STRATEGIC PLANNING COUNCIL AGENDA

Date:	February 4, 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, Holmes, Larson, Laughlin, Lienhart, Maunu, Moore, Navarro, Perez, Sourbeer, Stockert, Talmo, Titus, Tortarolo, Velazquez, Wick

RECORDER: Ashour

	Attachments	Time
A. MINUTES		2 min
1. Approve Minutes of January 21, 2014		
B. ACTION ITEMS/SECOND READING		15 min
1. Policies and Procedures Committee	Exhibit B1	
2. Board Policies 3900, 7340	Exhibit B2	
3. Administrative Procedure 4228	Exhibit B3	
C. ACTION ITEMS/FIRST READING		10 min
1. Board Policy 3410-Non Discrimination	Exhibit C1	
D. INTEGRATED PLANNING MODEL		30 min
1. SPC Timeline Check-In		
2. Strategic Plan 2016 Action Plan	Exhibit D2	
E. ACCREDITATION RECOMMENDATIONS AND PROGRESS		10 min
1. Accrediting Commission Actions and Policy Updates		
2. Accreditation Self-Evaluation Update		
F. REPORTS OF PLANNING COUNCILS		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		
G. REPORT FROM PC3H COMMITTEE		5 min
H. OTHER ITEMS		

A regular meeting of the Palomar College Strategic Planning Council scheduled February 4, 2014, was held in AA-140. President Robert Deegan called the meeting to order at 2:00 p.m.

<u>ROLL CALL</u>
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.   <u>MINUTES</u>
1.   **Approve Minutes of January 21, 2014**
MSC (Sourbeer/Stockert) to approve the Minutes of January 21, 2014 as written

B.   <u>ACTION ITEMS/SECOND READING</u>
1.   **Policies and Procedures Committee (Exhibit B1)**
MSC (Cuaron/Tortarolo) to approve revisions to the Policies and Procedures Committee, as written

2.   **Board Policies 3900-Speech: Time, Place, and Manner and BP 7340-Leaves (Exhibit B2)**
MSC (Tortarolo/Sourbeer) to approve Board Policy 3900-Speech: Time, Place, and Manner, as written
MSC (Tortarolo/Sourbeer) to approve Board Policy 7340-Leaves, as written

3.   **Administrative Procedure 4228-Course Repetition-Significant Lapse of Time (Exhibit B3)**
MSC (Cuaron/Sourbeer) to approve Administrative Procedure 4228-Course Repetition-Significant Lapse of Time, as written

C.   <u>ACTION ITEMS/FIRST READING</u>
1.   **Board Policy 3410-Non Discrimination (Exhibit C1)**
MSC (Tortarolo/Titus) to move to action/second reading
MSC (Tortarolo/Cuaron) to approve Board Policy 3410-Non Discrimination, as written

D.   <u>INTEGRATED PLANNING MODEL</u>
1.   <u>**SPC Timeline Check-In**</u>
Michelle Barton discussed the Student Success Scorecard and its impact on community college strategic planning and accreditation.

2.   <u>**Strategic Plan 2016 Action Plan Update (Exhibit D2)**</u>
Michelle Barton discussed the revisions to Objectives 3.3 and 3.4. She reminded members that SPPF requests are due to the "person responsible" by February 7.

E.   <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>
1.   **Accrediting Commission Actions and Policy Updates**
Berta Cuaron announced that ACCJC has revised the standards. She will send the revisions to members.

2.   **Accreditation Self-Evaluation Update**
Berta Cuaron stated that the Self-Evaluation is proceeding well.

F.   <u>REPORTS OF PLANNING COUNCILS</u>
1.   <u>**Finance and Administrative Services Planning Council**</u> – no report

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

    3.   **Instructional Planning Council**
        Berta Cuaron reported that IPC will complete its Staffing Plan at the end of the next meeting. Over 100 PRPs may be submitted to IPC.

    4.   **Student Services Planning Council**
        Adrian Gonzales reported that SSPC will complete its Staffing Plan at the end of the next meeting.

G.   **REPORT FROM PC3H COMMITTEE**
    Sherry Titus reported that the first PC3H meeting will be next week.

H.   **OTHER ITEMS**
    1.   **CCLC Legislative Conference**
        President Deegan discussed the recent CCLC Legislative Conference and thanked Greg Larson and Genesis Gilroy for attending.

    2.   **Emergency Preparation**
        An Emergency Preparedness Team was formed from those in the Emergency Plan who have assignments; they met last month. Drills and desktop training are planned to ensure that everyone who has a role knows what to do and has a back-up.

    3.   **Pool Manager**
        Robert Deegan announced that a Pool Manager is being hired; he discussed the Manager's duties.

