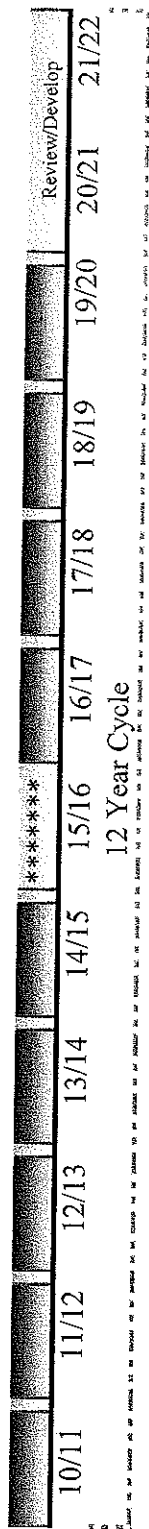
Program Review & Planning^③



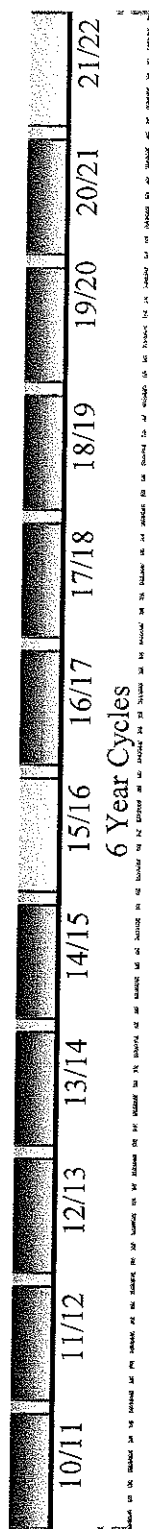
PALOMAR COLLEGE PLANNING CYCLES

MASTER PLANNING

Master Plan (Ed & Fac)
(Update Completed 09/10)

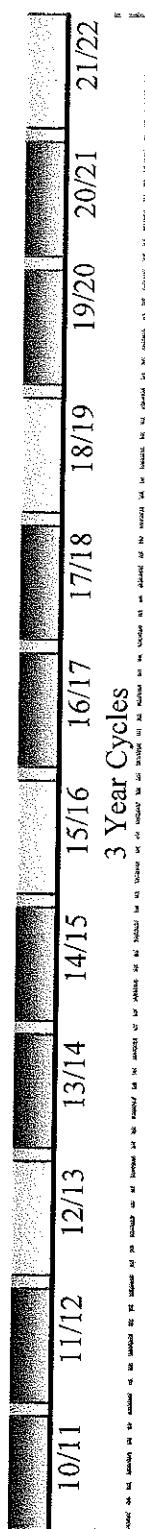


Tech/Staff/Equipment
(Developed 09/10 - spring)



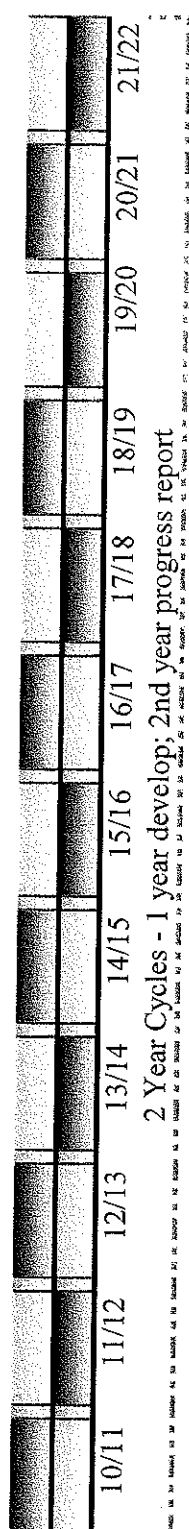
STRATEGIC PLANNING

Strategic Plan
(Developed in 09/10 - fall)

