



STRATEGIC PLANNING COUNCIL AGENDA

Date: September 20, 2011
Starting Time: 2:00 p.m.
Ending Time: 3:45 p.m.
Place: **AA-140**

CHAIR: Deegan

MEMBERS: Barton, Brannick, Casey, Cater, Cerda, Claypool, Cuaron, Dean, Dimmick, Furch, Halttunen, Hoffmann, Jimenez, Laughlin, Martinez, Maunu, Newmyer, Sivert, Stewart, Talmo, Titus, Tortarolo, Vernoy, Wick

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		5 min
1. Approve Minutes of September 6, 2011		
B. <u>ACTION ITEMS/FIRST READING</u>		5 min
1. Board Policy 1200-District Mission Statement	Exhibit B1	
C. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>		40 min
1. Accrediting Commission Actions and Policy Updates		
2. Accreditation Update	Exhibit C2	
3. Midterm Report: Review:	Exhibit C3	
Recommendation #2-Integrated Planning/Planning Agenda #3 (Rec. #2.2)-Budget Development		
Recommendation #4/Planning Agenda #2-Program Review and Planning		
Planning Agenda #9-Emergency Preparedness		
D. <u>INTEGRATED PLANNING MODEL</u>		40 min
1. SPC Timeline Check-in		
2. Review SPPF Request Form	Exhibits D2a/D2b	
E. <u>REPORTS OF PLANNING COUNCILS</u>		10 min
1. Finance & Administrative Services Planning Council – Joe Newmyer		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Mark Vernoy		
F. <u>REPORT FROM PC3H COMMITTEE</u>		5 min
G. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
September 20, 2011**

A regular meeting of the Palomar College Strategic Planning Council scheduled September 20, 2011, was held in AA-140. President Robert Deegan called the meeting to order at 2:00 p.m.

ROLL CALL

Present: Barton, Brannick, Casey, Cater, Claypool, Cuaron, Deegan, Dimmick, Furch, Halttunen, Jimenez, Laughlin, Maunu, Sivert, Stewart, Titus, Tortarolo, Wick
Absent: Cerda, Dean, Hoffmann, Martinez, Newmyer, Talmo, Vernoy
Recorder: Cheryl Ashour
Guests: Dennis Casey, Joan Decker, Brent Gowen, Ken Jay for Newmyer, Glynda Knighten

A. MINUTES

1. Approve Minutes of September 6, 2011

MSC (Titus/Dimmick) to approve the Minutes of September 6, 2011 as written

B. ACTION ITEMS/FIRST READING

1. Board Policy 1200-District Mission Statement

Michelle Barton stated that the District Mission Statement was revised when the Strategic Plan was created; however, the corresponding Board Policy was not updated. Therefore, the Policies and Procedures Task Force reviewed and approved the revised District Mission Statement at their last meeting and have forwarded it to SPC.

MSC (Brannick/Cuaron) to move this item to action/second reading

MSC (Brannick/Titus) to approve BP 1200-District Mission Statement (**Exhibit B1**) as written

Board Policy 1200 will be on the next Governing Board agenda for approval.

C. ACCREDITATION RECOMMENDATIONS AND PROGRESS

1. Accrediting Commission Actions and Policy Updates

There were no items.

2. Accreditation Update

Michelle Barton and Berta Cuaron are attending an accreditation workshop this Friday in Norco. Berta Cuaron distributed a revised Calendar for SPC Review of Midterm Report 2012 – ACCJC Recommendations & Palomar College Planning Agendas. (**Exhibit C2**)

3. Draft Midterm Report: Review Recommendations #2-Integrated Planning/Planning Agenda #3 (Rec. #2.2)-Budget Development; Recommendation #4/Planning Agenda #2-Program Review and Planning; Planning Agenda #9-Emergency Preparedness

Vice President Cuaron requested that members read the Report (**Exhibit C3**) and provide input. She stated that the information in Recommendation #2 is reflective of what was in our spring report; the information in Recommendation #4/Planning Agenda #2 demonstrates college-wide participation and integration with our IPM, Strategic Plan, and SLO and SAO work; and she discussed the progress made with Planning Agenda #9. One of the objectives this year is to begin funding the Emergency Preparedness Plan. Vice President Cuaron asked that members share this document with their constituencies. A copy of the draft report will be sent in an email next week to all faculty and staff, with a request for input.

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

Michelle Barton reviewed the upcoming tasks. She distributed the revised Year 2 Action Plan 2011-2012 that was approved at the last SPC meeting. It will also be posted on the Strategic Planning website.

