



STRATEGIC PLANNING COUNCIL AGENDA

Date: December 3, 2013
Starting Time: 2:00 p.m.
Ending Time: 3:45 p.m.
Place: **AA-140**

CHAIR: Deegan

MEMBERS: Barton, Claypool, Cuaron, Davis, Dimmick, Falcone, Gilroy, Gonzales, Gonzalez, Holmes, Larson, Laughlin, Lienhart, Maunu, Moore, Navarro, Perez, Sourbeer, Stockert, Talmo, Titus, Tortarolo, Velazquez, Wick

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		2 min
1. Approve Revised Minutes of November 5, 2013		
2. Approve Minutes of November 19, 2013		
B. <u>ACTION ITEMS/SECOND READING</u>		5 min
1. AP 7250-Educational Administrators	Exhibit B1	
C. <u>ACTION ITEMS/FIRST READING</u>		
1. Behavioral Health and Campus Wellness Committee	Exhibit C1	
2. Student Success and Support Program Task Force	Exhibit C2	
D. <u>INTEGRATED PLANNING MODEL</u>		10 min
1. SPC Timeline Check-In		
2. Strategic Plan 2016 Action Plan Update	Exhibit D2	
E. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>		15 min
1. Accrediting Commission Actions and Policy Updates		
2. Accreditation Self-Evaluation Update		
F. <u>REPORTS OF PLANNING COUNCILS</u>		15 min
1. Finance & Administrative Services Planning Council – Ron Perez		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Adrian Gonzales		
G. <u>REPORT FROM PC3H COMMITTEE</u>		5 min
H. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
December 3, 2013**

A regular meeting of the Palomar College Strategic Planning Council scheduled December 3, 2013, was held in AA-140. President Robert Deegan called the meeting to order at 2:05 p.m.

ROLL CALL

Present: Barton, Cuaron, Deegan, Falcone, Gilroy, Gonzales, Gonzalez, Holmes, Larson, Laughlin, Maunu, Moore, Navarro, Perez, Sourbeer, Stockert, Talmo, Titus, Tortarolo, Velazquez
Absent: Claypool, Davis, Dimmick, Lienhart, Wick
Guests: Jayne Conway, Kendyl Magnuson
Recorder: Cheryl Ashour

A. MINUTES

1. Approve Revised Minutes of November 5, 2013

MSC (Cuaron/Titus) to approve the Revised Minutes of November 5, 2013 as written

2. Approve Minutes of November 19, 2013

MSC (Tortarolo/Titus) to approve the Minutes of November 19, 2013 as written

B. ACTION ITEMS/SECOND READING

1. AP 7250-Educational Administrators (Exhibit B1)

John Tortarolo stated that there was a question on the second page, first bullet in red, regarding whether or not the faculty service area requirement would apply to the agreement with administrators. He spoke with the Community College League's council and they said it would not apply.

MSC (Tortarolo/Sourbeer) to approve AP 7250-Educational Administrators as written

C. ACTION ITEMS/FIRST READING

1. Behavioral Health and Campus Wellness Committee (Exhibit C1)

Adrian Gonzales reviewed the proposed new committee, Behavioral Health and Campus Wellness. The committee is at the recommendation of a workgroup, Students with Behavioral Issues in the Workgroup. He discussed the role, products, and membership of the committee. Discussion ensued. This item will return for action/second reading at the next SPC meeting.

2. Student Success and Support Program Task Force (Exhibit C2)

Adrian Gonzales reviewed a proposed task force, Student Success and Support Programs (3SP) Task Force. The Student Success and Support Program, formerly known as "matriculation", is a recommendation from the Student Success Task Force. A plan is due to the Chancellor's Office on October 14, 2014, with specific components that need to be addressed. He discussed the role, products, and membership of the task force. The task force will look for input from other committees working on other or similar recommendations. This item will return for action/second reading at the next SPC meeting.

D. INTEGRATED PLANNING MODEL

1. SPC Timeline Check-In

Michelle Barton reviewed upcoming tasks.

2. Strategic Plan 2016 Action Plan Update (Exhibit D2)

A notice and application form for SPPF funds will be sent next week and a reminder sent in January. Applications will be due February 7 to the person responsible for coordinating the work to complete the objective; the prioritized requests will be due to Cheryl Ashour by noon on February 20; and a special meeting to review the applications will be on February 25.

