



## STRATEGIC PLANNING COUNCIL AGENDA

Date: March 3, 2015  
Starting Time: 2:00 p.m.  
Ending Time: 3:45 p.m.  
Place: **AA-140**

**CHAIR:** Deegan

**MEMBERS:** Barton, Claypool/Davis, Cuaron, Dentoni, Dimmick, Falcone, Gaspar, Gonzales, Holmes, Larson, Laughlin, Lienhart, Moore, Navarro, Perez, San Juan, Sourbeer, Stockert, Talmo, Titus, Tortarolo, Velazquez, Wick

**RECORDER:** Ashour

	Attachments	Time
<b>A. <u>MINUTES</u></b>		2 min
1. Approve Minutes of February 17, 2015		
<b>B. <u>ACTION ITEMS/FIRST READING</u></b>		
1. AP 6322-Employee Indemnity Bonds (DOT NOT ADOPT)	Exhibit B1	
BP/AP 6530-District Vehicles		
AP 6850-Hazardous Materials (DO NOT ADOPT)		
BP/AP 6900-Travel		
BP/AP 6975-Bookstore and Food Services		
<b>C. <u>INTEGRATED PLANNING MODEL</u></b>		20 min
1. SPC Timeline Check-in		
2. Strategic Plan 2016 Year 2 Mid-year Updates	Exhibit C2	
<b>D. <u>INFORMATION/DISCUSSION</u></b>		40 min
1. Reinstate constituent group reports to SPC agenda		
<b>E. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u></b>		5 min
1. Accrediting Commission Actions and Policy Updates		
2. Accreditation Self-Evaluation Update		
<b>F. <u>REPORTS OF PLANNING COUNCILS</u></b>		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		
<b>G. <u>OTHER ITEMS</u></b>		



**STRATEGIC PLANNING COUNCIL  
MEETING MINUTES  
March 3, 2015**

A regular meeting of the Palomar College Strategic Planning Council scheduled March 3, 2015, 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, Gaspar, Gonzales, Holmes, Larson, Laughlin, Lienhart, Moore, Navarro, Perez, San Juan, Sourbeer, Stockert, Talmo, Tortarolo, Velazquez, Wick  
Recorder: Cheryl Ashour  
Absent: Dentoni, Titus  
Guest: Kendyl Magnuson

**A. MINUTES**

**1. Approve Minutes of February 17, 2015**

MSC (Laughlin/Larson) to approve the Minutes of February 17, 2015 as presented

**B. ACTION ITEMS/FIRST READING**

**1. AP 6322-Employee Indemnity Bonds (DO NOT ADOPT); BP/AP 6530-District Vehicles; AP 6850-Hazardous Materials (DO NOT ADOPT); BP/AP 6900-Travel; BP/AP 6975-Bookstore and Food Services**

Ron Perez discussed the revisions to AP 6322, BP/AP 6530, AP 6850, BP/AP 6900 and BP/AP 6975. This item will return for action/second reading at the next meeting.

**C. INTEGRATED PLANNING MODEL**

**1. SPC Timeline Check-In**

Michelle Barton reviewed the upcoming tasks.

**2. Strategic Plan 2016 Year 2 Mid-Year Updates (Exhibit C2)**

Objective leaders provided a mid-year update on the Strategic Plan Year 2 objectives. At the end of the year, the objective leaders will evaluate the progress of the project steps and compare it to the objective's measurable outcome.

**D. INFORMATION/DISCUSSION**

**1. Reinstate constituent group reports to the SPC agenda**

Members discussed including constituent group reports on the SPC agenda. Teresa Laughlin reminded everyone that they were taken off the agenda in May, 2009 because of the volume of work that needed to be done in SPC at that time. Each constituent leader remarked that he/she would like to reinstate the reports. It was decided to include constituent group reports on the SPC agenda beginning with the next agenda.

**E. ACCREDITATION RECOMMENDATIONS AND PROGRESS**

**1. Accrediting Commission Actions and Policy Updates**

No report.

**2. Accreditation Self-Evaluation Update**

No report.

**F. REPORTS OF PLANNING COUNCILS**

**1. Finance and Administrative Services Planning Council**

Ron Perez reported that the Technology Plan Workgroup is prioritizing computer labs and classroom computers, and locking hardware will be installed in existing and new buildings.