2. Review SPPF Request Form

Michelle Barton distributed a copy of the Year 1 SPPF Request Form (**Exhibit D2a**), and a draft of the Year 2 SPPF Request Form. (**Exhibit D2b**) She discussed the differences between the two documents. Revisions were made to the draft Year 2 form. Everyone agreed to move forward with the revised Year 2 SPPF Request Form according to the following timeline:

September 26, 2011	Michelle Barton will send the SPPF Request Form to faculty and staff
October 14, 2011	SPPF requests are due to the person assigned responsibility for the objective the request is linked
October 25, 2011	Approved SPPF requests are due to Cheryl Ashour
October 27, 2011	Cheryl Ashour will send SPPF requests to SPC as an attachment to the November 1 SPC agenda
November 1, 2011	SPC allocates SPPF funds

E. INFORMATION/DISCUSSION

There were no items.

F. REPORTS OF PLANNING COUNCILS**1. Finance and Administrative Services Planning Council**

Ken Jay reported that FASPC will analyze their SAOs at their upcoming meeting.

2. Human Resource Services Planning Council

Vice President Tortarolo reported that they met on September 6. They reviewed their PRP cycle; discussed sections 3, 7, and 8 of the Accreditation Mid-Term Report; and reviewed the draft of a Staffing Plan survey which will go to the Councils. Today the Council will discuss the Accreditation Mid-term Report, receive training on its roles and responsibilities, and discuss the progress of SAO #1.

3. Instructional Planning Council

Vice President Cuaron reported that IPC met on September 14. They reviewed their objectives in the Action Plan-Year 2; discussed how the Council will set up review groups and establish priority of PRPs; and began work on developing criteria for Objective 2.7.

4. Student Services Planning Council

Lynda Halttunen reported that SSPC met September 14. They made a recommendation to review priorities for SPPF funds for 2010-2011. A decision will be made on which requests to fund at their next meeting. They reviewed their non-instructional PRP format, in order to align it with the instructional PRP format; made a commitment to 100% proficiencies to their SAOs and SLOs; and created a Students Services Calendar.

G. REPORT FROM PC3H Committee

Monika Brannick reported that PC3H met last week. They reviewed and accepted a draft of a PC3H Resource Center 3-5 Year Plan. The Plan was sent to Vice Presidents Cuaron and Tortarolo; a meeting will be scheduled with them in the near future. They were provided a second room; the wall between the rooms will be removed on Friday. PC3H will have two tables at the upcoming Pride at the Beach event at the Oceanside pier. It is sponsored by the North County LGBT coalition; the money that is received will be donated to LGBT clubs in high schools.

H. OTHER**1. Report from Faculty Senate**

Monika Brannick reported that the Faculty Senate appointed Marty Furch as the Past President designee. She will now serve on SPC as the Past President, which opens a faculty member seat on SPC.

I. ADJOURNMENT

There being no further business, the meeting was adjourned at 3:00 p.m.

THE DISTRICT
DRAFT AS OF 9/16/2011

BP 1200 DISTRICT MISSION

References:

Accrediting Commission of Community and Junior Colleges of the Western
Association of Schools and Colleges Standard 1 (as of June 2002)

The mission of the Palomar Community College District:

~~Palomar College is an educational leader committed to quality learning.~~ Our mission is to provide an engaging teaching and supportive 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.

To achieve its mission, the Palomar Community College District follows the mission of the California Community College System as determined by the State Legislature.

The mission is evaluated and revised on a regular basis.

Calendar for SPC Review of Midterm Report 2012 - ACCJC Recommendations & Palomar College Planning Agendas

The institution is expected to provide (1) progress, analysis, evidence, and additional plans for each of the recommendations of the evaluation team for the 2009 Site Visit [all 11 recommendations]; (2) progress on the Planning Agendas of its *Self-Study 2009*; and (3) update on Substantive Change in progress, pending, or planned.

Meeting Dates Fall 2011	Recommendations/Planning Agendas for Review	Topics
September 6	Recommendation # 1 Recommendation # 5 Recommendations # 9 & 10 Planning Agenda #4	Mission Statement Distance Education Technology Plan Basic Skills
September 20	Recommendation # 2 Recommendation # 4 Planning Agenda # 2 (Rec. #4 - PRP) Planning Agenda # 3 (Rec. #2.2 – Budget Development) Planning Agenda # 9 (Action Plan Year Two)	Integrated Planning Program Review & Planning Program Review & Planning Budget Development Process Emergency Preparedness
October 4	Recommendation # 3 Planning Agendas # 1, 5 (Rec. #3 – SLOACs) Planning Agenda # 6 (Rec. #2.1.d – Staffing Plan) Planning Agenda # 7 (Rec. #2.1.d – Staffing Plan)	SLOACs SLOACs, Professional Development “75/25” Workgroup Staffing Plan
October 18	Recommendation # 6 Recommendation # 7 Recommendation # 8 Planning Agenda # 8 (Rec. #7.2 – Code of Ethics)	Board of Trustees Policies Human Resources Practices Harassment, Discrimination & Disparaging comments Code of Ethics
November 1	Recommendation # 11 Planning Agenda # 10	Long-Term Health Fund Liability Shared Governance
November 15	Midterm Report 2012 – First Reading	Responses to all recommendations and planning agendas
November 29 <i>Special SPC Meeting</i>	Midterm Report 2012 – Second Reading	Acceptance