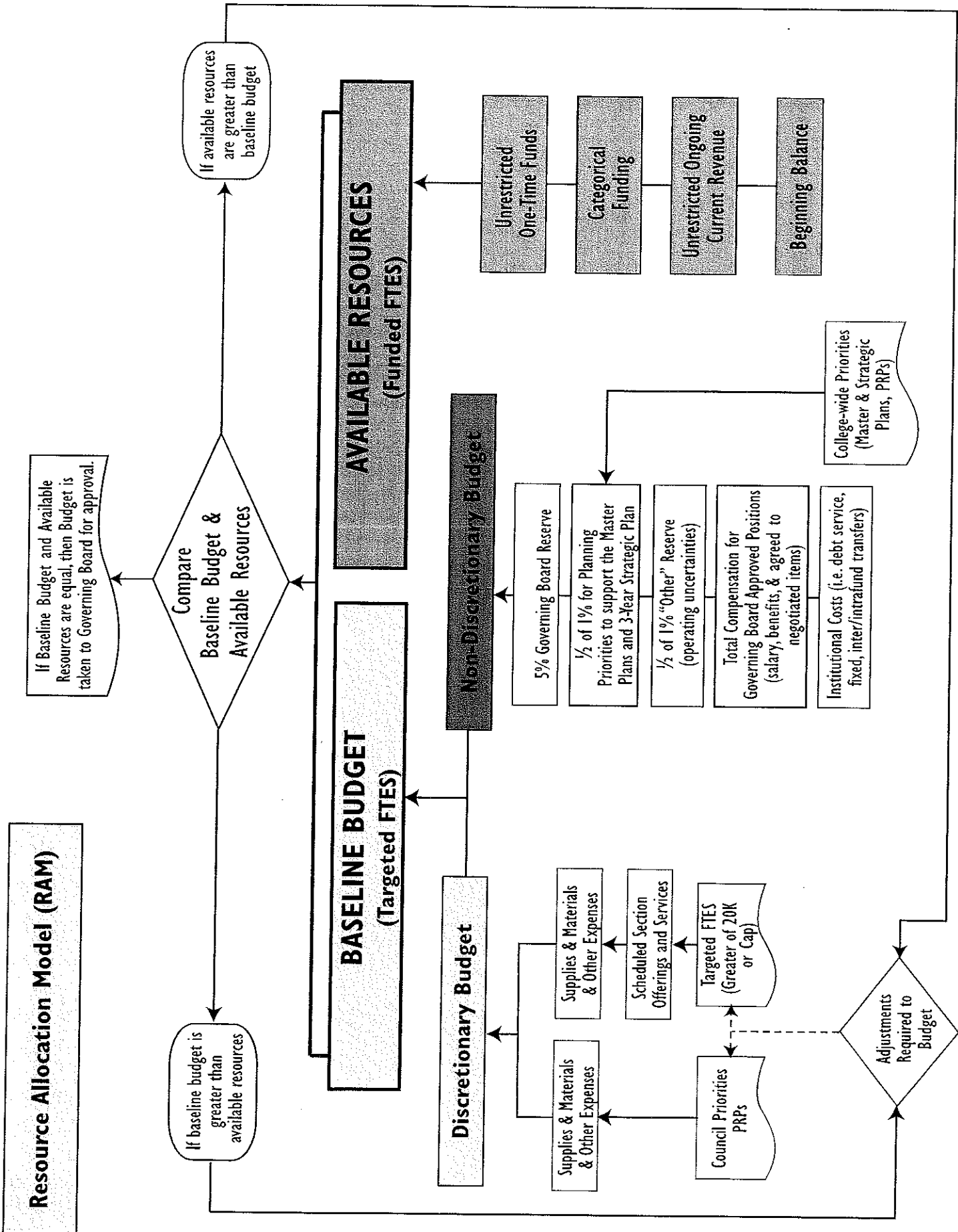


PROGRAM PLANNING

Program Review and Planning
(Instructional/NonInstructional)
(Staggered cycles)



- ☐ Review/Develop
- *****
Mid-cycle comprehensive update and assessment
- ☐ Implement
- ☐ Ongoing check-ins and assessments



Planning and Resource Allocation Process: Progress Made To Date

IPM

- A. Model Developed (9/2009)
- B. Strategic Plan
 - a. Development
 - i. Vision, Mission, Values (Fall 2009)
 - ii. Internal / External Scan (Fall 2009)
 - iii. SWOT (Fall 2009)
 - iv. Goals and Objectives (Fall 2009)
 - v. Accepted by SPC and Governing Board (2/2010 and 3/2010)
 - vi. Strategic Plan 2013 Action Plan - Year 1 (accepted 4/2010, mid-year checkin 11/2010&12/2010)
 - vii. Developed and Accepted by SPC (6/2009 & 2/2010)
 - viii. Progress Report Objectives 4-6 (9/2010, 10/2010, 11/2010, 1/2011, 2/2011) (est 3/2011, 4/2011)
 - ix. Progress Report Objectives 1-3 (9/2010, 11/2010, 12/2010, 2/2011) (est 3/2011, 4/2011)
 - x. Annual Report on progress – (TBD)
 - b. Overarching planning priorities defined (9/2010)
- C. Other Plans
 - a. Master Plan 2022 (Accepted 2/2011)
 - b. Technology Master Plan 2016 (accepted 11/2010)
 - c. Staff Master Plan 2016
 - i. Model Reviewed by SPC (2/2011)
 - ii. Planning Councils complete work (1/2011)
 - iii. Draft to SPC for information (2/2011)
 - iv. 1st Reading (est 3/2011)
 - v. Acceptance (est 3/2011)
 - d. Equipment Plan (currently addressed through PRPs)
- D. PRP
 - a. Planning Councils revised, completed / allocated resources (Spr 2010, Fall 2010 and Spr 2011)
 - b. Planning Councils formative evaluation of process (not outcomes) (est 3/2011)

Planning Cycles Defined and Accepted (9/2009)

RAM

- A. Defined and accepted (2/2010)
- B. College Budget (GB approved 9/2010)

RAM (Continued)

- C. Strategic Plan Priority Funding (SPPF)
 - a. SPC allocates funding for Strategic Plan objectives and PRP requests from FASPC and HRSPC (11/2010 & 12/2010)
 - b. SPC allocates remaining funds to IPC and SSPC to fund their PRPs – funds must impact students through the classroom or student support services (1/2011)
 - c. IPC and SSPC to provide report to SPC on its allocations (TBD)

Formative Evaluation

- A. Complete Formative Evaluation
 - a. Review of resource allocation process to date (3/2011)
 - b. Review of Institutional Effectiveness and ARCC (4/2011 and 5/2011)
 - c. Review of progress on objectives (4/2011 and 5/2011)
- B. Establish Strategic Plan Year Two objectives / Develop Year 2 Action Plan (5/2011)

Summary

- IPM defined and implemented
- Strategic Plan completed and accepted
- Master Plan 2022 and Technology Master Plan 2016 completed and accepted
- Staff Master Plan 2016 completed (1st reading)
- Equipment Plan – currently being addressed through PRP process
- PRPs completed, resources identified, and resources allocated where possible (note resources are being sought from various resources)
- Planning Cycles defined and accepted
- RAM defined and accepted
- RAM drives college budget
- SPPF initial process defined and resources allocated
- Formative evaluation – in progress

PALOMAR COLLEGE

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

STRATEGIC GOALS AND OBJECTIVES

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

Objective 1.1: Update existing Educational Master Plan, Facilities Plan, and Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's Integrated Planning and Resource Allocation Model.

Objective 1.2: Establish a method in each planning council to evaluate the effectiveness of the previous year's allocations and to prioritize current year allocations.

Objective 1.3: Modify the budget development process, ensuring that Program Review and Planning, Strategic Planning and Master Planning priorities are the basis of resource allocation decisions.

