



STRATEGIC PLANNING COUNCIL AGENDA

Date: January 21, 2014
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 Minutes of December 3, 2013		
B. <u>ACTION ITEMS/SECOND READING</u>		15 min
1. Behavioral Health and Campus Wellness Committee	Exhibit B1	
2. Student Success and Support Program Task Force	Exhibit B2	
C. <u>ACTION ITEMS/FIRST READING</u>		10 min
1. Policies and Procedures Committee	Exhibit C1	
2. Board Policies 3900, 7340	Exhibit C2	
3. Administrative Procedure 4228	Exhibit C3	
D. <u>INFORMATION ITEM</u>		30 min
1. CSIS Department name change, effective July 2014		
2. Facilities Update		
3. FY 14-15 Governor's State Budget Update		
E. <u>INTEGRATED PLANNING MODEL</u>		30 min
1. SPC Timeline Check-In		
2. Strategic Plan 2016 Action Plan	Exhibit E2	
3. SPPF Requests		
F. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>		10 min
1. Accrediting Commission Actions and Policy Updates		
2. Accreditation Self-Evaluation Update		
G. <u>REPORTS OF PLANNING COUNCILS</u>		10 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		
H. <u>REPORT FROM PC3H COMMITTEE</u>		5 min
I. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
January 21, 2014**

A regular meeting of the Palomar College Strategic Planning Council scheduled January 21, 2014, was held in AA-140. President Robert Deegan called the meeting to order at 2:05 p.m.

ROLL CALL

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

A. MINUTES

1. Approve Minutes of December 3, 2013

MSC (Cuaron/Titus) to approve the Minutes of December 3, 2013 as written

B. ACTION ITEMS/SECOND READING

1. Behavioral Health and Campus Wellness Committee (Exhibit B1)

MSC (Tortarolo/Cuaron) to approve the Behavioral Health and Campus Wellness Committee as written

2. Student Success and Support Program Task Force (Exhibit B2)

MSC (Tortarolo/Titus) to approve the Student Success and Support Program Task Force as written

C. ACTION ITEMS/FIRST READING

1. Policies and Procedures Committee (Exhibit C1)

President Deegan discussed the revisions to the Policies and Procedures Committee. This item will return for action/second reading at the next SPC meeting.

2. Board Policies 3900-Speech: Time, Place, and Manner and BP 7340-Leaves (Exhibit C2)

Adrian Gonzales discussed the changes to BP-3900-Speech; John Tortarolo discussed the changes to BP 7340-Leaves. BP 3900 and 7340 will return for action/second reading at the next SPC meeting.

3. Administrative Procedure 4228-Course Repetition-Significant Lapse of Time (Exhibit C3)

Kendyl Magnuson discussed the changes to AP 4228-Course Repetition-Significant Lapse of Time. AP 4228 will return for action/second reading at the next SPC meeting.

D. INFORMATION

1. CSIS Department Name Change

Berta Cuaron announced that the name of the Computer Science and Information Systems department will be changed to Computer Science and Information Technology, effective July 1, 2014.

2. Facilities Update

Ron Perez stated that the TLC building is open and the Humanities building will be ready for use in the summer. He discussed the progress of the baseball, child development, library, and bridge construction projects.

3. Governor's Proposed FY 14-15 State Budget

President Deegan discussed how the Governor's proposed 2014-2015 State Budget affects community colleges, Palomar College in particular. Discussion ensued.

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

Michelle Barton reviewed upcoming tasks. She stated that the Accrediting Commission is asking for targets as part of the College's Annual Report on standards. She discussed targets and pointed out upcoming SPC meetings where targets will be discussed.

2. Strategic Plan 2016 Action Plan Update (Exhibit E2)

Michelle Barton stated that a sub-group met to work on the wording for Objective 3.4. Objectives 3.3 and 3.4 were reviewed and discussed.

3. SPPF Requests

Michelle Barton discussed the deadlines to get SPPF requests to the person responsible and then to Cheryl Ashour, in order to review and allocate funds at the February 25, 2014 SPC meeting. It is hoped that funds will be ready to disburse in March.

F. 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 leadership team is reviewing the second draft submitted by the writing teams. A Distance Education Substantive Change Report, which lists the degrees and certificates where 50% of the courses are offered online, is due to the Accrediting Commission in April. It is hopeful the Commission will approve the report at its June meeting.

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

Ron Perez reported that FASPC is fine-tuning the Staffing Plan and working on the Emergency Operations Plan. He discussed what the Emergency Operations Plan would entail.

2. Human Resource Services Planning Council

John Tortarolo reported that January 31 is the deadline for Councils to submit its Staffing Plan; the deadline had been extended last month.

3. Instructional Planning Council

Berta Cuaron reported that IPC will work on the Staffing Plan at the next meeting. She discussed the funds available for PRP requests and instructional equipment, and the timeline for faculty position requests.

4. Student Services Planning Council

Adrian Gonzales reported that SSPC will work on the Staffing Plan at the next meeting.

H. REPORT FROM PC3H COMMITTEE

Sherry Titus reported that the Human Dignity Foundation presented a check for \$1,000.00 to PC3H at the last Governing Board meeting.