Ms. Barton reviewed the goals and objectives in the Strategic Plan 2016 – Year 1 Action Plan. Objectives 1.5, 1.9, and 3.4 are in progress, and Objectives 1.1, 1.2, 1.3, and 1.4 are now integrated under Objective 1.7. SPC will review an updated Action Plan at the first SPC meeting in January.

E. ACCREDITATION RECOMMENDATIONS AND PROGRESS**1. Accrediting Commission Actions and Policy Updates**

There were no updates.

2. Accreditation Self-Evaluation Update

Berta Cuaron reported that the working groups are working on the second draft of the Self-Evaluation; the Writing Team will review them in January.

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

Ron Perez reported that the ATM contract will be ending in February; our ATM vendor no longer wants to be on campus because they are losing money. An RFP will be done in December. The TLC will be open and operational beginning Spring semester. Next week work on the baseball field will begin and will be completed by the 2015 baseball season.

2. Human Resource Services Planning Council – no report**3. Instructional Planning Council**

Berta Cuaron reported that IPC spent the majority of the time talking about its PRP allocation process. The IPC sub-committee met, which is the group that prioritizes the faculty position requests; no modifications to the forms were made and a timeline was approved.

4. Student Services Planning Council

Adrian Gonzales reported that SSPC reviewed its PRPs and discussed the Behavioral Health and Campus Wellness Committee

G. REPORT FROM PC3H COMMITTEE

Sherry Titus reported that the last fall meeting will be on December 9. The Pride Center collected \$500.00 in their donations drive; the Human Dignity Foundation doubled that to a total of \$1000.00.

H. OTHER ITEMS**1. Spring Enrollment**

Kendyl Magnuson reported on spring enrollment numbers. Discussion ensued.

2. University Link

Robert Deegan reported UCSD has changed its University Links criteria to a total of 200 spots county-wide, a GPA minimum of 3.5, and an income no greater than \$40,000.00. Discussion ensued.

3. GALA

Rich Talmo reported that a net \$192,000.00 was raised during the Gala, an all-time high.

4. Baccalaureate Degrees Community Colleges

Robert Deegan reported that interest has increased in community colleges offering baccalaureate degrees, specifically in the medical and skilled areas, such as Nursing.

5. ASG

Jennifer Gonzalez reported that the GRAD field trip on Wednesday was cancelled for lack of interest; it will be rescheduled. ASG received input from students on the new monument sign and the parking increase. ASG is looking into helping the victims of the Philippines hurricane.

J. ADJOURNMENT

There being no remaining items, the meeting was adjourned at 3:05 p.m.

HUMAN RESOURCES
DRAFT as of 9-6-13

AP 7250 EDUCATIONAL ADMINISTRATORS

References:

Education Code Sections 72411 et seq., 87002(b), and 87457-87460;
Government Code Sections 3300-3313 (Peace Officers' Bill of Rights) and 3540.1(g)
and (m)

Educational administrators shall be compensated in the manner provided for by the appointment or contract of employment. Compensation shall be set by the Governing Board upon recommendation by the Superintendent/President. Educational administrators shall further be entitled to health and welfare benefits made available by action of the Governing Board upon recommendation by the Superintendent/President.

Educational administrators shall be entitled to vacation leave, sick leave, and other leaves as provided by law, these policies, and administrative procedures adopted by the Superintendent/President.

Every educational administrator shall be employed by an appointment or contract of up to four years in duration.

The Governing Board may, with the consent of the administrator concerned, terminate, effective on the next succeeding first day of July, the term of employment and any contract of employment with the administrator, and reemploy the administrator on any terms and conditions as may be mutually agreed upon by the Governing Board and the administrator, for a new term to commence on the effective date of the termination of the existing term of employment.

If the Governing Board determines that the administrator is not to be reemployed when his/her appointment or contract expires, notice to an administrator shall be in accordance with the terms of the existing contract. If the contract is silent, notice shall be in accordance with Education Code Section 72411.

