PALOMAR COLLEGE
Learning for Success

STRATEGIC PLANNING COUNCIL AGENDA

Date:	August 12, 2014
Starting Time:	9:00 a.m.
Ending Time:	12:00 p.m.
Place:	**AA-140**

CHAIR: Deegan

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

RECORDER: Ashour

	Attachments	Time
A. **SPC ORIENTATION**	**Exhibit A**	2 HR
B. **STRATEGIC PLANNING COUNCIL 2014-2015**	**Exhibit B**	30 MIN
C. **ANNUAL GOVERNANCE EVALUATION**		30 MIN

A special meeting of the Palomar College Strategic Planning Council scheduled August 12, 2014, was held in AA-140. President Robert Deegan called the meeting to order at 9:00 a.m.

ROLL CALL

Present: Barton, Claypool, Cuaron, Dimmick, Falcone, Gonzales, Holmes, Hosfield, Larson, Perez, Sourbeer, Talmo, Titus, Wick, Velazquez

Absent: Laughlin, Lienhart, Moore, Navarro, Tortarolo, Stockert

Recorder: Cheryl Ashour

Guests: Joan Decker, Kendyl Magnuson

A. **SPC Orientation**

An orientation utilizing PowerPoint was presented by Michelle Barton. **(Exhibit A)**

The following was discussed:
- Overview
- Welcome and Introductions
- Four Things You Need to Know
    o College Plans
    o How we are Funded
    o Accreditation
    o Shared Governance / AB-1725
- Defining and Implementing Governance
    o Part 1: What is Shared Governance?
    o Part 2: How does Palomar College Implement Shared Governance
        ▪ The constituent leader, or his/her representative, for students, the Faculty Senate, Classified Unit, AA, and Administration reported on the role of their group in shared governance. There was no representative for PFF or CAST.
- Palomar College Governance Structure
    o Planning Councils
        ▪ Vice Presidents Berta Cuaron, Adrian Gonzales, and Ron Perez discussed the upcoming goals of their Planning Council. Michelle Barton shared the goals of the Human Resource Services Planning Council from information Vice President John Tortarolo provided her.

B. **Strategic Planning Council 2014-2015 Calendar and Strategic Plan 2016 – Year 2 (Exhibit B)**

Michelle Barton reviewed the tasks for the upcoming fiscal year. She led a discussion on the draft Strategic Plan 2016 Year 2 Goals and Objectives. Revisions were made to the document.

C . **Annual Governance Evaluation**

Michelle Barton discussed the results of a Strategic Planning Council self-evaluation survey for 2013-2014, which all SPC members were asked to participate.

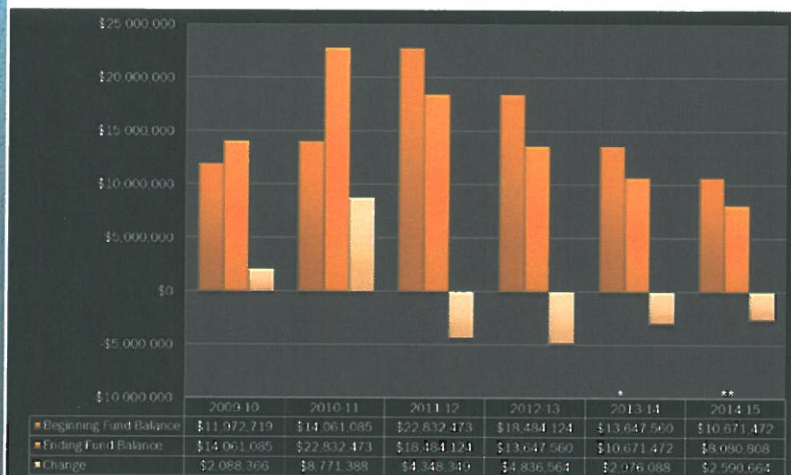Meeting adjourned at 11:30 a.m.