Governing Board Review of Midterm Report 2012

January 10, 2012	Midterm Report 2012	First Reading
TBA	Workshop on Midterm Report 2012	Review of Midterm Report 2012
February 14, 2012	Midterm Report 2012	Approval

SPC Calendar – Review/Accept Midterm Report 2012

Governing Board Calendar – Review/Approve Midterm Report 2012

Updated 09.08.11

Midterm Report 2012

DRAFT-RECS #2/PA#3 (REC.#2.2)
REC.#4/PA#2
PA #9
FOR SPC REVIEW ON 09/20/11



Submitted by

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Submitted to

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

Palomar Community College District

Governing Board

Nancy 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.

TBA, Student Trustee

Superintendent/President

Robert P. Deegan

March 15, 2012

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)

The College has achieved the Sustainable Continuous Quality Improvement level of effectiveness in planning. The College's planning councils form its planning structure, and these councils' implementation of a comprehensive planning model directs planning processes.

[Paraphrase this list of SCQI criteria, and merge the result into the small paragraph above.]

- 1. The institution [College] uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.**
- 2. There is dialogue about institutional effectiveness that is ongoing, robust and pervasive; data and analyses are widely distributed and used throughout the institution.**
- 3. There is ongoing review and adaptation of evaluation and planning processes.**
- 4. There is consistent and continuous commitment to improving student learning; and educational effectiveness is a demonstrable priority in all planning structures and processes.**

Throughout this Recommendation #2 response, we need to emphasize our commitment to improving student learning and success.

In the Spring 2011 document "A Follow-Up Report and Visit," the Commission's evaluation team found that the College has fully addressed this Recommendation and is in compliance with Standards and Policies.

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**

Progress and Analysis

In 2009, the College's principle participatory governance group, the Strategic Planning Council (SPC), established the College's *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)*, which was fully implemented with the adoption of the FY2010-11 budget. 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 (*Integrated Planning Model [IPM] Figure 1*).

Long-range Planning. The College has four long-range plans. The primary long-range plan is the *Educational Master Plan*, which drives the development of the *Facilities Master Plan*, the *Staffing Plan*, and the *Technology Plan*. The *Educational Master Plan* and the *Facilities Master Plan* are fully-integrated and together comprise *Master Plan 2022*. (The College's naming convention for planning documents is to use the last year of the planning cycle in the title.) The *Master Plan* is reviewed and evaluated informally each year, formally every six years, and recast every twelve years. The *Staffing Plan* and the *Technology Plan* are reviewed and evaluated informally each year, formally every three years, and recast every six years. This alignment enables the College to incorporate changes made in the *Master Plan* into its ongoing planning and to modify the long-range plans as the environment requires (*Master Plan 2022; Staffing Master Plan 2016; Technology Master Plan 2016; Palomar College Planning Cycles – Figure 2*).

(More detailed discussions of the *Staffing* and *Technology Plans* appear under the College's responses to Recommendations #2.4 and #7.3, respectively).

Medium-range Planning. These long-range plans, in turn, drive the Strategic Plan, a medium-range plan on a three-year cycle of review, evaluation, and reformulation. The Strategic Plan identifies the College's Vision, Mission, and Values, and the goals and measurable objectives that the College uses to influence its resource allocation decisions on an annual basis. Also, the Strategic Plan focuses on the College's institutional effectiveness and ongoing improvement. At present, the college is implementing *Strategic Plan 2013* (*Strategic Plan 2013*).

Short-range Planning. The Strategic Plan drives Program Review and Planning, which is short-range planning, conducted on two-year cycles by each of the college's four divisional Planning Councils. Through these Program Review and Planning processes, all academic departments and non-academic units evaluate their performance, establish plans for improvement, and identify necessary resources in support of student learning outcomes and service area outcomes.

(A more detailed discussion of Program Review and Planning processes appears in the College's response to Recommendation #4.)