An educational administrator, hired after June 30, 1990, who has not previously acquired tenure as a faculty member in the District shall have the right to become a first

NOTE: This procedure is **suggested as good practice**. The language in **red type** is recommended from the CCLC. The information in **blue type** is additional language to consider including. The language in **black type** is current Palomar Policies 27 titled Administrator Retreat Rights and 154.1 titled Supervision of Faculty with no adoption date and Procedure 154.1 titled Supervision of Faculty with no date. The language in **green ink** reflects revisions/additions made by HRS This procedure was reviewed on Oct. 17 and Dec. 12, 2008 the P&P. This procedure was tabled at the January 23, 2009 Task Force Meeting and reviewed again on February 20, 2009. This procedure was reviewed at the April 15, 2011; May 13, 2011; Sept 16, 2011; and Dec. 9, 2011 P&P Meetings. This procedure was reviewed at the 9-6-13 meeting; line 53 amended. This procedure was approved by the P&P Committee on 10-4-13.

Date Approved:

(Replaces current Palomar Policies 27 and 154.1 and Procedure 154.1)

year probationary faculty member once his/her administrative assignment expires or is terminated, if the following criteria are met:

- The administrator meets the criteria established by the District for minimum qualifications for a faculty position, in accordance with procedures developed jointly by the Superintendent/President and the Faculty Senate and approved by the Governing Board. The Board shall rely primarily on the advice and judgment of the Faculty Senate to determine that an administrator possesses minimum qualifications for employment as a faculty member.
- The requirements of Education Code Section 87458(c) and (d), or any successor statute, are met with respect to prior satisfactory service and reason for termination of the administrative assignment.
- The administrator was not hired prior to July 1, 1990 and/or is not part of the classified service.\

Educational Administrators who were hired prior to July 1, 1990 and were tenured faculty have full retreat right to full-time faculty in their prior discipline.

Refer to the current Administrative Association Handbook for details regarding retreat rights.

❖ From current Palomar Policy 27 titled Administrator Retreat Rights

~~In accordance with Education Code Section 87458 an instructional or student services administrator hired after June 30, 1990, who was not previously tenured shall have the right to become a first-year probationary faculty member at the conclusion of the administrative assignment if all of the following apply:~~

- ~~A. The administrator meets the minimum qualifications for the discipline in accordance with Education Code 87356.~~
- ~~B. The administrator has completed at least two years of satisfactory District service as a faculty member or as an instructional or student services administrator.~~
- ~~C. The termination of the administrative assignment is for any reason other than cause.~~

~~This policy does not apply to:~~

- ~~A. administrators who were hired prior to July 1, 1990.~~
- ~~B. administrators who are part of the classified service.~~

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❖ From current Palomar Policy 154.1 titled Supervision of Faculty

~~Faculty members are under the supervision of the department chairperson/director, the dean of the appropriate division, and the Assistant Superintendent/Vice President for Instruction with reference to their teaching duties. The faculty in conduct of their instruction are to be facilitated in every possible way by all members of the administrative staff.~~

❖ From current Palomar Procedure 154.1 titled Supervision of Faculty

Division Organization

Instruction

~~The educational program consists of five instructional divisions:~~

- ~~• ARTS AND LANGUAGES DIVISION~~
- ~~• MATHEMATICS AND THE NATURAL AND HEALTH SCIENCES DIVISION~~
- ~~• MEDIA, BUSINESS, AND COMMUNITY SERVICES DIVISION~~
- ~~• HUMAN ARTS AND SCIENCES DIVISION~~
- ~~• VOCATIONAL TECHNOLOGY DIVISION~~

~~The deans of the five instructional divisions are responsible to the Assistant Superintendent/Vice President for Instruction. Their duties require extensive communication with chairpersons and directors, with each other, and with the Assistant Superintendent/Vice President for Instruction in the interest of maintaining a viable program which uses all college resources in meeting the needs of the entire community.~~

~~The instructional departments and programs are: American Indian Studies; Art; Athletics; Behavioral Sciences; Business Education; Chemistry; Child Development; Communications; Computer Science and Information Systems; Cooperative Education; Counseling, Guidance, and Career Development; Dental Assisting; Earth Sciences; Economics, History, and Political Science; Emergency Medical Education Programs; English; English as a Second Language; Family and Consumer Sciences; Foreign Languages; Library/Media Center; Life Sciences; Mathematics; Multicultural Studies; Nursing Education; Performing Arts; Physical Education; Physics and Engineering; Public Safety Programs; R.O.P.; Reading Services; Special Education; Speech Communication/Forensics/ASL; Trades and Industry; and Vocational Programs.~~