TWO YEAR SUMMARY

2013-14

- Beginning Balance — $ 13,647,560
- Expenses in Excess of Revenue — (2,976,088)
- Ending Balance — $ 10,671,472

2014-15

- Beginning Balance — $ 10,671,472
- Expenses in Excess of Revenue — (2,590,664)
- Ending Balance — $ 8,080,808

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FUND BALANCE HISTORY

	2009-10	2010-11	2011-12	2012-13	2013-14 *	2014-15 **
Beginning Fund Balance	$11,972,719	$14,061,085	$22,832,473	$18,484,124	$13,647,560	$10,671,472
Ending Fund Balance	$14,061,085	$22,832,473	$18,484,124	$13,647,560	$10,671,472	$8,080,808
Change	$2,088,366	$8,771,388	$4,348,340	$4,836,564	$2,976,088	$2,590,664

* estimated   ** projected

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Strategic Planning Council Welcome Back and Orientation

August 2014

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Overview

o Welcome and introductions
o Four things you need to know
  o Our College Plans
  o How We Are Funded and Palomar College Budget
  o Accreditation
  o Shared Governance / AB1725
o Defining and implementing governance
o Strategic Plan 2016 Year 2
o Annual governance evaluation
o Theme: Commitment and communication

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Welcome and Introductions
SPC Membership

Chair
- O Superintendent/President

Members
- O Vice President, Instruction
- O Vice President, Student Services
- O Vice President, Finance and Administrative Services
- O Vice President, Human Resource Services
- O One Dean, Instruction
- O One Dean, Student Services
- O Director, Institutional Research
- O Director, Student Affairs
- O Faculty Coordinator, Professional Development

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Welcome and Introductions
SPC Membership (Continued)

Members (Continued)
- O President, CCE/AFT
- O Past President, CCE/AFT (or designee)
- O Vice President, CCE/AFT
- O President, Faculty Senate
- O Past President, Faculty Senate (or designee)
- O Three Faculty representatives appointed by Faculty Senate
- O Two Co-Presidents, Palomar Faculty Federation
- O President, Administrative Association
- O President, Confidential and Supervisory Team
- O President, Associated Student Government
- O Executive Vice President, Associated Student Government (or designee)
- O Executive Director, Foundation

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Four Things You Need to Know:

College Plans

O Master Plan 2022 (Educational and Facilities Master Plan)
http://www.palomar.edu/strategicplanning/MasterPlan2022Update03012011.pdf

O Technology Master Plan 2016
http://www.palomar.edu/strategicplanning/TMP2016.pdf
  o Technology Master Plan Update and Progress Report
  http://www.palomar.edu/strategicplanning/TMP2016UpdateYear3.pdf

O Staffing Master Plan 2016
http://www.palomar.edu/strategicplanning/StaffingPlan2016Final.pdf
  o Staffing Master Plan Update Year 3 2013
  http://www.palomar.edu/strategicplanning/StaffingPlanUpdate-Y3-
  2012%2013.pdf

O Strategic Plan 2016 for Year 1
http://www.palomar.edu/strategicplanning/Revised%20030414%20Strategic%20Plan
%202016%20Mission%20Vision%20Values%20and%20objectives.pdf

O Program Review and Planning
http://www.palomar.edu/irp/ProgramReviewandPlanning.htm

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Four Things You Need to Know:

How We are Funded

O Weekly Faculty Contact Hours (WFCH)

O Weekly Student Contact Hours (WSCH)

O Full-Time Equivalent Students (FTES)

O State Productivity Formula, WSCH/FTEF

O FTES and Funding CAP

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Weekly Faculty
Contact Hours (WFCH)

o Tells us how many hours the class meets each week (not to be confused with units)

o When looking at total WFCH, we are looking at the size of our schedule

  Example – a Sociology class meets on Mondays and Wednesdays from 8-9:20 am. It is meeting 3 hours per week = 3 WFCH

o WFCH is both a scheduling and state reporting variable

Weekly Student
Contact Hours (WSCH)

o Tells us how many student hours we have and is the intermediate step in calculating FTES

o WSCH is calculated by the following:

  WFCH x Enrollment = WSCH

  Example: Sociology class of 3 WFCH with 35 students enrolled: 3 x 35 = 105 WSCH

FTES Calculation

○ Full-time Equivalent Student (FTES) = one student taking 15 lecture units each semester for two semesters = 30 WSCH

○ 1 FTES=30 WSCH

Therefore:

○ FTES = WSCH/30

  Example: 105 WSCH/30=3.5 FTES

or

○ FTES = $\underline{\text{WSCH x 17.5}}$ (full semester)
            525

  Example: (105 WSCH x 17.5)/525 = 3.5 FTES

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State Productivity Formula, WSCH/FTEF