**2. Human Resource Services Planning Council**

John Tortarolo reported that at today's meeting HRSPC will discuss HRS PRPs and the document management system, and will receive updates on the Staffing Master Plan Year 5, recruitments, the classification study, the diversity event, and the Classified Staff Development Day.

**3. Instructional Planning Council**

Berta Cuaron reported that IPC will complete its Staffing Plan priorities and review resource requests at its next meeting.

**4. Student Services Planning Council**

Adrian Gonzales reported that SSPC discussed SPPF and accreditation at its last meeting.

**G. OTHER****1. Political Economy Days**

Teresa Laughlin announced that Political Economy Days will be held April 16 and 17.

**H. ADJOURNMENT**

There being no remaining items, the meeting was adjourned at 2:53 p.m.

~~FISCAL AND ADMINISTRATIVE SERVICES~~

~~AP 6322 EMPLOYEE INDEMNITY BONDS~~

~~Reference:~~

~~Title 5 Section 58318~~

~~Each employee of the District whose duty it is to handle District funds, shall be bonded under a suitable bond indemnifying the District against loss.~~

~~At the discretion of the **[designate position]** employees of the District whose duty it is to handle district property may be required to be bonded to indemnify the District against loss.~~

FINANCE AND ADMINISTRATIVE SERVICES

**BP 6530 DISTRICT VEHICLES**

**Reference:**

Title 13 California Code of Regulations, Division 1, Chapter 1

The President/Superintendent shall adopt procedures to ensure that each person required by their job description to drive a District-owned vehicle shall maintain a safe driving record. An employee's continuing compliance with such procedures shall be a condition of continued employment in any position requiring the driving of District vehicles.

Clearance to drive District-owned vehicles requires the driver/District employee to have in their possession an appropriate, valid California Drivers' License. Verification must be obtainable through the California Department of Motor Vehicles.

See AP 6530 titled District Vehicles.

## FINANCE AND ADMINISTRATIVE SERVICES

REV 12-1-14

**AP 6530 DISTRICT VEHICLES****Reference:**

Title 13 California Code of Regulations, Division 1, Chapter 1

California Vehicle Code

The Superintendent/President shall delegate the authority and the District vehicles to the Chief Business Officer. Any violations concerning the use of District vehicles shall be handled by the Chief Business Officer.

All District vehicles must comply with the California Vehicle Code and Title 13 (Motor Carrier Safety).

All drivers of District-owned or leased vehicles both on and off campus, must have a current California Driver's License appropriate for the vehicle to be driven.

~~All District facilities maintaining vehicles defined as buses must keep records of driver's hours, vehicle maintenance, and vehicle inspection records. All of these records must be available to the California Highway Patrol (CHP) Inspector. The CHP is required to inspect the records at least every 13 12 months.~~

~~All District vehicles with equipment for transporting the disabled must comply with all applicable laws and regulations regarding such vehicles.~~

~~The District shall not operate or lease a 15-passenger van unless the driver holds both a valid class B driver's license and an endorsement for operating a passenger transportation vehicle issued by the Department of Motor Vehicles.~~

Vehicles made available to District personnel are for use in the conduct and operation of District business.

~~Automobiles owned by the District and operated by District personnel may be replaced after \_\_\_\_\_ miles or \_\_\_\_\_ model years in age, whichever occurs first.~~

~~Regular or eOccasional garaging of District-owned vehicles at any location other than the one assigned is permitted only with prior written approval. Home garaging shall meet any one of the criteria listed below:~~

The language in black text is the current Palomar language. The text in red is language is suggested by CCLC. The language in green is suggested by FAS. The text in black with highlighting was amended at P&P on 11/7/14. The text in green with highlighting is from FAS in response to a request to clarify the process for obtaining District approval to use District vehicles.

**Date Approved: 3/18/2008; Revised:***(Replaces current Palomar College Policy 554.1 and Procedures 507.22 and 554)*

- ~~• Employees whose duties require regular or frequent reporting to locations other than their regular headquarters before or after regular working hours.~~
- ~~• Employees who are regularly or frequently subject to call before or after regular working hours~~
- ~~• Employees with assigned vehicles who are headquartered at locations lacking secured overnight garaging facilities.~~

The name, employee group classification, California Driver's License number, and birth date of any employee to be authorized to drive District-owned vehicles must be submitted to the Facilities Office prior to final granting of authorization. The Facilities Office sends the completed form and a Government Agency Request for Drivers License to the Sacramento DMV. They typically receive a response within two weeks, consisting of a Driver Information Record on the applicant. Once this is received by the Facilities Office, they review the record and issue final clearance.