Student Services

~~Student Services is divided into six primary areas of responsibility: Enrollment Services; Counseling, Guidance, and Career Development; Student Support Programs; Student Affairs; Intercollegiate Athletics, and Matriculation.~~

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~~Enrollment Services covers the entire admissions and registration process as well as records evaluation for the purpose of determination of graduation eligibility. The process of veteran benefit eligibility and monitoring is also a part of this area.~~

~~Counseling, Guidance, and Career Development includes all functions of counseling on and off campus.~~

~~It includes the Counseling Center, Career Center, Transfer Center, and Assessment. Counseling is also an integral part of the Disabled Student Programs and Services (DISABILITY RESOURCE CENTER) and the Extended Opportunity Program and Services (EOP&S).~~

~~Student Support Programs includes a wide diversity of services including Financial Aid and Scholarships, Extended Opportunity Programs and Services (EOP&S), Disabled Student Programs and Services (DISABILITY RESOURCE CENTER), Student Job Placement, Tutorial Services, Health Services, GEARUP, TRIO/SSS, and Upward Bound Program.~~

~~Student Affairs includes the areas of Student Government, student clubs and activities, and discipline.~~

~~Matriculation activities span a number of different programs and services and reports organizationally to the Assistant Superintendent/Vice President for Student Services, but has reporting responsibilities to the Assistant Superintendent/Vice President for Instruction as well, due to secondary effects of the programs on instruction and curriculum.~~

~~Intercollegiate Athletics includes men's and women's athletics, athletic trainers, and athletic equipment and facilities.~~

Also see BP/AP 7211 titled Faculty Service Areas, Minimum Qualifications, and Equivalencies

Office of Primary Responsibility: Human Resource Services

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GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by: Adrian Gonzales				Date: 12/3/2013			
Proposed Name of Requested Group: Behavioral Health and Campus Wellness Committee							
	Council	X	Committee		Subcommittee		Task Force
Action Requested:		X	Add		Delete		Change
<p>Role: To promote a safe and healthy learning environment for all Palomar College students and employees through collaborative, preventive and supportive resources and activities that facilitate behavioral health and campus wellness.</p> <p>Products To promote and provide educational awareness; develop and recommend prevention strategies, encourage communication and collaboration among departments; serve as both a campus resource and developer of resources; recommend policies, procedures and training opportunities; and facilitate periodic needs assessments.</p>							
Reporting Relationship: Student Services Planning Council							
Meeting Schedule: Second Thursday of the month from 1:30 p.m. to 3:00 p.m.							
<p>Chair: Dean, Counseling Services Co-Chair: Elected committee member</p> <p>Members:</p> <ul style="list-style-type: none"> • One (1) Instructional Dean • Director, Health Services • Director, Student Affairs • One (1) Faculty, DRC • One (1) Faculty, Non-Instructional (appointed by the Faculty Senate) • Two (2) Faculty, Instructional (appointed by the Faculty Senate) • Supervisor, Counseling Services • One representative from Palomar Police Department • One representative from Escondido Center • One (1) Classified Unit Employee representative (appointed by CCE/AFT) • One (1) Student representative (appointed by ASG) 							