Objective 1.4: Annually evaluate the extent to which the college's Integrated Planning Model reflects the college's mission and results in improvement.

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Objective 2.1: Open a Teaching and Learning Center on the San Marcos campus, as identified in the college's basic skills plan.

Objective 2.2: Examine the processes by which students progress through English, mathematics, reading, and ESL sequences.

Objective 2.3: Implement the GRAD (Goal, Responsibility, Attitude, Determination) campaign which encourages students to take responsibility for achieving their educational goals.

Objective 2.4: Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Services Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness.

Objective 2.5: Establish processes to ensure the quality of distance education offerings.

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

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.

Exhibit E2f

Person	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
Objective 1.1 Update existing Educational Master Plan, Facilities Plan, and Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's Integrated Planning and Resource Allocation Model.					
VPI	IPC	Educational Master Plan: 1. VPI, Deans, and Dept. Chairs/Directors edit draft of EMP 2. Finalize EMP and integrate with Facilities MP 3. Present EMP to SPC 4. Present updated EMP to Governing Board	1. Spr 2010 2. Spr 2010 3. Fall 2010 4. Fall 2010	*Governing board approves updated EMP in Fall 2010 and implements	SPC Actions * Master Plan 2022 First Reading 11/16/2010 * Master Plan 2022 Accepted 02/01/11 Notes: Master Plan 2022 includes the college's Educational and Facilities Master Plans. After first reading, time was provided for council members to review and contribute feedback. Objective Completed 02/01/11
VPPAS	FASPC	Facilities Master Plan: 1. Assign Master Plan 2022 update to LPA, District Architects & Cambridge West 2. Compile data for facilities needs based upon educational program offerings and needs defined by Cambridge West in the update to the Educational Master Plan component of MP2022. 3. Form a work group from the Facilities Review Committee to work with LPA and Facilities staff on updating Facilities Master Plan, which is included in MP2022. 4. LPA, Facilities staff, and workgroup members to begin meeting weekly starting April 19th. Also, schedule a couple of meetings with executive administration to gather input related to update. 5. Draft update of the Education & Facilities Master Plan completed by May 18th 6. The final draft of the Education & Facilities Master Plans update approved by SPC. 7. Present final draft to Governing Board	Spr 2010 - Draft Fall 2010 - Final	*Complete update and conduct ongoing 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 Governing board approves updated EMP in Fall 2010 and implements	SPC Actions * Master Plan 2022 First Reading 11/16/2010 * Master Plan 2022 Accepted 02/01/11 Notes: Master Plan 2022 includes the college's Educational and Facilities Master Plans. Objective Completed 02/01/11

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	Progress Reports and SPC Actions
VPFAS	FASPC	Technology Master Plan: 1. FASPC to form a workgroup to update Technology Master Plan 2005 2. Identify technology needs to support MP2011, SP2013 and PRPs 3. Conduct contributor interviews district-wide to identify technology needs 4. Research new technologies 5. Analyze data and prepare a draft of Technology Master Plan 2016 for review and input by FASPC 6. Present draft to SPC for approval * Planning councils will develop methods for prioritizing technology needs as part of the PRP processes	4/26/10 Spr 2010 - Draft Fall 2010 - Final	*Complete update and conduct on-going review of the Technology Master Plan 2016 in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline	<u>SPC Actions</u> *11/02/10 SPC: TMP 1st Reading *11/16/10 SPC: TMP 2nd Reading and Accepted. <u>SPPF Allocations</u> *12/07/10 SPC special funds awarded for Request No 6 "Implement Commitment Accounting" and Request No 7 "Implementing PeopleSoft Fixed Assets."
VPFAS	FASPC	Equipment Master Plan: 1. Establish a work group 2. Identify types of equipment to be included in plan 3. Gather data regarding existing equipment to include useful life remaining 4. Research new improved equipment options 5. Analyze data and prepare a draft of Equipment Master Plan 2016 for review and input by FASPC 6. Present draft to SPC for approval * Planning councils will develop methods for prioritizing equipment needs as part of the PRP processes	Fall 2010 - Draft Spr 2011 - Final	*Complete and conduct an on-going review of the Equipment Master Plan 2016 in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline *Priority lists established for councils	Objective Completed 11/16/10 <u>Objective Leader Progress Reports</u> 12/07/10 Timeline was revised.

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	Progress Reports and SPC Actions
VPHRS	HRSPC	Staff Plan: 1. Research other plans & processes 2. Identify data, systems, and resource requirements 3. Design plan, including faculty hiring priorities, hiring assumptions, and planning council priorities 4. Implement with available resources 5. Assess effectiveness of plan 6. Update plan and plan process as necessary * Planning councils will develop methods for prioritizing staff position as part of the PRP processes	4/26/10 1. Fall 2009 2. Spr 2010 3. Fall 2010 4. Spr 2011 5 & 6. Fall 2012	* Process defined and implemented * Process assessed annually	Objective Leader Progress Reports *09/21/10 - Revisited plan outline; scheduled training for councils on establishing staffing priorities in October. Planning Councils will complete their work by end of December. * 01/18/11 - Timeline on target. Planning Councils working with info provided by HRSPC to identify/finalize planning priorities. *02/15/11 - DRAFT plan to SPC for information <u>SPPF Allocations:</u> *11/30/10 SPC approves request No 4 "PeopleAdmin Implementation" project and Request No 5 "PeopleSoft Position Control Implementation" project to support implementation objective.