The Director of Facilities is responsible for controlling access to and use of all District vehicles.

Smoking is not permitted in any District-owned vehicle.

Drivers may not use wireless communication devices while operating District-owned vehicles without a hands-free listening device and shall comply with all requirements of California law regarding the use of wireless or cellular telephones communication devices in vehicles.

~~The Chief Business Officer shall be responsible for creating, maintaining, and communicating information in the Finance and Administrative Services Handbook(s) regarding use of District Vehicles.~~

Also see BP/AP 7400 6900 titled Travel for further details regarding off-campus travel, BP 3570 titled Smoking and/or Other Tobacco Use, and BP 6450 titled Wireless Communication Devices.

Office of Primary Responsibility: ~~Facilities Office~~ Fiscal and Administrative Services

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**Date Approved: 3/18/2008; Revised:**

*(Replaces current Palomar College Policy 554.1 and Procedures 507.22 and 554)*

**FISCAL AND ADMINISTRATIVE SERVICES****AP 6850 — HAZARDOUS MATERIALS****References:**

Title 8 Sections 340 et seq.

The District must post at least one CAL/OSHA Notice in each location where business is conducted in a conspicuous place where notices to employees are customarily posted.

Where employers are engaged in activities that are physically dispersed such as construction or transportation, the notice required shall be posted at each location to which employees report each day.

Where employees do not usually work at, or report to, a single location the notice or notices shall be posted at the location or locations from which the employees operate to carry out their activities.

Each employer shall take steps to insure that such notices are not altered, defaced, or covered by other material.

The notice shall inform employees that employers who use any substance listed as a hazardous substance by Cal/OSHA regulations must provide employees with information on the contents of Material Safety Data Sheets (MSDS) or equivalent information about the substance which trains employees to use the substance safely.

The notice must also state that the employer is required to make available on a timely and reasonable basis a MSDS on each hazardous substance in the workplace upon request of an employee, collective bargaining representative, or an employee's physician.

The notice must also state that employees have the right to see and copy the medical record and other records of employee exposure to potentially toxic materials or harmful physical agents.

If the District is required to conduct tests or to engage in monitoring or measuring to determine employee exposure to hazards by specific standards it shall notify the affected employee or employees or their representative, prior to commencement of the date, time and place of the testing, monitoring, or measuring of employee exposure.

The District must provide the an employee or employees, or their representatives with the opportunity to observe the testing, sampling, monitoring or measuring undertaken pursuant to such standards.

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**Date Approved:**



47 ~~Whenever any employee has been or is being exposed to toxic materials or harmful~~  
48 ~~physical agents in concentrations or at levels exceeding those prescribed by applicable~~  
49 ~~standard, order, or special order, the District must promptly notify any employee so~~  
50 ~~affected in writing of the fact that the employee has been exposed, and of the corrective~~  
51 ~~action being taken.~~

52 ~~Office of Primary Responsibility: Finance and Administrative Services~~

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**Date Approved:**

**FINANCE AND ADMINISTRATIVE SERVICES**

**BP 6900 TRAVEL**

**References:**

Education Code Sections 72423 and 87032

The Governing Board authorizes the Superintendent/President to attend conferences, meetings, and other activities that are appropriate to the functions of the District.

The Superintendent/President shall ensure that procedures are established regarding the attendance of other employees at conferences, meetings, or activities. The procedures shall include authorized expenses, advance of funds, and reimbursement.

All employee travel outside the United States must be approved in advance by the Governing Board.