Reviewed by Strategic Planning Council:
First Reading 12/03/13
Approved

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by: Adrian Gonzales, Berta Cuaron					Date: 12/3/2013	
Proposed Name of Requested Group: Student Success and Support Program (3SP) Task Force						
	Council		Committee		Subcommittee	X
Action Requested:			Add		Delete	Change
<p>Role: To develop, prepare and submit a program plan for the Student Success and Support Program (formerly matriculation). Committee members will lead smaller workgroups to discuss the core requirements of the 3SP and recommend appropriate services and activities to be included in the 3SP program plan. The plan is to be submitted to the Chancellor's Office in October 2014 (tentative date).</p> <p>Products</p> <ul style="list-style-type: none"> 3 SP Program Plan 						
Reporting Relationship: Strategic Planning Council						
Meeting Schedule: January – May 2014, days and times TBD						
<p>Tri-Chairs: VP of Student Services, VP of Instruction, Faculty Senate President</p> <p>Members:</p> <ul style="list-style-type: none"> Two (2) Faculty, Non-Instructional (appointed by the Faculty Senate) Two (2) Faculty, Instructional (appointed by the Faculty Senate) One (1) Palomar Faculty Federation representative (appointed by the PFF) One (1) Classified Unit Employee representative (appointed by CCE/AFT) One (1) Administrative Association representative (appointed by AA) One (1) Confidential and Supervisory Team representative (appointed by CAST) One (1) Student representative (appointed by ASG) Dean of Counseling One (1) Instructional Dean Director of Institutional Research and Planning 						

Reviewed by Strategic Planning Council:
First Reading 12/03/13
Approved

Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Student Connections and Support (Palomar Access to Student Success or PASS) After reviewing the Student Success Task Force Recommendations and Student Support and Success Program and related legislation, VP Gonzales and VP Cuaron recommend nesting the first five objectives in the Strategic Plan under Objective #7. <i>*Objective 1.7: Engage in college-wide conversations about further implementation, including timelines, of the Student Success Task Force recommendations.</i>				
<ul style="list-style-type: none"> Objective 1.1: Implement a coordinated outreach plan that employs internal and external outreach strategies. Objective 1.2: Increase student access to and participation in the Early Acceptance Program, by providing enrollment services, orientation, and education planning both on campus and at our feeder high schools. Objective 1.3: Increase student awareness and use of appropriate support services by expanding the First Year Experience program so that it is available to all incoming students. Objective 1.4: Develop and implement online supplements to orientation, transfer credit evaluation, education planning, and degree audit. 				
VPSS, VPI, Faculty Senate President	TBD	1. Establish a Student Support and Success Task Force. 2. Review each objective for overlap and alignment with the Student Support and Success Program. 3. Develop project implementation plan for the Student Support and Success Program. 4. Review and revise the Student Equity Plan to align with the Student Support and Success Program plan.	1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Spr 2014	1. Established task force. 2. Completed Student Support and Success Program implementation plan with identified strategies and measurable outcomes. 3. Completed Equity Plan with identified strategies and measurable outcomes.

*The objective numbers in the action plan reflect the original objective numbers in Strategic Plan 2016. SPC decided that initially there appears to be significant overlap between Objective 1.7 and Objectives 1, 2, 3, and 4. Therefore, in this DRAFT Action Plan, Objective 1.7 is listed as an “umbrella” objective with Objectives 1, 2, 3, and 4 nested under it.

Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<u>Student Direction and Progress</u>				
<i>Objective 1.5: Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within three years.</i>				
VPI	Dept Chairs – English, ESL, Math, Reading Basic Skills Comm. STEM Workgroup	IN PROGRESS		
<u>Student Direction and Progress</u>				
<i>Objective 1.6: Define career pathways for all disciplines and programs.</i>				
VPI	CTE Transitions Group. Career Pathways Pilot Project (STEM), Career Center Director, Department Chairs	<ol style="list-style-type: none"> 1. Identify two Industry Sectors from Statewide Career Pathways publications and do research and collect data for target careers in programs offered at Palomar. 2. Develop marketing plan and marketing brochure templates to promote Industry Sectors career pathways in programs offered at Palomar. 3. Support classroom or “career and open house” activities or events that promote career pathway learning opportunities for students. 	<ol style="list-style-type: none"> 1. Spr 2014 2. Spr 2014 3. Fall 2014 	<ol style="list-style-type: none"> 1. Career pathways defined for two Industry Sectors and data gathered for marketing materials. 2. Draft templates for marketing plan and brochures developed and implemented for use. 3. Career and open house activities/events planned, funded, implemented.

Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<u>Assessment, Analysis, and Planning/Decision-making</u>				
<i>Objective 1.8: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.</i>				
VPI	IPC	<ol style="list-style-type: none"> 1. Implement modified PRP Year 2 process for Academic Programs and provide informational training sessions for faculty and staff. 2. Evaluate effectiveness of modified PRP Year 2 form, particularly relevant to SLOACS being central to the process and impact on resource allocations. 3. Gather feedback and recommended improvements from faculty and staff and modify process as appropriate. 	<ol style="list-style-type: none"> 1. Fall 2013 2. Spr 2014 3. Fall 2014 	<ol style="list-style-type: none"> 1. PRP Year 2 forms submitted by academic programs and informational training sessions completed. 2. IPC completes PRP reviews and resource allocations and assesses effectiveness of modified process. 3. IPC assessments and feedback is utilized to modify process for 2014-15 cycle.
VPSS	SSPC	<ol style="list-style-type: none"> 1. Review PRP; identify SAOACS. 2. Align SAOACS with PRP outcomes and revise outcomes as required. 3. Identify resources required. 4. Secure resource and prioritize allocations. 5. Assess outcome progress/achievement. 6. Review outcomes at SSPC. 	<ol style="list-style-type: none"> 1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Fall 2014, Spr 2015 and ongoing 	<ol style="list-style-type: none"> 1. 100% of PRPS review by SSPC contain identifiable SAOACS. 2. 100% of SAOACS will align to strategic plan. 3. 100% of SAOACS will include an evaluation plan.
VPHRS	HRSPC	<ol style="list-style-type: none"> 1. Review PRP; identify SAOACS. 2. Align SAOACS with PRP outcomes and revise outcomes as required. 3. Identify resources required. 4. Secure resources and allocate. 5. Assess outcome progress/achievement. 	<ol style="list-style-type: none"> 1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Fall 2014 5. Spr 2015 and ongoing 	<ol style="list-style-type: none"> 1. Established relationship between SAOACS, PRP, and resource allocations. 2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model. 3. Demonstrated progress toward achieving SAOACS.
VPFAS	FASPC	<ol style="list-style-type: none"> 1. Review PRP; identify SAOACS. 2. Align SAOACS with PRP outcomes and revise outcomes as required. 3. Identify resources required. 4. Secure resources and allocate. 5. Assess outcome progress/achievement. 	<ol style="list-style-type: none"> 1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Fall 2014 5. Spr 2015 and ongoing 	<ol style="list-style-type: none"> 1. Established relationship between SAOACS, PRP, and resource allocations. 2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model. 3. Demonstrated progress toward achieving SAOACS.

Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Assessment, Analysis, and Planning/Decision-making				
<i>Objective 1.9: Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students.</i>				
VPI / SLO Coordinators	LOC	<ol style="list-style-type: none"> 1. Present information at Faculty Plenary in Fall 2014. 2. Attend department and division meetings to discuss ILOs and assessment. 3. PD workshop. 4. Write annual GE/ILO Assessment report - present to Faculty Senate, Curriculum, Strategic Planning Council, and post online. 5. Continue to assess GE/ILOs and recruit & train faculty. 6. Create GE/ILO section on Web site and update. 7. Newsletter (once a semester). 8. Once-a-semester report to LOC from division deans, VPI, & VP Student Services, research & planning activities related to outcomes assessment across the College. 9. Examine resources that can provide PC student graduation data from 4-year institutions, as well as employment information; provide a pathway to disseminate information to departments and divisions. 10. Conduct an annual "proficiency report". 11. Schedule an annual presentation to ASG and Governing Board. 	<ol style="list-style-type: none"> 1. Fall 2014 2. Spr/Fall 2014 3. Fall 2014 4. Fall 2014 5. Spr 2014 6. Spr 2014 7. Spr 2014 8. Spr 2014 9. Fall 2014 10. Spr 2014 11. Fall 2014 	<ol style="list-style-type: none"> 1. Provide information to faculty 2. Provide information to faculty and administrators and encourage discussion. 3. Provide information to faculty 4. Report for college community 5. Continue to assess each GE/ILO 6. Provide resources for faculty 7. Provide information to faculty and administrators 8. Inform LOC of administrative issues regarding accreditation, planning, program review 9. Inform faculty and administration in order to support program review and improve student academic and employment success 10. Inform college of current student learning assessment processes; stimulate dialog for planning and resource allocation 11. Provide information to students and Governing Board