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	Progress Reports and SPC Actions
<i>Objective 1.2: Establish a method in each planning council to evaluate the effectiveness of the previous year's allocations and to prioritize current year allocations.</i>					
VPTAS	FASPC	FASPC: 1. Develop and implement a resource allocation request and justification report for distribution of FAS Division's existing discretionary funds and additional funds requested to support MP2022, SP2013 and Division's PRP goals and objectives 2. Develop a method for prioritizing requests to be submitted to SPC 3. Develop a process to evaluate the effectiveness of the method used to allocate and prioritize budget allocations for FY2010-11 and modify as appropriate prior to prioritizing FY2011-12 resource allocation requests	1. Spr 2010 2. Spr 2010 3. Spr 2011	* Process defined, and implemented, which is fair, equitable, and flexible to needs of the Division.	<u>Objective Leader Progress Report</u> * 12/07/10 SPC: Evaluation process not yet in place; working on their allocations.
VPHRS	HRSPC	HRSPC: 1. Establish working group 2. Define evaluation method 3. Review budget allocations, expenditures, and service area outcome measures 4. Make modifications to PRP and planning priorities as a result of evaluation 5. Report to HRSPC and SPC.	1. Fall 2010 2. Fall 2010 3. Spr 2011 4. Spr 2011 5. Spr 2011	* Defined method of evaluating effectiveness of allocations and priorities * Annual report to planning councils	<u>Objective Leader Progress Report</u> * 12/07/10 SPC: Allocation language is being drafted.
VPI	IPC	IPC: 1. Develop a process to evaluate the effectiveness of its planning priorities and effectiveness of resources allocated 2. Administer evaluation 3. Analyze data 4. Modify priority process and resource allocation PRP process	1. Spr 2011 2. Spr 2011 3. Fall 2011 4. Fall 2011	* Implementation of evaluation process * Updated/modified process per evaluation	<u>Objective Leader Progress Report</u> * 12/07/10 - Allocation process has been completed. Next step is to evaluate process.
VPSS	SSPC	SSPC: 1. Use the PRPs to set priorities and then reallocate revenue as necessary to meet those priorities. 2. Create a procedure for evaluating the previous year's priorities and to reassess the allocations implemented in the Spring.	1. Spr 2010 2. Spr 2011 Ongoing	* SSPC establishes and adopts list of priorities * SSPC implements evaluation plan	<u>Objective Leader Progress Report</u> * 12/07/10 - expect allocations to be completed by end of fall semester. IR&P asked to assist in evaluating process.

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 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 1.3: Modify the budget development process, ensuring that Program Review and Planning, Strategic Planning and Master Planning priorities are the basis of resource allocation decisions.</i>					
VPFAS	Budget Committee	<ol style="list-style-type: none"> 1. Develop a Resource Allocation Model that identifies revenues available to fund expenditure needs of discretionary and non-discretionary costs based upon an assured targeted FTES for the District. 2. Modify existing chart-field to include identification codes for goals and objectives identified in MP2022, SP2013, and all Planning Council PRP needs. 	1. Complete all by Fall 2010	<p>*Provide reporting mechanisms of budget and financial data for analysis by any program or department in regards to resource allocation decisions.</p> <p>12/07/10 - Objective completed.</p>	<p><u>Objective Leader Progress Report</u></p> <p>*RAM model accepted by Governing Board 2/2/10</p> <p>*11/10/10 chart field successfully modified</p>
<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	<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 1. Fall 2010 2. Fall 2010 3. Fall 2010 4. Spr 2011 5. Spr 2011 6. Spr 2011 <p>Maintain current IE measures until IR&P refined set is published and discussed.</p>	<p>*Completed planning council and group evaluations</p> <p>*SPC evaluation</p> <p>*Annual progress report</p>	<p><u>SPC Progress</u></p> <p>*11/02/10- SPC reviews IE measures</p> <p>*11/16/10 SPC completes review of IE measures - current set of IE measures will be used for first annual evaluation. SPC will determine if additions or deletions should be made as part of the evaluation.</p> <p>*02/15/11 SPC reviews formative evaluation process and approach</p> <p><u>Objective Leader Progress Report</u></p> <p>*12/07/10 SPC: Planning Councils working on their evaluation approach, SPC will begin its annual evaluation in Spring.</p> <p><u>SPPF Allocations</u></p> <p>*11/30/10 SPC approves No 3: "Administration of Community College Survey of Student Engagement (CCSSE)" to support implementation of objective.</p>

23 Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 2.1 Open a Teaching and Learning Center on the San Marcos campus, as identified in the college's basic skills plan.</i>					
VPL, BSI/HSI Coordinators, Dean Lang, & Lit.	BSI, English, Math, Reading, ESL, Tutoring	1. Define location of San Marcos TLC. 2. Define vision and design of TLC. Examine other TLCs to refine design of San Marcos TLC. Develop staffing needs. 3. Remodel existing building. Change to New Construction 4. Open new San Marcos TLC	1. Fall 2010 2. Fall 2010 3. Spr 2011 4. Spr 2012	*Location determined with input from all constituents. *Vision, design, and staffing needs defined with input from all constituents. *Remodel completed. *TLC is open for use by students, faculty, and staff.	Objective Leader Progress Report *12/07/10 SPC: #1 and 2 completed. Existing building not amenable to remodel and to save costs the TLC construction became part of the Humanities Bldg project. Therefore timeline needs adjusting.
<i>Objective 2.2 Examine the processes by which students progress through English, mathematics, reading, and ESL sequences.</i>					
VPL, Dept Chairs/Dir (English, ESL, Math, Reading)	IPC, English, Math, Reading, ESL depts	1. Departments develop questions to assess and evaluate their course sequences 2. Request data from IR&P 3. Evaluate data 4. Prepare a summary of evaluation and results	1. Fall 2010 2. Spr 2011 3. Fall 2011	*Each department will write a summary/evaluation of results with recommendations for changes if necessary.	Objective Leader Progress Report *12/07/10 SPC: Departments were contacted & meetings held with their representatives. Feedback collection from departments is not complete. Berta will speak with department chairs to make sure process is clear.