Also see BP 2735 titled Governing Board Member Travel

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**Date Adopted: 5/10/2011; Reviewed:**

*(Replaces Palomar Policies 507, 507.1, 507.2, 507.3, 507.31, 507.32, 507.33, 507.34, 507.35, 507.36, and 507.4 and Palomar Procedures 507.1, 507.2, 507.21, 507.3, 507.36, and 507.6)*

## FINANCE AND ADMINISTRATIVE SERVICES

REV 11/4/2014

**AP 6900 TRAVEL****References:**

Education Code Sections 72423 and 87032

The Chief Business Officer is responsible for ensuring that the District complies with sound operating procedures regarding travel. ~~which include, but are not limited to:~~

- ~~• Approval and authority~~
- ~~• Authorized expenses~~
- ~~• Advance of funds~~
- ~~• Reimbursement~~

~~The Chief Business Officer is responsible for creating, maintaining, and communicating travel operating procedures as defined in the Finance and Administrative Services Handbook(s).~~

The District will pay for necessary expenses for employees and trustees to attend conferences, workshops, meetings, and college and site visitations, including expense incurred for lodging, meals, gratuities, registration fees, mileage, taxi, bus, baggage transfer, bus or airport lockers, business telephone, instructional materials, car rentals, and parking fees.

An employee's request for conference attendances may not be approved if it interferes with the service of the District. A request may also be denied if such request is deemed fiscally imprudent or the Superintendent/President or designee is of the opinion that the absence of the employee from duty would materially interfere with the operation of the District. Employees and trustees are encouraged to make travel arrangements using their CalCard, whenever possible.

The Travel Approval/Reimbursement Claim form must be completed and on file with the employee's department thirty (30) days prior to any travel. Any forms submitted less than thirty (30) days prior to travel will require approval by the Superintendent/President or designee. The proper authorization of District travel and disclosure of estimated travels costs are necessary to ensure compliance with provisions of the District's workers' compensation policy and to ensure that availability of funds in the appropriate budget account. Travel conducted before the approved request form is on file may be denied for reimbursement.

The Travel Approval/Reimbursement Claim must be submitted to Fiscal Services upon completion of travel even if the employee or trustee is not requesting reimbursement. The employee or trustee shall certify by signing the form that all amounts claimed were actual and necessary, that the expenses were for the benefit of the employee or trustee only, and only allowable expenses are included. Forms must be filed within thirty (30) calendar days after return from travel. Forms submitted to Fiscal Services after thirty (30) calendar days, or forms that are incomplete and do not include the necessary detailed original receipts, may be denied reimbursement.

If an employee or trustee does not complete travel paid for by the District, he/she shall be responsible for reimbursing the District for the expense. Reimbursement will be reviewed on a case-by-case basis by the Superintendent/President or designee if the individual was ill or had an emergency. Staff shall undertake necessary and reasonable steps to secure refunds or rain checks in all such cases.

The travel procedures that follow pertain to all funds and programs of the District regardless of funding source.

### **Authorized Expenses and Reimbursement**

The District will reimburse employees or trustees for expenses incurred during their travel, for the following:

- **Mileage**

- a) Mileage by private automobile shall be at the current IRS mileage rate.
- b) When more than one individual attends the same event and private transportation is used, carpooling is strongly encouraged. If two or more employees or trustees share a personal vehicle, only one employee or trustee shall be reimbursed for mileage expenses.
- c) Reimbursement for mileage may not exceed the total cost of coach airfare and other transportation costs to the same destination.
- d) The District will reimburse mileage to and from an approved conference/event by calculating the distance to that conference/event either from the employee or trustee's home or the college, whichever is nearer.

- **Transportation**

- a) Transportation-related expenses which are directly associated with business mileage and are reasonable and necessary shall be reimbursed. Allowable expenses include parking fees and bridge, highway, and tunnel tolls. All claimed transportation-related expenses shall be authenticated by submission of original itemized valid receipts.
- b) All employee and trustees driving either their own private, leased, or District-owned vehicles for District-related activities must possess a valid California Driver's License.
- c) The expense of traveling by commercial airline carrier will be allowed on the basis of actual cost. Claims for airplane travel shall be allowed in conformity with the latest published airplane tariffs. When more than one class of air travel

is available, the District will pay for coach class only. Air travel is limited to flights on scheduled commercial airlines. Air expenses paid by an employee or trustee's personal credit card will not be reimbursed until the conclusion of the travel event and only upon submission of detailed, original receipts.

- d) All employees and trustees are expected to use the most economical mode of transportation that is in the best interest of the District. If an employee or trustee chooses to travel via private vehicle, reimbursement for mileage will not exceed the total cost of coach airfare and other transportation costs.
- e) Necessary and reimbursable transportation expenses incurred while on authorized travel via airplane, private vehicle, railroad, bus, shuttle, and taxi must be properly itemized on the Travel Approval/Reimbursement Claim form with the applicable receipts or invoices.