Goal 2: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 2.1: Establish a faculty council(s) with a high school partner to improve alignment of curriculum and student transition.</i>				
VPI	Chairs and Directors, Counseling	<ol style="list-style-type: none"> 1. Identify unified/high school districts. 2. Conduct initial meeting with district to determine needs and interest. 3. Establish council (or faculty group). 4. Conduct initial meeting of council/group. 	<ol style="list-style-type: none"> 1. Fall 2013/ Spr 2014 2. Fall 2013/ Spr 2014 3. Spr 2014 4. Spr 2014 	<ol style="list-style-type: none"> 1. Three districts contacted and initial meetings completed. 2. One council/established and meeting by end of academic year.
<i>Objective 2.2: Establish an advisory council made up of business and community members in order to learn how the college's programs and services can best serve the community.</i>				
Sup / Pres	Reps from Deans, Chairs and Directors, and Dir Foundation	<ol style="list-style-type: none"> 1. Establish objectives of council. 2. Identify and invite participants. 3. Hold initial meeting. 	<ol style="list-style-type: none"> 1. Spr 2014 2. Spr 2014 3. Spr 2014 	<ol style="list-style-type: none"> 1. Purpose of council clearly defined. 2. Council established and meeting by end of academic year.
<i>Objective 2.3: Increase external funding through grants and partnerships within the community.</i>				
Sup / Pres	Deans CTE and LL (Adult Ed Planning Grant/ Dept Labor grant) Dir. Foundation (community partnerships) Dean MNHS/LL & Dir. Research (HSI /STEM)	<p><u>Adult Education</u></p> <ol style="list-style-type: none"> 1. Secure planning grant. 2. Establish consortium. 3. Work with local high school districts to identify needs and deliver adult education programs appropriate to each entity. <p><u>Community Partnerships</u></p> <ol style="list-style-type: none"> 1. Increase the number of community partnerships. <p><u>HSI /STEM / NSF</u></p> <ol style="list-style-type: none"> 1. Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants. 2. Submit grant applications if determined appropriate. <p><u>DOL</u></p> <ol style="list-style-type: none"> 1. Assess and evaluate need and purpose of a DOL grant. 2. Submit grant application if determined appropriate. 	Timelines dependent on Federal and State established timelines. Planning should occur prior to release of the RFP.	In PROGRESS

Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 3.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016.</i>				
Vice Presidents	Planning Councils	<ol style="list-style-type: none"> 1. Prepare staffing master plan year 4 update. 2. Identify resource allocation to support staffing priorities. 3. Recruit and hire prioritized positions. 4. Repeat each year. 	<ol style="list-style-type: none"> 1. Fall 2013-Spr 2014 2. Spr 2014 3. Fall 2014 4. Ongoing 	<ol style="list-style-type: none"> 1. Completed year 4 update document. 2. Budgeted prioritized position replacements and new positions. 3. On-board prioritized hires. 4. Ongoing.
<i>Objective 3.2: Assess the effectiveness of the faculty and staff hiring processes, and identify recommendations to strengthen the college's ability to attract and recruit diverse candidates for employment.</i>				
VPHRS, Faculty Senate President	HRSPC, Faculty Senate, EEO Advisory Committee	<ol style="list-style-type: none"> 1. Collect and analyze data on applicant and hiring demographics. 2. Identify correlation between hiring policies and procedures and hiring demographics. 3. Revise hiring processes as indicated by analysis. 4. Implement revised hiring processes and monitor results. 	<ol style="list-style-type: none"> 1. Fall 2013-Spr 2014 2. Fall 2014 3. Spr 2015-Fall 2015 4. Fall 2015 and ongoing 	<ol style="list-style-type: none"> 1. Changes in employee demographics over time that reflect increased diversity, as compared to the employee diversity in Fall 2013
<i>Objective 3.3: Increase professional development opportunities to strengthen the technological knowledge and skills of faculty and staff.</i>				
VPI / Prof. Dev. Coord., VPHRS	PD Comm., Staff Dev. Comm.	<ol style="list-style-type: none"> 1. Assess technology knowledge and skills to establish skills gap. 2. Identify programs and training to bridge skills gap. 3. Schedule and implement training schedule. 4. Re-assess skills gap. 	<ol style="list-style-type: none"> 1. Fall 2013-Spr 2014 2. Fall 2014 3. Spr 2015 4. Fall 2015 and ongoing 	<ol style="list-style-type: none"> 1. Improve faculty and staff technological knowledge and skills to acceptable levels for 90% of faculty and staff.

Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 3.4: Implement opportunities for faculty that support innovation, implementation, evaluation, and follow-up of teaching, student support, and learning strategies.</i>				
VPI / Prof. Dev. Coord.	PD Comm.	<ol style="list-style-type: none"> 1. Develop and offer training session(s) on how to implement, evaluate and follow-up on innovative teaching and student support strategies. 2. Fund 3 pilot implementation, evaluation, and follow-up classroom or student support services projects. 3. Continue to implement IPC's and SSPC's processes for funding innovative projects with Strategic Planning Priority Funds (SPPF). (This is not related to items 1 and 2 above and focuses solely on innovation). 	<ol style="list-style-type: none"> 1. Spr 2014-Fall 2014 2. Fall 2014 – Spr 2015 3. Spr 2014 	<ol style="list-style-type: none"> 1. Training developed and delivered to minimum of 10 faculty. 2. Three pilot projects approved and in process. 3. Evaluation of innovative ideas completed and funded, if approved, through IPC and SSPC.

Goal 4: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 4.1: Develop operational plans for opening the North and South Education centers.</i>				
Pres / Sup & Vice Presidents	IPC, SSPC, FASPC, HRSPC, SPC	<ol style="list-style-type: none"> 1. Develop organizational structure for each center. 2. Identify and prioritize faculty and staff positions to flesh out organizational structure. 3. Recruit faculty and staff for projected Fall 2017 center openings. 	<ol style="list-style-type: none"> 1. Fall 2014-Spr 2015 2. Fall 2015 3. Fall 2016-Spr 2017 	<ol style="list-style-type: none"> 1. Appropriately-staffed centers opening in Fall 2017

Goal 4: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 4.2: As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus.</i>				
Sup /Pres VPFAS / Dir. Facilities	FRC, FASPC, SPC	<ol style="list-style-type: none"> 1. Occupancy Teaching Learning Center (TLC) 2. Construction Start Baseball Field 3. Construction Start Child Development Center (CDC) 4. Occupancy Humanities 5. Construction Start Library 6. Occupancy Baseball Field 7. Occupancy Child Development Center (CDC) 8. Construction Start Lot 12 Parking Structure 9. Construction Start South Education Center 10. Occupancy Library 	<ol style="list-style-type: none"> 1. Spr 2014 2. Spr 2014 3. Spr 2014 4. Sumr 2014 5. Fall 2014 6. Spr 2015 7. Sumr 2015 8. Sumr 2015 9. Sumr 2016 10. Fall 2016 	<ol style="list-style-type: none"> 1. Occupancy TLC 2. Construction Start Baseball Field 3. Construction Start CDC 4. Occupancy Humanities 5. Construction Start Library 6. Occupancy Baseball Field 7. Occupancy CDC 8. Construction Start Lot 12 Parking Structure 9. Construction Start South Education Center 10. Occupancy Library
<i>Objective 4.3: Continue to review, update, and plan to fund the emergency preparedness plan.</i>				
VPFAS	FASPC, Safety and Security,	<ol style="list-style-type: none"> 1. Identify staff to manage Emergency Preparedness Plan 2. Create timeline for Emergency Preparedness Plan revision 3. Revise Emergency Preparedness Plan 4. Secure funding for Emergency Preparedness Plan 5. Create timeline for Emergency Preparedness Plan training 6. Conduct Emergency Preparedness Plan training 	<ol style="list-style-type: none"> 1. Fall 2013 2. Fall 2013 3. Fall 2013 4. Fall 2013 5. Fall 2013 6. Begin Spr 2014 - ongoing 	<ol style="list-style-type: none"> 1. Hired Supervisor, E. H. & S. 2. Hired consultant to assist with plan revision and implementation. 3. Applied for and obtained SPPF funding. 4. Timeline finalized for Emergency Preparedness Training. 5. Implementation of ICS-402 Overview, SEMS Emergency Operations Center Course, NIMS 700 and ICS 100, and Site Command Team Training.