○ 1 Full-time Equivalent Faculty (FTEF) = 15 WFCH

○ Sociology class with 3 WFCH X 35 enrolled students = 105 WSCH

○ 3 WFCH/15 WFCH = .2 or 20% load of Full-time Equivalent Faculty

  Example: 105 WSCH/.2 load = 525 WSCH/FTEF

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FTES and Funding CAP

O Dollar amount per FTES

    O Credit = $4,675
    O Non-Credit = $2,811
    O Non-Credit CDCP = $3,310

O Large College FTES CAP = 19,293

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FY 2014-15 Budget Overview

O Tentative Budget
    O June 2014

O Budget Committee
    O August 2014

O Adopted Budget
    O September 2014

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FY 2014-15 Budget
Planning Assumptions

- .85% Cost of Living Allowance (COLA)

- Resource Allocation Model (RAM)
  - Linking Planning to Budget

- Assumes base FTES

- Faculty Hires

- Discretionary Budgets

- Step/Column Advances

- Benefits
  - Health, Dental, Vision, PERS, STRS

- Preserves 5% Contingency Account

Four Things You Need to Know:
Accreditation

- ACCJC Standards and Compliance

- 7-Year Reaffirmation Cycle and Reporting Requirements

- Role of SPC in Accreditation

- Self-Evaluation Report and Site Visit
  - Self-evaluation Report approved by governing board in November 2014
  - Site visit scheduled week of March 2, 2015

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Four Things You Need to Know:

Shared Governance/AB-1725

○ At Palomar we use the term "Shared Governance" but "Participatory Governance" is more descriptive of the actual process as described in statute.

○ AB 1725 directs boards to provide opportunity for input/participation, and ensure that the recommendations and opinions of faculty, students, and staff receive reasonable consideration.

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Defining and Implementing Governance

Part I: What is Shared Governance?

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What is Shared Governance?

- O CCLC and Academic Senate Q&A

- O Education Code 70902(b)(7)
  - O "...ensure faculty, staff, and students...the right to participate effectively in district and college governance."

- O Implementing regulations (Title V)
  - O Governing Board "consult collegially" with academic senate on academic and professional matters
  - O Students and staff have opportunity for "effective participation" in decisions that affect them.

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What is Shared Governance?

- O Using the consultative process to consider actions and make decisions contributes to a positive environment and stronger decisions.
- O Agreement may not always be possible...
- O Communication is critical.....
- O Does the Superintendent/President have to agree with the recommendation of individual or collective constituent groups?

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Defining and Implementing Governance

Part II: How does Palomar College Implement Shared Governance?

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Palomar College Governance Structure

o How does participatory/shared governance work at Palomar? What does it look like (is there a chart anywhere?)

   o What are councils? What are committees? How many do we have?

   o How does information flow through the governance structure?

   o OK…I have volunteered to serve on SPC, what is it that I really have to do?

o All you ever wanted to know about Palomar's Governance Structure can be found in the *Palomar College Governance and Administrative Structure* document. http://www.palomar.edu/strategicplanning/Governance%20Stru cture/Governance%20Structure%20Book.pdf

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Palomar College Governance Structure

O Our governance structure created to fully support the college values of inclusiveness and mutual respect.

O As described in the CCLC and Academic Senate Q & A:
  O Palomar College Governing Board is final authority for governance
  O The Governing Board delegates authority to Superintendent/President
  O The Superintendent/President solicits and receives input through our shared governance decision-making process

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Palomar College Governance Structure

O The following constituent groups participate
  O Students
  O Faculty
    O Faculty Senate
    O Palomar Faculty Federation
  O Council of Classified Employees
  O Confidential and Supervisory Employees
  O Administrative Employees
  O Superintendent/ President – Senior and Executive Administration
O Governance structure includes Planning Councils, Operational Committees, Subcommittees, Ad Hoc Committees and Task Forces.

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Role of
Students

o Regulations specify areas for student participation.
- o Grading
- o Student code of conduct
- o Academic discipline
- o Curriculum
- o Educational programs
- o Processes for budgeting
- o Processes for planning
- o Student standards
- o Student services planning and development
- o Fees
- o Faculty evaluation and hiring

o The Associated Student Government (ASG) serves as the official representative of the students.