    4.   **ASG**
        Genesis Gilroy reported that the new ASG Vice President, Shant Soghomonian, was ratified at the last ASG meeting. A representative from Duncan Hunter's office spoke at the recent ASG training retreat about advocating at legislators offices. She stated that she had an amazing time at the CCLC Legislative Conference; students plan to go to the California State Capitol in March; and the election process begins in April.

I.   **ADJOURNMENT**
    There being no remaining items, the meeting was adjourned at 2:35 p.m.

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
- 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)
- 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.

Approved by PAC: 10/2/01
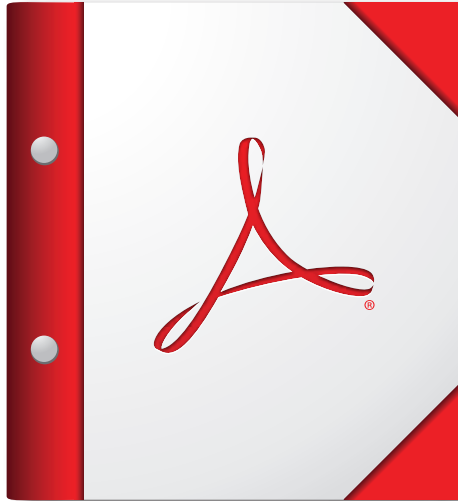
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AP 4228   COURSE REPETITION – SIGNIFICANT LAPSE OF TIME

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

Date Approved: SPC 12/15/09; Revised: 10/26/10

This policy was revised to add "ethnicity" and "pregnancy" as protected classes per legal recommendation via CCLC Update #22 from the League.

BP 3410   NONDISCRIMINATION

References:
Education Code Sections 66250 et seq., 72010 et seq., and 87100 et seq.;
Penal Code Sections 422.55 et seq.;
Government Code Sections 11135-11139.5, 12926.1, and 12940 et seq.;
Title 5 Sections 53000 et seq. and 59300 et seq.;
Accreditation Standard II.B.2.c

The District is committed to equal opportunity in educational programs, employment, and all access to institutional programs and activities. In addition, all students have the right to participate fully in the educational process, free from discrimination and harassment.

The District, and each individual who represents the District, shall provide equal access to its services, classes, and programs without regard to national origin, religion, age, gender, gender identity, gender expression, race, ethnicity, color, medical condition, genetic information, ancestry, sexual orientation, marital status, physical or mental disability, pregnancy, or because he/she is perceived to have one or more of the foregoing characteristics, or based on association with a person or group with one or more of these actual or perceived characteristics.

No District funds shall ever be used for membership, or for any participation involving financial payment or contribution on behalf of the District or any individual employed by or associated with it, to any private organization whose membership practices are discriminatory on the basis of national origin, religion, age, gender, gender identity, gender expression, race, color, medical condition, genetic information, ancestry, sexual orientation, marital status, physical or mental disability, or because he/she is perceived to have one or more of the foregoing characteristics, or because of his/her association with a person or group with one or more of these actual or perceived characteristics.

All courses, including noncredit classes, shall be conducted without regard to the gender of the student enrolled in the classes. As defined in the Penal Code, "gender" means sex, and includes a person's gender identity and gender-related appearance and behavior whether or not stereotypically associated with the person's assigned sex at birth. The District shall not prohibit any student from enrolling in any class or course on the basis of gender. Academic staff, including but not limited to counselors, instructors,

Date Approved: 4/12/11; Revised: 10/8/2013

and administrators shall not offer program guidance to students which differs on the basis of gender. Insofar as practicable, the District shall offer opportunities for participation in athletics equally to male and female students.

The District shall from time to time as necessary provide professional and staff development activities and training to promote understanding of diversity. The Superintendent/President shall establish administrative procedures that ensure all members of the District community can present complaints regarding alleged violations of this policy and have their complaints heard in accordance with the Title 5 regulations and those of other agencies that administer state and federal laws regarding nondiscrimination.

Also see BP/AP 3420 titled Equal Employment Opportunity, BP/AP 3430 titled Prohibition of Harassment, AP 3435 titled Discrimination and Harassment Investigations and Training, and BP/AP 7120 titled Recruitment and Hiring.