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 2.3 Implement the GRAD (Goal, Responsibility, Attitude, Determination) campaign which encourages students to take responsibility for achieving their educational goals.</i>					
President Faculty Senate	Faculty Senate, ASG	1. Review/revise existing GRAD materials 2. Implement Grad campaign by working with BSI/HSI Coordinators, Inter-Club Council, and EAP to endorse the campaign 3. Distribute material on campus (departments and other offices)	Full implementation by Spr 2011	*Student survey before and after GRAD campaign. *Track the number of student contracts.	<u>Objective Leader Progress Report</u> *12/07/10 SPC: workgroup met weekly throughout fall semester & completed review & revision of existing materials. Evaluation will be done in the spring, & modifications will probably be made to the objective. Program is going into a more modern direction. There are 12-15 faculty volunteers who are willing to help in the GRAD campaign. The campaign will be implemented in the spring semester. <u>SPPF Allocations</u> 11/30/10 SPC approves Request No 2 "GRAD Campaign" to support implementation of objective.

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 2.4 Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Service Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness.</i>					
VPI / CoCord LOC	LOC / IPC	1. Create an annual timeline with relevant activities. 2. Update timeline bi-annually.	Ongoing as stated in project steps	*Percent rate of course and program SLOs completed; GE/Institutional SLOs identified; SAO assessment plans identified; assessment cycle completed for courses and programs.	Objective Leader Progress Report *12/07/10 SPC: LOC submitted and SPC approved request for SPPF funds to support implementation of SLOACS and SOACS. Resources will be used to train and support SLOAC and SOAC faculty and staff teams to assist the college with moving all SLO information into the new POD database. Teams will also assist faculty and staff in developing and implementing SLOAC and SOACs. Also included in SPPF requests is a small amount of professional development funds and funds to support the implementation of the academic advising module in PeopleSoft. See resource request for detailed information. <u>SPPF Allocations:</u> 11/30/10 & 12/07/10 SPC approves Requests No 1 "Outcomes Assessment Cycle" to support implementation of this objective.
VPSS	SSPC	1. Complete SLOs for all Counseling and Athletics courses 2. Complete assessment cycle for at least one SLO for each course 3. Continue with current timeline for implementation of SAO assessment cycles for all of Student Services.	1. Fall 2010 2. Fall 2011 3. Ongoing	*Percent rate of course SLOs completed; SAO assessment plans identified; assessment cycle completed for courses and programs.	Objective Leader Progress Report *12/07/10 SPC: SAO's for the athletic programs have been completed. All of the student services programs have SAO's and progress is continuing.

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
VPFAS	FASPC	<p>1. Complete SAOs and SAOACs for the F&AS Division</p> <p>2. Implement identified outcomes and conduct assessments for each in accordance with defined timelines to meet SP2013 goals and objectives</p> <p>3. Evaluate process on an annual basis in accordance with ACCJC standards</p>	<p>1. Fall 2010</p> <p>2. Fall 2013</p> <p>3. Annual process</p>	<p>*Complete and receive approval from FASPC of template outlining F&AS Division's SAOs.</p> <p>*Conduct identified assessment method to evaluate the SAOs as defined in template report.</p> <p>*Complete all SAOs and SAOACs by end of SP2013.</p>	<p><u>Objective Leader Progress Report</u></p> <p>*12/07/10 SPC: 25 goals have been established for Strategic Plan 2013: Business and Contract Services has four goals; Facilities has eight goals; Fiscal has five goals; Information Services has five goals; and the Division has three goals. Some of the goals are ongoing each year because FASPC is primarily operational and some have multiple objectives to accomplish. The goals due by fall 2010 have been accomplished. Assessments, timelines and analysis for each goal have been completed.</p> <p><u>SPPF Allocations</u></p> <p>12/7/10 SPC approves Requests 6 & 7 "Implement Commitment Accounting," and "Implementing PeopleSoft Fixed Assets to support implementation of this objective.</p>

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
VPHR	HRS-PC	<ol style="list-style-type: none"> 1. Identify SAOs and linkages to accreditation standards and SP 2013 2. Define SAO evaluation methodology 3. Implement SAOs 4. Evaluate and assess 5. Plan for change as appropriate 	<ol style="list-style-type: none"> 1. Spr 2010 2. Fall 2010 3. Spr 2011 4. Spr 2012 5. Fall 2012 and ongoing 	<p>*HRS Service Area Outcomes that are relevant to SP 2013, are evaluated regularly, and updated as necessary</p>	<p>Objective Leader Progress Report *12/07/10 SPC: HRS has defined their SAO evaluation methodology and are making progress in implementation.</p> <p>SPPF Allocations *11/30/10 SPC: Special Funds awarded for Request No 4 "PeopleAdmin Implementation" project and; Request No 5 "PeopleSoft Position Control Implementation" to support implementation of this objective.</p>