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Role of the Faculty:
Faculty Senate

o The Board of Trustees shall "Consult Collegially" with the Faculty Senate on Academic and Professional Matters
o Academic and professional matters
- o Curriculum
- o Degree requirements
- o Grading policies
- o Standards or policies regarding student preparation and success
- o Faculty role in governance structures
- o Faculty roles in accreditation processes, including self-study and annual reports
- o Policies for faculty professional development activities
- o Program review process
- o Processes for planning & budgeting
- o Educational program development
- o Other academic and professional matters as mutually agreed upon by the Board and Senate
  - At Palomar this includes faculty hiring, faculty hiring criteria, and faculty hiring procedures

o **Consult Collegially at Palomar means:**
The Governing Board relies primarily upon the advice and judgment of the faculty senate regarding academic and professional matters.

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Role of the Faculty:
Palomar Faculty Federation

- The role of the PFF on SPC and other planning councils involves protecting the processes mutually agreed upon by the District and the PFF in the PFF/District Contract.
- Collective bargaining issues include but are not limited to evaluation, class sizes, and academic freedom.
- Through the shared governance process, PFF stays informed and assures that collective bargaining matters are dealt with at the negotiating table as part of a larger overall check-and-balance system.
- Participation by PFF allows for
  - one more perspective to be offered in the work done in committees with the goal of contributing to the discussion in a way consistent with the overall goals and spirit of the contract.
  - identification of potentially problematic issues early on in the shared governance process.
- At times, the PFF and Faculty Senate work together to deal with issues that fall within both collective bargaining and academic/professional matters, such as grading, where a policy may have implications for working conditions and discipline.

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Role of the
Classified Employees

- Classified staff must be granted the opportunity to participate in the collaborative decision-making process, the developing or changing of policies, procedures and processes, that have an effect upon the classified staff.
- Classified staff must be granted the opportunity to effectively communicate such developments or changes to the CCE E-Council & their constituents as part of the decision-making processes.
- The CCE is the sole representative of the classified staff.
- Participation by the CCE allows for:
  - Inclusiveness in shared governance recommendations and decisions that may impact the College;
  - Better understanding of the vision & goals, policy & procedures and process for the College;
  - Identification of potentially problematic issues early on in the shared governance process;
  - Transparency, promoting mutual respect and trust through open communication and actions;
  - Another perspective offered in developing or changing policies, procedures, and processes;
  - Addressing challenges and providing input through the classified staff and other planning councils.
- Through the shared governance process, CCE stays informed and assures that collective bargaining matters are dealt with at the negotiating table as part of the larger overall check-and-balance system. Collective bargaining issues include, but are not limited to, evaluations, calendar, transfers, layoffs, compensation, health care plans and safety.
- A full Scope of Bargaining list will be issued to each Classified representative appointed to a governance group by the CCE.

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Role of the
Confidential & Supervisory Employees

o Staff must be granted the opportunity to participate in developing policies, procedures and processes, that have an effect upon them and the Palomar Community College District.

o Areas and processes are not further defined by statute.

o Confidential and Supervisory Employees are represented by CAST

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Role of the
Administrative Employees

o Administrative staff must be granted the opportunity to participate in developing policies, procedures and processes, that have an effect upon them.

o Areas and processes are not further defined by statute.

o Administrative staff are tasked with policy implementation.

o Administrators (excluding the President, Senior, and Executive Administrators) are represented by the Administrative Association