I. OTHER ITEMS**1. Fires in Bathrooms**

President Deegan discussed the recent bathroom fires.

2. PFF Open House

Teresa Laughlin announced that the PFF Open House will be on February 6 from 4-6 pm at the new off-campus office; a forum on the City College of San Francisco's accreditation will be on January 28 at 4:00 pm in MD-157; and she discussed the new e-mail opt-in subscription.

3. Escondido Charter School Threat

Adrian Gonzales discussed the actions the Palomar College Escondido Center took upon learning of the email threat to the Escondido Charter School, which sits across the street.

4. ASG

Genesis Gilroy reported that the new ASG website will be completed in a couple of weeks; they are seeking student input on the parking fee increase; Friday, February 24 ASG will conduct its spring training; and Genesis will attend the CCLC Legislative Conference on January 29, along with administration and faculty from Palomar College.

J. ADJOURNMENT

There being no remaining items, the meeting was adjourned at 3:00 p.m.

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 						

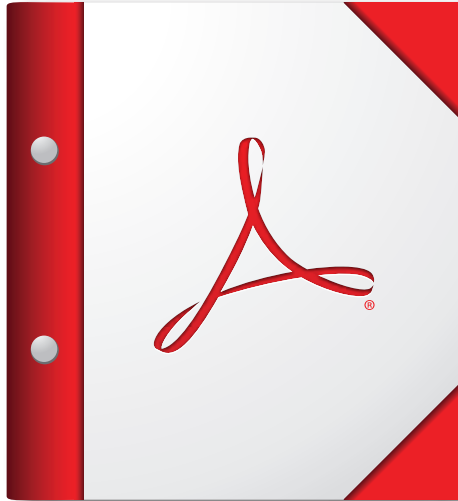
Reviewed by Strategic Planning Council:
First Reading 12/03/13
Approved

GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by: Robert Deegan				Date: 09/04/2012 12/6/13			
Proposed Name of Requested Group: District Policies and Procedures Committee							
	Council	X	Committee		Subcommittee		Task Force
Action Requested:			Add		Delete	X	Change
Role: The Committee reviews and recommends approval of proposed changes and updates to Governing Board Policies and Administrative Procedures. These proposed changes and updates are submitted to the Committee through periodic legal updates received from the Community College League of California ("CCLC") and proposed changes recommended by appropriate planning councils and/or committees. After review, the proposed policy updates and related administrative procedures are submitted to Strategic Planning Council ("SPC"). The Committee oversees a 3-year review cycle of all Board Policies and Administrative Procedures and assigns chapter review to the appropriate Office of Primary Responsibility.							
Products <ul style="list-style-type: none"> Updated District Board Policies and Administrative Procedures 							
Reporting Relationship: Strategic Planning Council							
Meeting Schedule: First Fridays (time to be determined) 9:00 – 11:00 A.M.							
Chair: Superintendent/President Members: (14) (15) (16) <ul style="list-style-type: none"> One (1) Governing Board member Two (2) Faculty (appointed by the Faculty Senate) One (1) Faculty (appointed by PFF) Three (3) Faculty (Two appointed by the Faculty Senate and one appointed by 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) One (1) Dean (appointed by VP of Instruction) One (1) Representative from Student Services (appointed by the VP SS) Vice President for Instruction Vice President for Student Services Vice President of Finance and Administrative Services Vice President of Human Resource Services Director of Institutional Research and Planning Executive Assistant to the President/Governing Board 							

Reviewed by Strategic Planning Council:

First Reading 4/18/06, Approved 4/18/06, Revised 5/2/06, Revised 9/18/12, Revised MM/DD/YY.



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INSTRUCTIONAL SERVICES

REV 12-6-13

AP 4228 COURSE REPETITION – SIGNIFICANT LAPSE OF TIME**Reference:**

Title 5 Section 55043

With an approved petition, students may be permitted to repeat courses in which a “C” or better grade was earned where there was a significant lapse of time, ~~two-years~~ **36 months**, since the grade was obtained ~~or~~ **and**:

- ~~To meet a~~ **The District has established a** recency requirement for a course or program; or
- An institution of higher education to which a student wishes to transfer has established a recency requirement that the student cannot satisfy without repeating the course;

When a student needs to repeat an activity course due to a significant lapse of time, each repetition attempt will be counted toward the established repetition limits. However, if a student has already exhausted the number of permitted repetitions, then ~~an one~~ additional repetition may be permitted by petition.

When a course is repeated due to a significant lapse of time, the District shall disregard the previous grade and credit when computing a student’s grade point average. Students may secure the required petition at the Records Office.

Office of Primary Responsibility: Student Services

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"> • <i>Objective 1.1: Implement a coordinated outreach plan that employs internal and external outreach strategies.</i> • <i>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.</i> • <i>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.</i> • <i>Objective 1.4: Develop and implement online supplements to orientation, transfer credit evaluation, education planning, and degree audit.</i> 				
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
Assessment, Analysis, and Planning/Decision-making				
<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.