Exhibit E2f

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 2.5 Establish processes to ensure the quality of distance education offerings.</i>					
VPL Faculty Senate President	Curric., Comm., ATC, TERB	<p>1. Curriculum Committee</p> <p>a) established a workgroup who created a policy on regular effective student contact in courses taught on line</p> <p>b) recommended changes in curriculum and in the review process for the distance ed component in COR</p> <p>2. TERB</p> <p>a) Conduct a "demonstration project for the evaluation of online instructors, to preview new EvaluationKit software and new surveys developed by the TERB (in consultation with the Faculty Senate Academic Technology Committee.</p> <p>b) Review and modify (if necessary) that delivery method and content.</p> <p>c) Develop new online course observation protocols.</p> <p>d) Submit new process plans and forms to the District and the PFF for negotiation.</p> <p>3. Develop online class validation checklist including</p> <p>a) Online organization and design</p> <p>b) Interaction</p> <p>c) Appropriate use of technology</p> <p>d) Universal Access</p> <p>e) Assessment and evaluation</p> <p>f) Develop training modules to prepare individual faculty to develop and accomplish online classes</p> <p>g) Identify training modules that will prepare faculty to develop an accomplished online class</p> <p>4. Integrate data student achievement comparison data for distance ed. versus on campus into PRP process</p> <p>a) modify the PRP forms</p> <p>b) fully implement assessment of distance ed versus oncampus courses as part of PRP process.</p>	<p>1. a Completed</p> <p>1. b Completed</p> <p>2. a Spr 2010</p> <p>2. b Spr 2010</p> <p>2. c F2009/S2010</p> <p>2. d F2009/S2010 & ongoing</p> <p>3. a-f Fall 2010</p> <p>3. g Spr 2010</p> <p>4. a Completed</p> <p>4. b Fall 2010</p>	<p>*Policies are established and changes have been made in curriculum and the review process</p> <p>*Policies and protocols are established and evaluations are being conducted without interruption in the cycle. The rate of participation in online evaluation improves.</p> <p>*Updated PRP forms / Assessment of online vs. oncampus integrated into PRP process</p>	<p>Objective Leader Progress Report *12/07/10 SPC: Guidelines adopted last spring are in place.</p> <p>EvaluationKit now formal delivery method. Questionnaire and online observation form have been revised. The validation checklist that was generated in TERB is being used as resource in evaluating online instruction. Academic Tech sending checklist to faculty to plan online courses for spring semester.</p> <p>Departments should discuss how the enforcement of that validation will happen. Faculty Senate reviewing the evaluation process. They sent the checklist to all faculty teaching online to give their input about the checklist questions on the form.</p> <p>The Faculty Senate will review the responses and make revisions as needed.</p>

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective.

Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

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

Person Responsible	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 3.1 Create a glossary of governance terms.</i>					
Supt / President	SPC	1. Establish working group 2. Research and identify terms 3. Develop draft glossary 4. Review draft 5. Finalize glossary	Fall 2010 - Draft Spr 2011 - Publish 1st edition	*Glossary posted on Palomar website and archived	<u>Progress Report</u> *11/16/10 SPC: draft glossary reviewed *01/18/11 SPC: Confirm completion of glossary. Glossary posted to college website.
<i>Objective 3.2 Develop and implement an annual orientation program on college governance.</i>					
Supt / President	SPC	1. Collect and review documentation including information on governance process at Palomar. 2. Determine areas of overlap with objective 3.1 and establish working group 3. Review current orientation program, revise if necessary 4. Implement 5. Evaluate and modify if necessary	1. Spr 2011 2. Spr 2011 3. Spr 2011 4. Fall 2011 5. Fall 2011	*80% of governance members participate in orientation *Survey of participants shows content and quality is good or excellent *Annual survey reveals that participants are prepared to engage in shared governance and accept roles and responsibilities for governance	*No progress to report. Project to begin Spring 2011
<i>Objective 3.3 Create a centralized archive documenting institutional history: major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures.</i>					
Supt / President	SPC	1. Establish working group (to include librarian) 2. Review current practices and determine methods for centralizing documentation of major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures. 3. Develop archive	1. Fall 2010 2. Fall 2010 3. Spr 2011	*Archive developed	<u>Progress Report</u> *11/23/10 & 11/30/10 SPC: Working group identification almost completed & will begin meeting in Spring 2011.
<i>Objective 3.4 Develop and implement a method for assessing the effectiveness of the shared governance process.</i>					
Supt / President	SPC	1. Review current survey for assessing effectiveness of planning councils and governance 2. Establish working group 3. Review process, revise survey instrument if necessary 4. Implement 5. Integrate results into orientation program 6. Evaluate, modify if necessary	1. Fall 2011 2. Fall 2011 3. Fall 2011 4. Spr 2012 5. Fall 2012 6. Spr 2013 <i>Current evaluation will be conducted until this work is completed</i>	*Initial assessments, evaluation, and reflection completed *Responsive steps taken to address results	*No progress to report. Project to begin Fall 2011

Exhibit E2f

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

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 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 4.1 Complete an EEO plan.</i>					
VPHR	EEO Advisory Comte.	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	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	Objective Leader Progress Report *11/16/10 SPC: report that EEO plan for Title 5 is drafted with no data, will go to HRSPC for approval on 11/18/10, to Governing Board January 2011 and estimate 1st Reading to SPC February and 2nd Reading to SPC and accepted March 2011. SPPF Requests *11/30/10 SPC approves Request No 4 "PeopleAdmin Implementation" to support implementation of this objective.
<i>Objective 4.2 Develop a staffing plan that identifies minimum and optimum staffing levels throughout the district.</i>					
VPHR	HRSPC	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	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	Objective Leader Progress Report See progress report for staffing plan under goal #1. SPPF Requests *11/30/10 SPC: Special Funds awarded for Request No 4 "PeopleAdmin Implementation" and Request No 5 "PeopleSoft and Position Control Implementation"

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 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<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	<p>1. Complete staffing plan (to include evaluation process, measures, and method)</p> <p>2. Planning Councils develop methods by which they will evaluate their staffing priorities and hiring recommendations using the PRP process</p> <p>3. Integrate staffing evaluation process and method into SPC's annual evaluation</p>	<p>1. Fall 2010</p> <p>2. Spr 2011</p> <p>3. Spr 2011</p>	<p>*Completed Staffing Plan</p> <p>*Evaluation of staffing plans to council and college-wide priorities completed annually</p>	<p>Objective Leader Progress Report</p> <p>*11/16/10 SPC: planning councils are documenting plans for evaluation component</p> <p>SPPF Requests</p> <p>*11/30/10 SPC approves Request No 4 "PeopleAdmin Implementation" and Request No 5 "PeopleSoft Position Control Implementation" to support implementation of this objective.</p>

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective.
Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