o Feedback to SPC through Planning Councils and A.A. representatives.
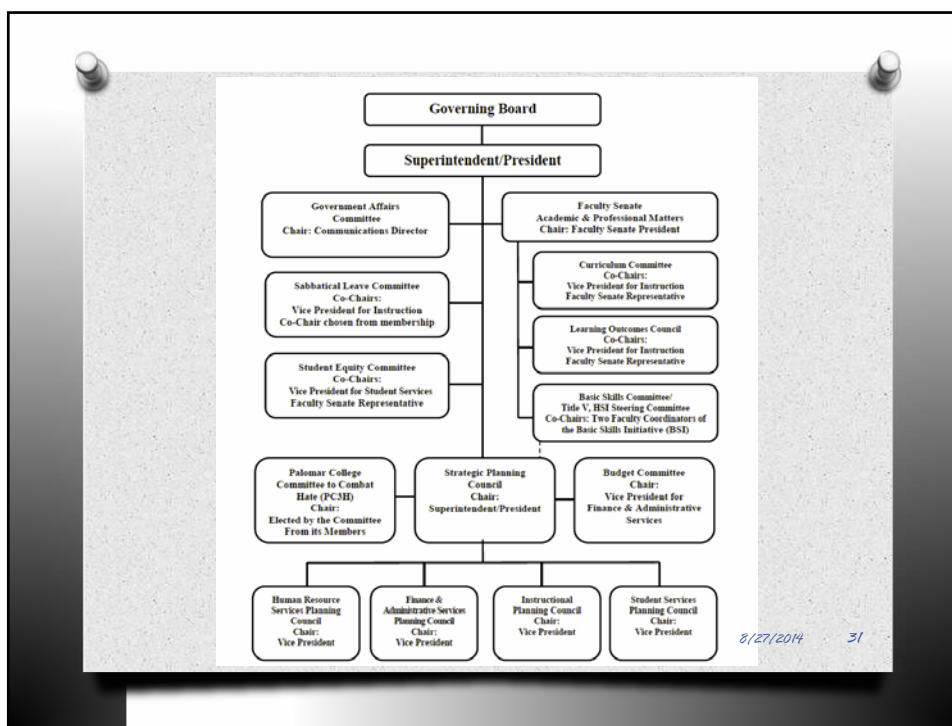
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Role of the Superintendent/President

o Ensure that the process works.

o Make sure policies are in place and procedures are followed.

o Serve as critical link between constituencies and Governing Board (usually serves as the designee of the board in governance matters).

o While regulations delegate participation in decision-making, they do not take away the President's responsibility to make decisions.

o Best situation is when the President and constituent groups are in agreement on recommendations made to the Board.

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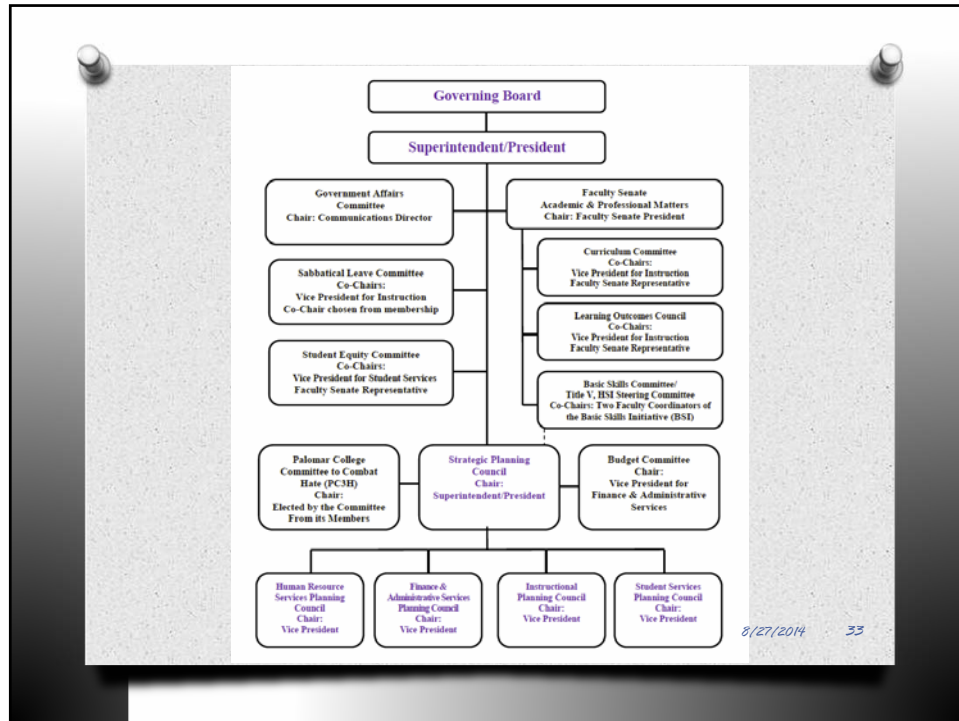# Palomar College Governance Structure Organization Chart

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Palomar College Governance
Structure Organization Chart:

Planning Councils

Governing Board

Superintendent/President

Government Affairs Committee
Chair: Communications Director

Faculty Senate
Academic & Professional Matters
Chair: Faculty Senate President

Curriculum Committee
Co-Chairs:
Vice President for Instruction
Faculty Senate Representative