Integration. Importantly, the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* works not only from the long-range plans down through the medium-range plan to the short-range plans, but also from the short-range plans up, with Program Review and Planning informing the Strategic Plan and the Strategic Plan informing the Master Plans. The *IPM* improves institutional effectiveness and with the College's *Resource Allocation Model (RAM)* at its center ensures the College's maximization of its resources in support of student learning and service area outcomes (*Resource Allocation Model [RAM]*). For example, by means of the *IPM* and *RAM* the College has established Strategic Plan Priority Funding (SPPF). From this fund, the Strategic Planning Council allocates resources to support college-wide priorities as identified in *Master Plan 2022* and the Strategic Plan, such as implementing Student Learning Outcomes and Service Area Outcomes Assessment Cycles at the course, program, and institutional levels (*SPC Minutes, Approve SPPF Funding, date; SPPF*).

Planning Cycles. The College has synchronized its planning cycles and follows the *Annual Planning, Resource Allocation, and Evaluation Timeline*, which identifies the dates of the College's development, implementation, and evaluation of planning and budget activities throughout the fiscal year (*Annual Planning, Resource Allocation, and Evaluation Timeline*).

Action Plan. The college is now carrying out the *Palomar College Strategic Plan 2013 Action Plan – Year Two (Palomar College Strategic Plan 2013 Action Plan – Year Two)*. This "Action Plan" identifies the College's goals and annual objectives along with the individuals and groups assigned to coordinate the work necessary to complete them. The articulation of each objective includes a brief work plan, a timeline for completion, and the measures the assigned individuals and groups will use to determine whether the objective has been completed. The individuals and groups assigned responsibility for an objective's completion identify and request resources necessary to implement their objective's work plan. The Strategic Planning Council prioritizes and allocates these resources using the Strategic Plan Priority Funding (SPPF) identified in the *Resource Allocation Model*.

[Add examples here once SPPF is allocated: For example, on the basis of *Action Plan – Year Two* and with Strategic Plan Priority Funding (SPPF). . .]

The Strategic Planning Council monitors the implementation of the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model (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 [current] Action Plan. All progress is documented in the Council minutes and in the “Action Plan” document (*SPC Minutes, IPM Standing Agenda Item*). 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.

Additional Plans

None.

Evidence (*All items in the evidence list have hyperlinks to the documents.*)

- *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)*
- *Master Plan 2022*
- *Staffing Master Plan 2016*
- *Technology Master Plan 2016*
- *Palomar College Planning Cycles – Figure 2*
- *Strategic Plan 2013*
- *Resource Allocation Model (RAM) – Figure 3*
- *SPC Minutes, Strategic Plan Priority Funding (SPPF) (link to be provided)*
- *Strategic Plan Priority Funding (SPPF) (link to be provided)*
- *Annual Planning, Resource Allocation, and Evaluation Timeline*
- *Palomar College Strategic Plan 2013 Action Plan – Year Two (link to be provided)*
- *SPC Minutes, IPM Standing Agenda Item*

Recommendation #2.2/Planning Agenda #3

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).

Progress and Analysis

In accordance with the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and *Resource Allocation Model (RAM)*, college-wide priorities identified in the Strategic Plan and 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 (IPM)* depicts the annual resource allocation process. The *RAM (RAM)* ensures that General Fund resource allocation decisions follow planning. The *RAM* designates non-discretionary Strategic Plan Priority Funding (SPPF) to support college-wide priorities and discretionary funds to support Planning Council priorities developed from Program Review and Planning processes. **[Include figures.]**

To make certain that the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model (RAM)* drive the budget development process, the Strategic Planning Council adheres to the *Annual Planning, Resource Allocation, and Evaluation Timeline*, which integrates annual planning activities with the College's budget development activities (*Annual Planning, Resource Allocation, and Evaluation Timeline*). The timeline institutes a sequence of activities to guarantee that planning and evaluation occur prior to budget development and resource allocations. Conceptually, the timeline is based on a "plan, do, review" approach: (1) plan a year in advance, (2) set budget priorities and implement them according to the *RAM*, and (3) conduct an evaluation of the previous year's allocations – modifying plans, processes, and allocations as necessary.

Additional Plans

None.

Evidence (*All items in the evidence list have hyperlinks to the documents.*)

- [*Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model \(IPM\)*](#)
- [*Resource Allocation Model \(RAM\)*](#)
- [*Annual Planning, Resource Allocation, and Evaluation Timeline*](#)

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)

Progress and Analysis

Evaluation is a crucial component of the College's integrated planning and resource allocation processes.

The College conducts two types of evaluation of the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model (RAM)*. Annually, the Strategic Planning Council (SPC) completes a formative evaluation in order to strengthen and improve the implementation of the planning and resource allocation processes (*Integrated Planning Model*). 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. Outlines of these methods follow.