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 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
Objective 5.1 Develop and implement a plan for opening the North Education Center.					
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 	<ol style="list-style-type: none"> 1. Fall 2010 2. Fall 2011 3. Spr 2012 4. Spr 2012 5. Fall 2012 - faculty; Spr 2013 6. Fall 2013 	<ul style="list-style-type: none"> *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 	<p><u>Objective Leader Progress Report</u> *11/16/10 SPC: Chairs and Directors along with instructional reps from each area will develop schedule to open the North Center which will generate 1,000 FTES in Year 1 to ascertain full center status. Plan to begin permit process and present to the December 2010 Governing Board and after this should have better information to update timeline.</p> <p>NOTE - timeline must be adjusted due to status of external permit and approval processes.</p>
Objective 5.2 Consider space for student engagement and interaction in the design of new and renovated buildings.					
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	<p><u>Objective Leader Progress Report</u> *11/16/10 SPC: report that architects work closely with user groups to ensure projects include dedicated student engagement space as evidenced in the MD Building opening in Spring 2011.</p>
Objective 5.3 Identify and purchase a site for future development of another Education Center in accordance with the Master Plan.					
Supt / President	Governing Board, VPFAS	<ol style="list-style-type: none"> 1. Contract with real estate broker to identify possible locations 2. Identify site 	<ol style="list-style-type: none"> 1. Spr 2011 2. Spr 2011 	*Site identified and purchased	<p><u>Objective Leader Progress Report</u> *11/16/10 SPC: report that south site identified and purchased in June 2010</p> <p>Objective Completed 11/16/10</p>

NOTE: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

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 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<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 Educational 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	<u>SPC Actions</u> *11/02/10 SPC: TMP 1st Reading *11/16/10 SPC: TMP 2nd Reading and Accepted. <u>SPPF Allocations</u> *12/07/10 SPC special funds awarded for Request No 6 "Implement Commitment Accounting" and Request No 7 "Implementing PeopleSoft Fixed Assets." Objective Completed 11/16/10

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective.
Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)

Request #	Title of Project/Request	Related Activities	Strategic Plan Objective	Assigned Leader & Group	Project Start/End Dates	Amount Requested	Amount/Date Approved by SPC
1	Support for Student Learning Outcomes Assessment Cycle (SLOAC)	1. \$25,000 to train faculty mentor teams to assist departments/disciplines with SLOACs 2. \$15,000 for SLO/SAO/ILO assessment workshop attendance	2.4. Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness	Katy French/ Richard Albistegui- DuBois LOC	January - December 2011	\$40,000	Approved on 11/30/10
2	GRAD Campaign (Goal, Responsibility, Attitude, Determination)	1. \$7,000 to create student-generated content videos and GRAD Awareness campaign using various media 2. \$15,000 for Professional Development seminar on using college success skills in the classroom 3. \$48,000 to implement Academic Advising module of PeopleSoft (on-line degree audits, prerequisites enforcement)	2.3 Implement the GRAD Campaign which encourages students to take responsibility for achieving their educational goals	Monika Brannick Faculty Senate	Spring 2011 - Spring 2012	\$70,000	Approved on 11/30/10
3	Administration of Community College Survey of Student Engagement (CCSSE)	\$13,000 to administer CCSSE, one of the proposed measures of Institutional Effectiveness	1.4 Annually evaluate extent to which college's IPM reflects the college's mission & results in improvement	Michelle Barton SPC	February - June 2011	\$13,000	Approved on 11/30/10

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)

Request #	Title of Project/Request	Related Activities	Strategic Plan Objective	Assigned Leader & Group	Project Start/End Dates	Amount Requested	Amount/Date Approved by SPC
4	PeopleAdmin Module Implementation	\$67,000 to purchase and implement PeopleAdmins applicant management software	2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness; Goal 4 Recruit, hire, and support diverse faculty and staff to meet the needs of students; 4.1 Complete an EEO Plan; 4.2 Develop staffing plan that identifies minimum & optimum staffing levels throughout the district; 4.3 Evaluate extent to which staffing plans and decisions reflect needs expressed in Planning Council & college-wide priorities.	John Tortarolo HRSPC	April - August 2011	\$67,000	\$67,000 Approved on 11/30/10
5	PeopleSoft Position Control Module Implementation	\$45,000 to purchase and implement Position Control module of PeopleSoft	2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness; 4.2 Develop staffing plan that identifies minimum & optimum staffing levels throughout the district; 4.3 Evaluate extent to which staffing plans and decisions reflect needs expressed in Planning Council & college-wide priorities.	John Tortarolo HRSPC	January - April 2011	\$45,000	\$45,000 Approved on 11/30/10
6	Commitment Accounting Module Implementation	\$131,200 to implement Commitment Accounting module of PeopleSoft	1.1 Update existing Educational Master Plan, Facilities Plan & Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's IPM; 2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness; FAS PRP Goal 3, #2 for Fiscal Services	Phyllis Laderman FASPC	March - August 2011	\$131,200	\$131,200 Approved on 12/07/10

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)

Request #	Title of Project/Request	Related Activities	Strategic Plan Objective	Assigned Leader & Group	Project Start/End Dates	Amount Requested	Amount/Date Approved by SPC
7	PeopleSoft Fixed Assets Module Implementation	\$15,000 to convert fixed asset data to PeopleSoft	1.1 Update existing Educational Master Plan, Facilities Plan & Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's IPM; 2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness; FAS PRP Goal 1 and Goal 3, #2 for Fiscal Services	Phyllis Laderman FASPC	January - June 2011	\$15,000	\$15,000 Approved on 12/07/10
8	Update PeopleSoft Payroll Processes	\$82,000 to update PeopleSoft Payroll Processes (request subsequently withdrawn)	1.1 Update existing Educational Master Plan, Facilities Plan & Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's IPM; 2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness; FAS PRP Goal3, #2 for Fiscal Services	Phyllis Laderman FASPC	January - June 2011	\$82,000	Request withdrawn by VP Dowd on 12/07/10
9	Fund Planning Council PRP priorities: 70% (\$57,400) to IPC 30% (\$24,600) to SSPC	Planning Councils currently reviewing PRP requests and making recommendations	SPC to allocate remaining funds to IPC and SSPC to address PRPs. SPC requested that allocations made by Planning Councils directly impact students in the classroom or through student support services.	Berta Cuaron IPC Mark Vernoy SSPC	January - June 2011	\$82,000	\$82,000 Approved on 01/18/11
Funding Criteria: Leader and group assigned to coordinate and implement the work on the objective will use the following criteria when considering requests:						Total Approved	\$463,200