Sabbatical Leave Committee
Co-Chairs:
Vice President for Instruction
Co-Chair chosen from membership

Learning Outcomes Council
Co-Chairs:
Vice President for Instruction
Faculty Senate Representative

Student Equity Committee
Co-Chairs:
Vice President for Student Services
Faculty Senate Representative

Basic Skills Committee/
Title V, HSI Steering Committee
Co-Chairs: Two Faculty Coordinators of
the Basic Skills Initiative (BSI)

Palomar College Committee to Combat Hate (PC3H)
Chair:
Elected by the Committee From its Members

Strategic Planning Council
Chair:
Superintendent/President

Budget Committee
Chair:
Vice President for Finance & Administrative Services

Human Resource Services Planning Council
Chair:
Vice President

Finance & Administrative Services Planning Council
Chair:
Vice President

Instructional Planning Council
Chair:
Vice President

Student Services Planning Council
Chair:
Vice President

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Strategic Planning Council (SPC)

o Principle participatory governance body
o <u>Chair</u>: Superintendent/President
o <u>Role/Products</u>:
  o Creates processes for policy recommendations and governance committee structure
  o Review recommendations and requests from other participatory governance groups
  o Amends and guides the Integrated Planning Process (IPM)
  o Allocates Strategic Plan Priority Funding (SPPF)
  o Recommends Policies and Procedures

o To ensure communication within governance structure, chairs of planning councils report progress on their objectives and activities at each SPC meeting
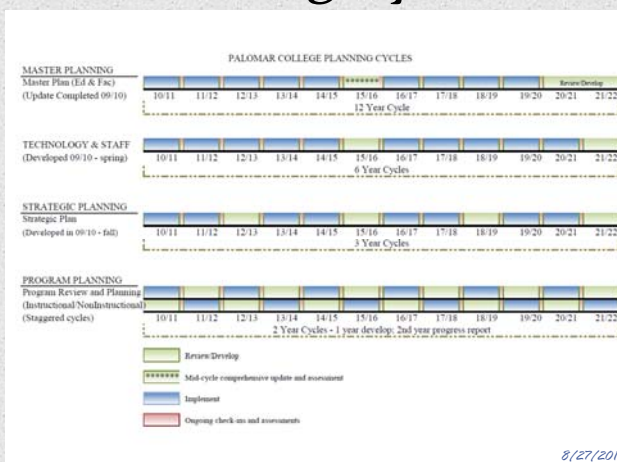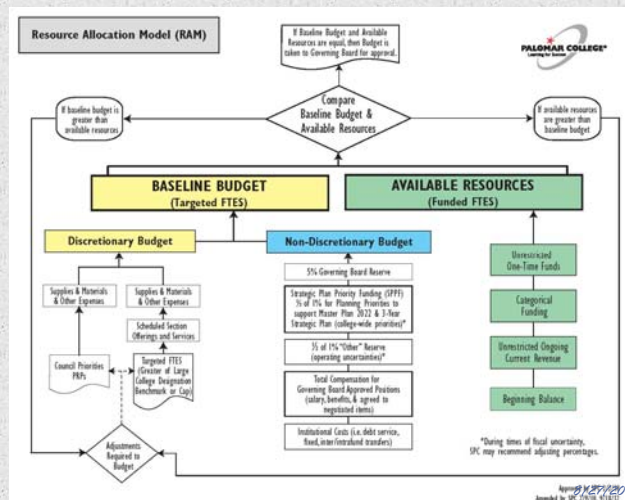
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IPM

Planning Cycles

RAM

Planning Councils

O Instructional Services (IPC)
O Student Services (SSPC)
O Finance & Administrative Services (FASPC)
O Human Resource Services (HRSPC)

O **Role/Products:** (Using PRPs and input from reporting committees)
  O Develop, implement, evaluate, and revise, if necessary, plans and initiatives within each specified area
  O Makes recommendations and requests related to specific area
  O Review and address results of program reviews conducted within the specific area