- **Registration Fees**

- a) Registration fees in connection with approved attendance at conferences, conventions, committee meetings, training seminars, etc. may be paid in advance of the event through submission to Fiscal Services of a Pre-Paid Registration Request form with the employee or trustee's Travel Approval/Reimbursement Claim form.
- b) Registration fees may also be reimbursed after the event upon submission of registration forms, original invoices or receipts with the employee or trustee's Travel Approval/Reimbursement Claim form.
- c) Employees and trustees must submit a brochure, flyer, registration form of other announcements about the conference with the Travel Approval/Reimbursement Claim form.
- d) Material fees and educational items purchased at the event and required for participation will be reimbursed upon submission of itemized receipts and documentation of the necessity of the purchase.

- **Lodging**

- a) Normally, lodging expenses are reimbursed for the actual dates of the approved event. The night before or the night the event ends may be reimbursed if supported by a written statement explaining the necessity. Special circumstances which result in significant monetary savings, such as a Saturday night stay, may be reimbursed if supported by a written statement.
- b) Lodging expenses for approved attendance at conferences, conventions, committee meetings, training seminars, etc. may be paid in advance of the event through submission to Fiscal Services of a Pre-Paid Hotel Request with the employee or trustee's Travel Approval/Reimbursement Claim form.
- c) The cost of a single room accommodation for the night(s) required will be paid by the District. When an employee or trustee shares lodging facilities with a non-District individual (e.g., spouse, children, etc.) reimbursement to the employee or trustee is limited to the single occupancy.
- d) An original itemized receipt and guest folio from the hotel which states the name of the employee or trustee, number of guests, dates of stay, room rate, and any associated taxes, and fees for lodging expenses must be submitted with the

- Travel Approval/Reimbursement Claim form to be allowable. This information must also be submitted even if lodging expenses are prepaid by the District.
- e) Lodging expenses will not be reimbursed for travel within fifty (50) miles of the employee's or trustee's home or the District. Any exceptions will require approval by the Superintendent/President or designee before the travel event takes place.
  - f) If business telephone calls are included in the hotel bill, these should be identified and marked as such and reported separately on the Travel Approval/Reimbursement Claim form.
  - g) Unallowable expenses included in the hotel bill, such as personal phone calls, entertainment charges (e.g., video rentals), alcoholic beverages, etc., should be identified and marked as such and fully deducted from the total amount for reimbursement.

- **Meals**

- a) The cost of necessary business meals will be reimbursed based on the facts and circumstances leading to the expenditure. Reasonable care must be taken at all times to ensure that public funds, including federal and state grant funds, are not misused and are expended in a judicious manner.
- b) Payment for meals, including gratuities, shall be reimbursed at no more than the daily subsistence rate shown on the Fiscal Services webpage, except where reimbursement from another agency exceeds this amount. Reimbursement for alcoholic beverages is prohibited.
- c) Reimbursement for meals will be paid upon submission of original itemized receipts. If the receipt covers more than one person, the items consumed by the employee or trustee must be identified separately.
- d) Credit card receipts which do not itemize the contents of meals purchased will not be reimbursed.
- e) Tips and gratuities associated with meals, not to exceed fifteen (15) percent of the subtotal cost of each meal, will be reimbursable.
- f) Meals for a full day of travel will be paid at the full per diem rate. A full day is defined as being away from the employee's residence from at least 6:00 AM to 7:00 PM. Employees may only charge for breakfast if they leave their residence to attend the conference at or before 6:00 AM and may only charge for dinner if they arrive at their residence from a conference at or after 7:00 PM.
- g) The Travel Approval/Reimbursement Claim form will log the time of departure and return information required in (f) above. Meals for less than a full day of travel will be paid based on the following timeframes:
  - 1) Breakfast – travel begins at or before 6:00 AM
  - 2) Lunch – travel ends at or after 2:00 PM
  - 3) Dinner – travel ends at or after 7:00 PM

- **Miscellaneous**

- a) Other business-related expenses, such as telephone charges, facsimile use, internet access, or equipment rental, incurred while on approved travel may be reimbursed, depending upon the facts and circumstances related to the

necessity of the expense. The expenses must be directly related to the travel event and will be paid upon submission of original, itemized receipts.