Formative Evaluation

SPC examines 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. SPC's evaluation of the College's performance relative to 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 processes used by SPC to implement the *IPM* and the *RAM*.

The formative evaluation answers the following questions:

1. Did the College make expected progress on its planning priorities (i.e., the Strategic Plan's goals and objectives)?
2. Did the College apply the appropriate resources to its planning priorities?
3. Which elements of the planning and resource allocation processes worked well?
4. Which elements of the planning and resource allocation processes need to be refined?

As a result of the formative evaluation, SPC

1. Updates the College-wide priorities (i.e., as expressed in goals and objectives identified in its Strategic Plan) and establishes the Strategic Plan Objectives and Action Plans for the following year, and

2. Refines or adjusts the processes used to implement the *IPM* and the *RAM* to ensure that the resource allocation process supports the college's planning priorities.

[Evidence link – *Summary of Planning Councils' Formative Evaluation of Resource Allocations Processes 2011*]

Summative Evaluation

SPC examines the following types of information as part of its summative evaluation:

1. SPC's evaluation of the completion of the objectives in the College's Strategic Plan,
2. Planning Councils' self-evaluations of their PRP processes,
3. SPC's evaluation of the College's performance relative to Institutional Effectiveness Measures,
4. SPC's evaluation of the resources allocated to planning, and
5. SPC's evaluation of the effectiveness of the planning and resource allocation processes.

The summative evaluation answers the following questions:

1. Did the College complete the objectives identified in its three-year Strategic Plan?
2. Is the College making expected progress on fulfilling its longer-term Master Plans?
3. Did implementation of the *IPM* and the *RAM* lead to improved institutional effectiveness, student learning, and student success?

As a result of the summative evaluation, SPC

1. Makes a determination as to the effectiveness of the College's planning, evaluation, and resource allocation processes,
2. Modifies the *IPM* and the *RAM*, if necessary, and
3. Uses the results of the evaluation, especially its assessment of progress on Institutional Effectiveness Measures, as input into the next Strategic Planning cycle.

Additional Plans

None.

Evidence

- *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)*
- *Planning Councils' Formative Evaluation of Resource Allocations Processes 2011*

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).

Progress and Analysis

The *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* includes a Technology Plan that is on a six-year cycle. The 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.

[Add here the material that currently is in the response to Recommendations #9 and #10.]

Additional Plans

None.

Evidence (*All items in the evidence list have hyperlinks to the documents.*)

- [Finance and Administrative Services Planning Council Minutes, Convene Technology Master Plan Workgroup, February 18, 2010](#)
- [Strategic Planning Council Minutes, Accept Technology Master Plan 2016, November 16, 2010](#)
- [Technology Master Plan 2016](#)
- [FASPC Minutes, Review Technology Master Plan 2016, April 28, 2011](#)

Recommendation #4/Planning Agenda #2 – Program Review and Planning Processes

In order to meet Standards and for the College to derive the benefits expected of comprehensive[,] robust, broad-based, and integrated program review and planning[,] which are now to be further enhanced through use of student learning outcomes, it is recommended that the institution substantially expand the number of departments participating in program review and development of Annual Implementation Plans. Compliance with the spirit, intent and requirement that planning efforts be broad-based requires that the College: (I.B.1, I.B.2, I.B.3, I.B.4, I.B.5, I.B.6, I.B. 7) [Planning Agenda #2]

Program Review and Planning (PRP) is the College's short-range planning. PRP processes are two-year cycles conducted across the College by all academic departments and non-academic units. These processes are monitored in an ongoing manner by each of the College's four divisional Planning Councils. They are driven by the Strategic Plan.

Through these PRP processes, departments and units evaluate their performance, establish plans for improvement, and identify necessary resources in support of student learning outcomes and service area outcomes. By means of these processes, all departments and units contribute to the coordination and coherence of the College's institutional system of planning, implementation, and evaluation.

The College has achieved the Sustainable Continuous Quality Improvement level of effectiveness in program review:

1. Program Review and Planning processes are ongoing and systematic throughout all College divisions. The Planning Councils are responsible for the implementation, evaluation, and refinement of PRP processes. In Instructional Services, PRP processes are used to assess and improve student learning and achievement. In all other areas, they are used to assess and improve student support and operational services.
2. The Planning Councils review and refine the PRP processes at a minimum of every two years. Elements that may require refinement include the instrument used, data elements collected, analysis of data, and linkages of data analysis to SLOACs or SAOACs, and/or strategic planning goals and objectives; and
3. The results of Program Review and Planning are used to continually improve student achievement and learning outcomes, academic programs, and instructional and student support services, and college operational services.