O **Chairs:** Vice Presidents

O **Reporting Relationship:** SPC

SPC 2014-2015 Calendar/ Strategic Plan 2016

O SPC Calendar
O Strategic Plan 2016 – Year two
   - O Update the objectives
   - O Develop action plan
   - O Align SP2016 with Equity and 3SP plans
   - O Establish targets for Institutional Effectiveness
O Review 3SP Plan
O Review and take action on Equity Plan
O Review and take action on Self-Evaluation for Accreditation
O Address self-evaluation improvement plans related to planning and governance

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Resources

O Palomar College Governance Manual
   http://www.palomar.edu/strategicplanning/Governance%20Structure/Governance%20Structure%20Book.pdf
O Palomar College Glossary of Governance Terms
   http://www.palomar.edu/strategicplanning/Glossary/Combined%20Glossary_of_Terms_and_Acronyms.pdf
O Palomar College Strategic Planning website
   http://www.palomar.edu/strategicplanning/
O Palomar College Faculty Senate
   http://www.palomar.edu/facultysenate/
O Statewide Academic Senate
   http://asccc.org/
O CCLC information on Governance
   http://www.ccleague.org

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Strategic Plan 2016 YEAR 2
Goals and Objectives

Goal 1: Student Learning
Support excellence in instruction and academic programs and services to improve student learning.

Objective 1.1: Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within three years. (*Kept from last year's objectives*)

Objective 1.2: Develop and implement a model for establishing career pathways for all disciplines and programs. *(Kept, but with refined language, from last year's objectives)*

Objective 1.3:   Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes. (*Kept from last year's objectives*)

Objective 1.4: Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students. (*Kept from last year's objectives*)

Objective 1.5: Develop and implement more comprehensive and effective methods for encouraging participation and communicating the discussions and outcomes of the shared governance method. (*Recommended as a result of the college's Self Evaluation for accreditation…need to align it with the language in the self-evaluation*)

Objective 1.6: Increase faculty to exceed FON by at least one per year (?), if the budget allows. *(Teresa's recommended objective at the last SPC meeting)*

Goal 2 Student Support and Success
Implement effective pathways that support student access, progress, and completion.

Objective 2.1: Complete 3SP and Equity plans and align their strategies with the objectives in Strategic Plan 2016. (*Kind of new…Modified from 1.7 last year regarding the plans*)

Objective 2.2: Implement a coordinated outreach plan that employs internal and external outreach strategies. (*Kept from last year's objectives*)

Objective 2.3: Evaluate and refine the Early Acceptance Program. *(Recommended by A. Gonzales at SPC, it may also align with the 3SP and Equity Plan)*

Objective 2.4: 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. *Kept from last year's objectives and it will align with 3SP and Equity Plan)*

Objective 2.5: Develop and implement a student portal, an online education planning tool, and an electronic degree audit system. (*Last year's objective referred to online supplements, I have modified the objective to align with what "might" come from the equity plan...*)

Objective 2.6 (?) College website? (*The equity plan may include an objective related to improving the college website...do we want to include an objective in our Strategic Plan?*)

Goal 3: Partnerships
Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.

Objective 3.1: Establish a faculty council(s) with high school partners to improve alignment of curriculum and student transition. (*Kept from last year's objectives*)

Objective 3.2: 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. (*Kept from last year's objectives*)

Objective 3.3: Increase external funding through grants and partnerships within the community. (*Kept from last year's objectives*)

Goal 4: Human Resources and Professional Development
Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.

Objective 4.1: Rebuild staffing levels to support priorities identified in *Staffing Plan 2016,* if the budget allows. (*Kept from last year's objective, refined language and added if budget allows to be parallel with the proposed objective 1.6*)

Objective 4.2: 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. *Kept from last year's objectives)*

Objective 4.3: Increase professional development opportunities to strengthen the technological knowledge and skills of faculty and staff. (*Kept from last year's objectives*)

Objective 4.4: Implement professional development opportunities that support faculty innovation in teaching and learning through action-based research. (*Kept from last year's objectives*)

Goal 5: Facilities and Infrastructure
Ensure that existing and future facilities and infrastructure support student learning, programs, and services.

Objective 5.1: Develop operational plans for opening the North and South Education centers. *(Kept from last year's objectives)*

Objective 5.2: As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus. *(Kept from last year's objectives)*

Objective 5.3: Continue to review, update, and plan to fund the emergency preparedness plan. *(Kept from last year's objectives)*

Objective 5.4: Develop and implement a budget mechanism for the replacement of technology equipment. *(Proposed objective from SPC meeting.)*