### **Unallowable Travel Expenses**

Certain travel expenses are considered personal expenses and not essential to District business. Such non-reimbursable expenses include entertainment expenses, leisure tours or personal side trips, personal telephone calls, laundry, car washes, fuel for personal vehicles, traffic or parking citations except for those related to malfunctioning equipment on District-owned/leased vehicles, individual membership dues or fees, alcoholic beverages, or any other expenses determined by the District to be unreasonable, excessive, non-business-related, or a misuse of public funds.

No reimbursement for lodging or subsistence shall be paid to an employee for extra travel time incurred if he/she travels to a destination for his/her own convenience in advance of the necessary time of arrival, nor shall he/she be paid for extra travel time if he/she remains at the destination following an official meeting or work assignment whenever it is for his/her own convenience. Travel claims for travel the day before a conference will only be reimbursed when it is not feasible, due to the starting hour of the conference to travel the same day.

All travel expenses for family members or other individuals who accompany an employee or trustee shall not be reimbursed.

Traffic or parking citation incurred while using a private or college vehicle shall not be reimbursed. Any citations incurred while driving a college vehicle shall be reported to the employee's supervisor as soon as possible.

### **Travel with Expenses Exceeding \$5,000**

Request for travel with expenses exceeding \$5,000 will require approval by the Superintendent/President or designee before the travel event takes place. The request must be accompanied by a complete explanation of the college business purpose to be served.

### **Out-of-State Travel**

Requests for travel outside of the State of California, and beyond 500 miles from primary work site, including out-of-country travel, require that a Travel Approval/Reimbursement Claim form be completed and approved by the Superintendent/President or designee before the travel event takes place.

### **Travel Outside the United States**

All travel outside the United States will require approval by the Governing Board before the travel event takes place. The request must be accompanied by a complete explanation of the District business purpose to be served.

Office of Primary Responsibility: Finance and Administrative Services

**FINANCE AND ADMINISTRATIVE SERVICES****BP 6975 BOOKSTORE AND FOOD SERVICES****References:**

Education Code Section 81676;  
Civil Code Section 1798.90

The Superintendent/President is responsible for ensuring college bookstore and food services operations are provided for students, faculty, and staff. The bookstore and food services shall be established and operated by either the District or by a qualified vendor. The college bookstore shall comply with the requirements of the Reader Privacy Act.

If the bookstore and/or food services are run by the District:

- Operational costs of the bookstore and food services shall be paid from revenue earned from the bookstore and food services, respectively.
- Fiscal management of the bookstore and food services shall be in accordance with the California Community Colleges Budget and Accounting Manual. An annual audit of the records and accounts of the bookstore and food services shall be provided to the Governing Board.

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If qualified vendor(s) are to provide bookstore and/or food services, contracts for outside vendors to operate bookstores shall be awarded by competitive bid, submitted to the Governing Board for approval, and awarded in the best interests of the students, faculty, and staff.

See AP 6975 titled Bookstore and Food Services.



**FINANCE AND ADMINISTRATIVE SERVICES****REV 8/6/2014****AP 6975 BOOKSTORE AND FOOD SERVICES****Reference:**

Education Code Section 81676

If qualified vendors are to provide bookstore and food services, the ~~Director of Business Services~~ **Manager of Business & Contract Services** is responsible to act as liaison between the vendors and the student, faculty, and staff constituencies represented on the Bookstore Advisory Committee and the Food Services Advisory Committee. The committees will review the quality of services and make recommendations to the vendor for changes and improvement in services to students, faculty, and staff. A quarterly report shall be provided to the Chief Business Officer on service and quality of operations.