#4.1 Significantly increase the number of departments and programs undergoing program review on an annual basis.

Progress and Analysis

All academic departments and non-academic units engage in Program Review and Planning processes. In Spring 2011, academic departments and academic support areas completed 148 PRPs; HRSPC and FASPC completed one PRP each for their respective divisions; SSPC completed ____.

Instructional Services, Student Services, and Human Resource Services conduct PRP processes on a two-year cycle. On this cycle, year one is for planning, implementation, and resource requests; year two, for planning updates and resource needs. Finance and Administrative Services conduct[s] PRP processes on an annual cycle.

While each division uses PRP processes uniquely to support its specific role in the college, all PRP processes have in common a number of elements. All PRP processes, for instance, collect and analyze a variety of data; link planning to SLOACs and SAOACs and to Strategic Plan goals and objectives; and identify resource requests for equipment, for technology, for budget enhancements, and for faculty and staffing needs.

Technology requests are used by the Planning Councils to prioritize items and to fund when possible. These requests also are used [by ____] to inform updates of the Technology Plan. Staffing requests are used [by ____] for annual updates of the Staffing Plan. The Instructional Planning Council Subcommittee may use faculty requests in its annual prioritization process for faculty positions.

Additional Plans

None.

Evidence

Evidence links to be provided...

#4.2 Improve the quality of analysis included in each department's program review. Use of data in support of conclusions is expected.

Progress and Analysis

The Planning Councils have improved the quality of data analysis included in each department's or unit's program review by

1. expanding the number of questions on the PRP forms,
2. requiring planning to be linked to data analysis – particularly planning in support of SLOs or SAOs and Strategic Plan goals and objectives,
3. providing good examples of data analysis and linkages to planning, and
4. engaging Institutional Research and Planning to provide guidance and training in gathering and analyzing data.

Each division analyzes data specific to its function. Data analyzed by Instructional Services include enrollments, WSCH/FTEs, FTEF, student retention and success rates, and certificate and degree completions. Data analyzed by Human Resource Services include internal customer satisfaction surveys, applicant surveys, and Equal Employment Opportunity (EEO) data on culture and diversity. Data analyzed by Student Services include number of students served. **[SS is developing additional data elements.]** Also, in completing the PRP forms, departments and units reflect on SLO and SAO assessment results.

Through these PRP processes the Planning Councils derive Council priorities and ensure their alignment with college-wide priorities. Also through these processes the Councils recommend resource allocations of discretionary funds for temporary employees, supplies, operating expenses, equipment, and technology.

In addition, the Planning Councils complete annual formative evaluations of their division's PRP resource allocation processes and present the results to the Strategic Planning Council. These evaluations are further means by which the departments and units refine the analyses included in their review and planning (*Planning Councils' Formative Evaluations of Resource Allocation Processes 2011; SPC Minutes, Planning Councils present formative evaluations of resource allocation processes to SPC, March 1, 2011; Program Review and Planning webpage; PRP Forms*).

Additional Plans

None.

Evidence (*All items in the evidence list have hyperlinks to the documents.*)

- Planning Councils' Formative Evaluations of Resource Allocation Processes 2011 (*link to be provided*)
- SPC Minutes, Planning Councils Present Formative Evaluations of Resource Allocation Processes, March 1, 2011
- Program Review and Planning Webpage
- PRP Forms

#4.3 Establish goals that are measureable with stated desired outcomes listed and linked to the resource allocation process and student learning outcomes.

Progress and Analysis

The Planning Councils develop priorities based on both (1) the Strategic Plan goals and objectives and Action Plan and (2) the review of Program Review and Planning (PRP) documents and the “themes” that evolve. Planning Councils fund resource requests based on these priorities. Funding sources can be discretionary, Strategic Plan Priority Funding (SPPF), Foundation, Perkins, and other.

At the department and unit level of PRP processes, planning is linked to resource allocation. In the planning process, departments and units define the desired outcomes and identify resources necessary to achieve these outcomes (where appropriate). Not every outcome identified by planning requires budgetary resources but more often human time.

The PRP process has raised the awareness [“**Awareness**” of what?] level among academic departments and initiated discussions that are beginning to lead to improved student learning outcomes. Some departments, for example, are examining retention and success rates while others are examining the lack of student completion of certificates and degrees.

The PRP process has also helped Finance and Administrative Services and Human Resource Services improve their achievement of SAOs.

Additional Plans

None.

Evidence

Evidence links to be provided...

Palomar Community College District

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Planning Agenda #9 – Emergency Preparedness

The college will consider the recommendations of the Emergency Preparedness Workgroup as part of its ongoing planning, preparation, and training for the safety and security of the college community. Recommendations incorporated into the district's Emergency Preparedness Plan will be prioritized and funding resources will be identified (III.B).