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. *Objective 1.7: Engage in college-wide conversations about further implementation, including timelines, of the Student Success Task Force recommendations.*				
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 underlined 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> *Objective 1.5: Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within three years.*				
VPI	Dept Chairs – English, ESL, Math, Reading Basic Skills Comm. STEM Workgroup	***IN PROGRESS***		
<u>**Student Direction and Progress**</u> *Objective 1.6: Define career pathways for all disciplines and programs.*				
VPI	CTE Transitions Group. Career Pathways Pilot Project (STEM), Career Center Director, Department Chairs	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.	1. Spr 2014 2. Spr 2014 3. Fall 2014	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				
Objective 1.8: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.				
VPI	IPC	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.	1. Fall 2013 2. Spr 2014 3. Fall 2014	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	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.	1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Fall 2014, Spr 2015 and ongoing	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	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.	1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Fall 2014 5. Spr 2015 and ongoing	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	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.	1. Fall 2013 2. Spr 2014 3. Spr 2014 4. Fall 2014 5. Spr 2015 and ongoing	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				
Objective 1.9: Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students.				
VPI / SLO Coordinators	LOC	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.	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	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
Objective 2.1: Establish a faculty council(s) with a high school partner to improve alignment of curriculum and student transition.				
VPI	Chairs and Directors, Counseling	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.	1. Fall 2013/ Spr 2014 2. Fall 2013/ Spr 2014 3. Spr 2014 4. Spr 2014	1. Three districts contacted and initial meetings completed. 2. One council/established and meeting by end of academic year.
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.				
Sup / Pres	Reps from Deans, Chairs and Directors, and Dir Foundation	1. Establish objectives of council. 2. Identify and invite participants. 3. Hold initial meeting.	1. Spr 2014 2. Spr 2014 3. Spr 2014	1. Purpose of council clearly defined. 2. Council established and meeting by end of academic year.
Objective 2.3: Increase external funding through grants and partnerships within the community.				
Sup / Pres	Deans CTE and LL (Adult Ed Planning Grant/ Dept Labor grant) Dir. Foundation (community partnerships) Dean MNHS/LL & Dir. Research (HSI /STEM)	**Adult Education** 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. **Community Partnerships** 1. Increase the number of community partnerships. **HSI /STEM / NSF** 1. Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants. 2. Submit grant applications if determined appropriate. **DOL** 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
Objective 3.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016.				
Vice Presidents	Planning Councils	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.	1. Fall 2013-Spr 2014 2. Spr 2014 3. Fall 2014 4. Ongoing	1. Completed year 4 update document. 2. Budgeted prioritized position replacements and new positions. 3. On-board prioritized hires. 4. Ongoing.
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.				
VPHRS, Faculty Senate President	HRSPC, Faculty Senate, EEO Advisory Committee	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.	1. Fall 2013-Spr 2014 2. Fall 2014 3. Spr 2015-Fall 2015 4. Fall 2015 and ongoing	1. Changes in employee demographics over time that reflect increased diversity, as compared to the employee diversity in Fall 2013
Objective 3.3: Increase professional development opportunities to strengthen the technological knowledge and skills of staff and faculty.				
VPHRS, VPI / Prof. Dev. Coord.	Staff Dev. Comm. PD Comm.	1. Conduct a needs assessment to identify training needs of staff. 2. Identify programs and training to address training needs. 3. Schedule and implement training schedule. 4. Re-assess training needs	1. Fall 2013-Spr 2014 2. Fall 2014 3. Fall 2015-Spr 2016 4. Fall 2016 and ongoing	1. Set of programs and training identified to address training needs in technology. 2. Programs and training offered and deliver. 3. Satisfaction of programs and training delivered will be at or greater than 80%.

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
Objective 3.4: Implement opportunities for faculty that support innovation, implementation, evaluation, and follow-up of teaching, student support, and learning strategies.				
VPI / VPSS / Prof. Dev. Coord.	IPC, SSPC, PD Comm.	Action Plan Strategy One 1. Implement IPC's and SSPC's processes for funding innovative projects with Strategic Planning Priority Funds (SPPF). Action Plan Strategy Two 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.	Strategy 1 1. Spr 2014 Strategy 2 1. Spr 2014-Fall 2014 2. Fall 2014 – Spr 2015	Strategy 1 1. Evaluation of innovative ideas completed and funded, if approved, through IPC and SSPC. Strategy 2 1. Training developed and delivered to minimum of 10 faculty. 2. Three pilot projects approved and in process.

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
Objective 4.1: Develop operational plans for opening the North and South Education centers.				
Pres / Sup & Vice Presidents	IPC, SSPC, FASPC, HRSPC, SPC	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.	1. Fall 2014-Spr 2015 2. Fall 2015 3. Fall 2016-Spr 2017	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
		Objective 4.2: As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus.		
Sup /Pres VPFAS / Dir. Facilities	FRC, FASPC, SPC	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	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	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
		Objective 4.3: Continue to review, update, and plan to fund the emergency preparedness plan.		
VPFAS	FASPC, Safety and Security,	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	1. Fall 2013 2. Fall 2013 3. Fall 2013 4. Fall 2013 5. Fall 2013 6. Begin Spr 2014 - ongoing	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.