~~The Chief Business Officer shall be responsible for creating, maintaining, and communicating information and procedures related to bookstore and food services issues in the Finance and Administrative Services Handbook(s).~~

Office of Primary Responsibility: Finance and Administrative Services

Mission

*Our mission is to provide an engaging teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. As a comprehensive community college, we support and encourage students who are pursuing transfer-readiness, general education, basic skills, career and technical training, aesthetic and cultural enrichment, and lifelong education. We are committed to helping our students achieve the learning outcomes necessary to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and ever-changing world*

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

**Student Direction and Progress**

*Objective 1.1: Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within three years.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPI	Dept Chairs – English, ESL, Math, Reading, Counseling, Basic Skills Comm. STEM Workgroup	<ol style="list-style-type: none"> <li>Take inventory of various strategies already in place campus wide.</li> <li>For those strategies that have already been assessed:                             <ol style="list-style-type: none"> <li>Discuss results.</li> <li>Determine additional data desired.</li> <li>Discuss any changes to be made to achieve desired outcomes.</li> <li>Determine support needed.</li> </ol> </li> <li>For those strategies that have not yet been assessed:                             <ol style="list-style-type: none"> <li>Discuss data desired.</li> <li>Determine measurable outcomes (need starting points from IRP, departments will work to determine endpoints and timeline).</li> <li>Determine support needed.</li> </ol> </li> <li>For each strategy, determine data to be gathered regularly.</li> <li>Determine goals regarding the scaling up of successful strategies.</li> <li>Define any new strategies</li> <li>Develop a timetable for check-ins.</li> </ol>	Steps will be completed through Spring 2015.	<ul style="list-style-type: none"> <li>Review and add to, if necessary, the list of all activities taking place on campus in support of Objective 1.1 (See SP 2016, Year 1 Progress Report).</li> <li>The following outcomes will be completed within the departments:                             <ul style="list-style-type: none"> <li>Assessments of strategies completed and discussed.</li> <li>Plans established for regular data collections and review.</li> <li>Options/Needs for scaling successful strategies discussed.</li> <li>New strategies identified.</li> <li>Timetable established for check-ins.</li> </ul> </li> </ul>	Together with chairs and directors from English, Reading, ESL, Math, Counseling, TLC (FYE & SB), STEM, DRC, and the Tutoring Committee, we have compiled a list of all of our activities related to this objective. For each activity, we have listed results determined thus far and are currently in the process of determining additional data desired. By the end of February, we anticipate sending IRP our data desires; upon receipt of that data, we will discuss any changes and support needed.

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

**Student Direction and Progress**

*Objective 1.2: Develop and implement a model for establishing career pathways for all disciplines and programs.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPI	CTE Transitions Group. Career Pathways Pilot Project (STEM), Career Center Director, Department Chairs	<ol style="list-style-type: none"> <li>1. Identify two additional Industry Sectors from Statewide Career Pathways publications and do research and collect data for target careers in programs offered at Palomar.</li> <li>2. Develop marketing plan and marketing brochure templates to promote Industry Sectors career pathways in programs offered at Palomar and integrate with 3SP outreach/marketing group.</li> <li>3. Use marketing materials and brochures in Spring schedule to communicate career pathways.</li> <li>4. Work with 3SP orientation group to support classroom or “career and open house” activities or events that promote career pathway learning opportunities for students.</li> </ol>	<ol style="list-style-type: none"> <li>1. Spr 2014</li> <li>2. Spr 2014</li> <li>3. Fall 2014</li> <li>4. Fall 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Career pathways defined for two Industry Sectors and data gathered for marketing materials.</li> <li>2. Draft templates for marketing plan and brochures developed and implemented for use.</li> <li>3. Templates used in Spring schedule.</li> <li>4. Career and open house activities/events planned, funded, implemented.</li> </ol>	<ul style="list-style-type: none"> <li>• Participated in CCPT K-14 grant application with SD County HS and CC’s. Applications focused on Healthcare and STEM careers pathways.</li> <li>• Chose Healthcare and Advanced Manufacturing career pathways.</li> <li>• Partnered with Saddleback College on a CCPT K-14 grant application to develop career pathways in careers in technology and Advanced Manufacturing.</li> <li>• Developing a Noncredit program with Nursing and EME that would help students become more prepared to enter one of the two programs.</li> <li>• Working with Communications, Marketing &amp; Public Affairs Dept and the 3SP Outreach Committee to develop marketing brochures and marketing plan for programs using the career pathways theme.</li> <li>• Created career pathways presentation for delivery in Spring 2015 to VPI, VPSS, Counseling and other staff for feedback and evaluation.</li> <li>• Created career pathways ads for Spring 2015 class schedule. Ads included program, labor market and wage information.</li> <li>• Hosting program specific on campus activities for high schools.</li> <li>• Conducting outreach to local high schools talking about STEM careers.</li> </ul>