Progress

In order to enhance the safety and security of the college community, the Emergency Preparedness Workgroup prioritized a list of recommendations derived from the Emergency Preparedness Plan. At its meeting of October 21, 2008, the Strategic Planning Council approved implementation.

To date, the College has carried out a number of the recommendations – such as training personnel in the National Incident Management System (NIMS) and providing emergency backup generators for Campus Police and Information Services – with funding coming from various sources. Carrying out the remaining recommendations is the purpose of Goal 5 Objective 2 of *Strategic Plan 2013 – Action Plan Year Two*: “Identify and begin to fund priority recommendations defined in the College’s Emergency Preparedness Plan.”

Evidence (*All items in the evidence list have hyperlinks to the documents.*)

- Strategic Planning Council Minutes, Approve Emergency Preparedness Plan, October 21, 2008
- Emergency Preparedness Plan
- *Strategic Plan 2013* Action Plan – Year Two, Goal 5, Objective 2, Emergency Preparedness Plan (*link to be provided*)

Palomar College Strategic and Master Planning Request for Funding (1/2 of 1%) Form

Through its Resource Allocation Model (RAM), the college has designated that ½ of 1% of our unrestricted budget go towards funding institutional goals and objectives. The amount to be disbursed is about \$460,000. The *Strategic Plan 2013 Action Plan – Year 1* (see link below) identifies this year's goals and objectives along with individuals and groups assigned to coordinate the work to complete them.

The Strategic Planning Council (SPC) expects that identified needs will exceed the amount set aside. Therefore, the council will review and prioritize requests for these funds.

If you have a recommended activity that supports one of the objectives identified in the work plan, please complete the following resource request form and submit it to the individual identified in the Action Plan as responsible (i.e., the objective leader) for that objective. This individual is listed in the first column of the Action Plan. All requests are due to objective leaders by the target date of November 5 at 4:00 p.m.

Once requests are received, objective leaders will work with their assigned groups to review and prioritize requests to move forward to SPC. Then, they will forward their prioritized list to SPC for further consideration. SPC will begin reviewing requests on November 23rd and make a final determination for funding items by the beginning of December.

Please review the Strategic Plan 2013 Action Plan – Year 1 at:

<http://www.palomar.edu/strategicplanning/SP2013ActionPlan/ActionPlanYear1.pdf>

If you have any questions please contact the individual assigned to your objective or Institutional Research and Planning at extension 2360. Thank you for working to help achieve the college's goals and objectives.

Strategic and Master Plan Request for One-time Funding (1/2 of 1%): Strategic Plan 2013 Action Plan – Year 1 (AY2010-2011)

1. **Strategic Plan 2013 Action Plan Year 1:** Prior to completing this form, read *Strategic Plan 2013 Action Plan Year 1* to review the goals, objectives, and person responsible for leading the work on them. The person assigned responsibility (i.e., objective leader) for an objective is listed in the first column of the Action Plan. If you have a funding request that will help complete a specific objective, complete this form and submit it to the objective leader. You can find the Action Plan at: <http://www.palomar.edu/strategicplanning/SP2013ActionPlan/ActionPlanYear1.pdf>
2. **Due Date:** Submit completed form to your objective leader by November 5th at 4:00 p.m.
3. **General Information:** Fill in the information below.

Person submitting request:
Title of project/request:
Requested amount:
Project start date:
Project end date:
4. **Funding Criteria:** Groups (e.g., councils, faculty senate, committees, and departments) assigned to coordinate and implement the work on your objective will use the following criteria when considering requests.
 - A. Directly linked to the objectives in *Strategic Plan 2013 Action Plan – Year 1*.
 - 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 at: <http://www.palomar.edu/accreditation/Self-Study%202009%20Folder/PlanningAgendas.htm>
 - F. One-time funding request
 - G. Impact/Effectiveness of expenditure is measurable
 - H. Other resources to fund the activity are limited
 - I. Encourages collaboration
5. **Other Funding Sources:** Have other sources to fund this request been sought or identified? YES or NO. Prior to funding, requestors may be asked to confirm that the funding request is not being funded by a grant or other source of funds.

6. Description of Request: Provide a description of your request by completing the section below. (Use Tab key to move between boxes.)