A. Directly linked to the objectives in *Strategic Plan 2013 Action Plan - Year One*

B. Directly linked to a Master Plan

C. Evidence of direct impact to students can be provided

D. District-wide impact

E. Addresses one of the college's Accreditation Self-Study Planning Agendas (found on Accreditation website)

F. One-time funding request

G. Impact/Effectiveness of expenditure is measurable

H. Other resources to fund the activity are limited

I. Encourages collaboration

SPC Formative Evaluation of 2010-11 Integrated Planning, Evaluation, & Resource Allocation Decision-Making Model (IPM) March 1, 2011

What went well?

IPM and RAM models

1. IPM and RAM models are visually understandable
2. SPPF is a good idea
3. PRP process
4. "Focused" on strategic plan
5. Staffing plan
6. The IPM in general seemed to work well during the first full cycle
7. Communication with planning cycles
8. Vision/Mission & Values finalization
9. RAM on a macro scale seems to work well

Planning Linked to Resource Allocation

10. SPC facilitation in planning/resource allocation
11. Shifting existing resources to planning process
12. We allocated out just the right amount of money -- there was no real need to cut out any requests
13. Were able to make the ½ of 1% allocations
14. Planning and resources integrated
15. Resources sought from many sources
16. Planning drove resource allocations
17. Funded objectives in strategic plan
18. The form helped to better explain the requests

Monitoring and Implementation

19. Planning progress updates
20. SPC timelines kept us on track
21. Reporting progress to SPC
22. Frequent check-in's on schedule
23. Identification of PRP needs in SPC

Involvement and Participation

24. Involvement of all SPC members
25. First and second readings provided opportunity for input from all constituent group members
26. Discussion of issues
27. Attention to process required participation
28. More individuals contributing – seemed to become more vested
29. The conversations that the various groups had to prioritize
30. The cooperation of all involved
31. Inclusive process
32. Formation of workgroups
33. Letting each council determine their own priorities
34. Councils vs subcommittees did their jobs well
35. Priority discussions
36. SPPF process in councils
37. Careful consideration of the allocation process (determining the actual process, the form used, etc.)
38. Thorough discussion of each SPPF project
39. At SSPC, solid discussion with affected parties

Big Picture

40. The product is big (hope we'll be off warning)
41. The product could be authentic
42. Action-oriented emphasis
43. Information becomes knowledge about the big picture
44. Global thinking process was evident
45. Better understanding of the overall functioning of the district
46. Defined model and process and stuck to it.

What Needs to be Refined?

SPPF Allocation

1. SPPF needs minor adjustment
2. SPPF allocation procedures (priorities, funding levels, criteria) not clear from the outset
3. Be more specific with the criteria because it was hard to see if they were related or not (requests).
4. More clear criteria and more discussion on extra SPPF to councils seemed VP's had it a done deal before discussion in SPC
5. Improvement – SPPF guidelines for more student focus
6. SPPF Tier 2 process
7. SPPF application
8. Improvement – SPPF forms
9. SPPF allocation formula needs to be generated before any SPPF funds are allocated
10. Improvement – Split SPPF funds between councils and SP 2013 goals
11. Clarify process for determining how SPPF is used to fund SP 2013 & PRP's
12. With respect to SP funding priorities (those addressed by SPC), how to keep the focus more directly on students
13. Make sure that the ½ of 1% money is not just backfill for peoplesoft implementation

Council/Governance Roles, Involvement, and Participation

14. Responsiveness and reaction to all representatives
15. Foster a greater sense of cohesion, collegiality, cooperation among council members
16. We need to encourage more involvement beyond the PRP's
17. Decision-making at SPC has become more about “rubber stamping” the planning councils and less about directing the process
18. Continued efforts for more participation by those that don't participate
19. Not much room for dissention – allowed to speak but never make changes per concerns. Decisions already made.

College-wide Priorities and Strategic Plan Objectives

20. Conversation about college-wide priorities
21. Clarify what we mean by “alignment” of council priorities to Strategic Master Plan goals & objectives
22. More SP goals & objectives need to be driven by SPPC & IPC PRP's
23. Consider some of PRP's as college priorities
24. More focus on conversations about college-wide priorities
25. Expand objectives to include creative projects that may be funded

Monitoring and Implementing Models and Plans

26. Systemization/calendaring of Resource Allocation & Planning
27. Streamline the process (if possible)
28. Adjust timeline to establish college priorities prior to PRP and Action Plans
29. Time management
30. Strategic plan evaluate and review
31. Share understanding beyond this room
32. Need work – budget tie-in to planning/resource allocation other than SPPF
33. Council needs to know which requests can be funded elsewhere (& specifically where & to the tune of how much \$) before its own prioritization process
34. Develop a stronger priority planning model for the “plans” like this:

Necessity # _____

personal priority (what we want)	time priority (how long we can go without)	financial priority (best bang for buck)	importance (what we lose if we don't)
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Big Picture

35. Not enough resources to go round
36. Discussion about student population and what is needed from campus to assist their success
37. Put more focus on ideas that directly affect student achievement
38. Needed more focus on student-centered projects
39. Focus on students and classrooms