Identify the objective from <i>Strategic Plan 2013 Action Plan - Year 1</i> that this request addresses.	Identify the funding criteria that this request meets. (<i>The funding criteria are listed in item #4 of this form.</i>)	<u>Briefly</u> describe the activity.	Provide a breakdown of the expenditures for this activity.	Describe how you will measure the success of this activity in meeting the identified Strategic Plan 2013 - Year 1 Action Plan objective. (<i>Funded projects will require a year-end report of progress</i>)

PRIORITY # (Do not complete. This will be assigned by the group(s) reviewing your request.) _____

ASSIGNED BUDGET CODE (Do Not complete. This will be completed by Fiscal if request is funded.) _____

QUESTIONS???? Please contact the Office of Institutional Research and Planning at ext.2360 for assistance in completing this form. Please contact the individual assigned responsibility for your objectives with questions related to the objective and work plan.

Palomar College Strategic and Master Planning Request for Funding (1/2 of 1%) Form

Through its Resource Allocation Model (RAM), the college has designated that ½ of 1% of our unrestricted budget go towards funding institutional goals and objectives. The amount to be disbursed is about \$XXXXXX. The *Strategic Plan 2013 Action Plan – Year 2* (see link below) identifies this year's goals and objectives along with individuals and groups assigned to coordinate the work to complete them.

The Strategic Planning Council (SPC) expects that identified needs will exceed the amount set aside. Therefore, the council will review and prioritize requests for these funds.

If you have a recommended activity that supports one of the objectives identified in the work plan, please complete the following resource request form and submit it to Person Responsible for coordinating work for that objective. This individual is listed in the first column of the Action Plan. All requests are due to the leaders of the objectives by October XX at 4:00 p.m.

Once requests are received, leaders of the objectives will work with their assigned groups to review and prioritize requests to move forward to SPC. Then, they will forward their prioritized list to SPC for further consideration. SPC will review requests and make recommendations for funding on October XX.

Please review the Strategic Plan 2013 Action Plan – Year 2 at:

<http://www.palomar.edu/strategicplanning/SP2013ActionPlan/092011FINALActionPlan.pdf>

If you have any questions please contact the individual assigned to your objective or Institutional Research and Planning at extension 2360. Thank you for working to help achieve the college's goals and objectives.

Strategic and Master Plan Request for One-time Funding (1/2 of 1%): Strategic Plan 2013 Action Plan – Year 2 2011-2012

1. **Strategic Plan 2013 Action Plan Year 2:** Prior to completing this form, read *Strategic Plan 2013 Action Plan Year 2* to review the goals, objectives, and person responsible for leading the work on them. The person assigned responsibility for leading the work on an objective is listed in the first column of the Action Plan. If you have a funding request that will help address a specific objective, complete this form and submit it to the objective leader. You can find the Action Plan at:

<http://www.palomar.edu/strategicplanning/SP2013ActionPlan/ActionPlanYear2.pdf>

NOTE: All requests must be one-time funding requests.

2. **Due Date:** Submit completed form to person assigned responsibility for the objective by **XXXX** at 4:00 p.m.

3. **General Information:** Fill in the information below.

Person submitting request:

Title of project/request:

Requested amount:

Project start date:

Project end date:

4. **Funding Criteria:** Groups (e.g., councils, faculty senate, committees, and departments) assigned to coordinate and implement the work on your objective will use the following criteria when considering requests.

A. Specifically addresses an objective in *Strategic Plan 2013 Action Plan - Year 2 2011-2012*.

B. Evidence of direct impact to students can be provided.

C. Evidence of District-wide impact is provided.

D. Addresses one of the college's Accreditation Self-study Planning Agendas at:

<http://www.palomar.edu/accreditation/Self-Study%6202009%20Folder/PlanningAgendas.htm>.

E. Impact/Effectiveness of expenditure is measurable and a plan for assessing the success of the activity is described.

F. Other resources to fund the activity are limited.

5. Description of Request: Provide a description of your request by completing the section below. (Use Tab key to move between boxes.)

Identify the objective from <i>Strategic Plan 2013 Action Plan - Year 2</i> that this request addresses.	<u>Briefly</u> describe the need for the request and specific project steps for completing it.	<u>Briefly</u> describe how the request meets one or more of the funding criteria listed in item #4 of this form.	Provide a breakdown of the expenditures for this activity.	Describe how you will measure the success of this activity in meeting the identified Strategic Plan 2013 - Year 2 Action Plan objective. (<i>Funded projects will require a year-end report of progress</i>)
<p><u>Need:</u></p> <p><u>Project Steps:</u></p>				

PRIORITY # (Do not complete. This will be assigned by the group(s) reviewing your request.) _____

ASSIGNED BUDGET CODE (Do Not complete. This will be completed by Fiscal if request is funded.) _____

QUESTIONS???? Please contact the Office of Institutional Research and Planning at ext.2360 for assistance in completing this form. Please contact the individual assigned responsibility for your objectives with questions related to the objective and work plan.