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

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPI	IPC	<ol style="list-style-type: none"> <li>Review feedback from Spring 2014 focus groups on Comprehensive Program Review and Planning process for 2013-14</li> <li>Modify PRP 2014-15 process based on focus group recommendations</li> <li>Implement and provide training on PRP process for Years 2-3</li> </ol>	<ol style="list-style-type: none"> <li>Fall 2014</li> <li>Fall 2014</li> <li>Fall 2014, Spring 2015</li> </ol>	<ol style="list-style-type: none"> <li>Focus group feedback discussed on Comprehensive PRP process</li> <li>PRP Years 2-3 process modified and implemented</li> <li>Training conducted, PRPs submitted, IPC reviews and allocates resources</li> </ol>	PRP Update process was implemented in Fall 2015 with training sessions provided on 11/18, 11/20, 12/2, 12/3, 12/4. PRPs were submitted on 2/11/15. IPC allocations will begin in February-March once priorities have been submitted by each instructional division. In addition, IPC is in the process of developing its Staffing Plan update, based on position requests submitted through this year's PRP process.

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

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPSS	SSPC	<ol style="list-style-type: none"> <li>1. Identify lead SAO coordinator</li> <li>2. Establish SAO workgroup</li> <li>3. Review progress units have made on their SAOACs</li> <li>4. Identify SAO research support needs.</li> <li>5. Align SAO cycle with PRP timeline.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Spr 2015</li> <li>3. Spr 2015</li> <li>4. Spr 2015,</li> <li>5. Spr 2015 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. SAO Coordinator named</li> <li>2. Workgroup convened and meeting</li> <li>3. Review of all SAO cycles completed</li> <li>4. Research and support plan developed</li> <li>5. Timeline established and documented that aligns SAO cycles with PRPs (note PRPs and SAOs are currently integrated – cycles need to be aligned).</li> </ol>	Existing SAOs were reviewed as part of the PRP review process. The need for an SAO coordinator was discussed. Efforts will be made to identify an SAO coordinator during the Spring term.

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

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPHRS	HRSPC	<ol style="list-style-type: none"> <li>1. Review PRP; identify SAOACS.</li> <li>2. Align SAOACS with PRP outcomes and revise outcomes as required.</li> <li>3. Identify resources required.</li> <li>4. Secure resources and allocate.</li> <li>5. Assess outcome progress/achievement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Spr 2015</li> <li>3. Spr 2015</li> <li>4. Fall 2015, Spr 2016 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Established relationship between SAOACS, PRP, and resource allocations.</li> <li>2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model.</li> <li>3. Demonstrated progress toward achieving SAOACS.</li> </ol>	<ul style="list-style-type: none"> <li>• Established relationship to SAOCS, PRP, and resource allocations.</li> <li>• Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model.</li> <li>• In process of documenting progress toward achieving SAOCS, updating PRP. PRP update scheduled for completion by June 2015.</li> </ul>

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

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPFAS	FASPC	<ol style="list-style-type: none"> <li>1. Review PRP; identify SAOACS.</li> <li>2. Align SAOACS with PRP outcomes and revise outcomes as required.</li> <li>3. Identify resources required.</li> <li>4. Secure resources and allocate.</li> <li>5. Assess outcome progress/achievement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Spr 2015</li> <li>3. Spr 2015</li> <li>4. Fall 2015, Spr 2016 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Established relationship between SAOACS, PRP, and resource allocations.</li> <li>2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model.</li> <li>3. Demonstrated progress toward achieving SAOACS.</li> </ol>	<ol style="list-style-type: none"> <li>1. Relationship between SAOACS, PRP, and resource allocations have been established.</li> <li>2. PRP for FY 13-14, FY 14-15 &amp; FY 15-16 identify goals and assessment methods for SAOs across F&amp;AS.</li> <li>3. Progress toward these goals continues to be demonstrated annually.</li> </ol>

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

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.4: Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPI / SLOAC Coordinators	LOC	<ol style="list-style-type: none"> <li>1. Present information at Faculty Plenary in Fall 2015.</li> <li>2. Attend department and division meetings to discuss ILOs and assessment.</li> <li>3. PD workshop.</li> <li>4. Write annual GE/ILO Assessment report - present to Faculty Senate, Curriculum, Strategic Planning Council, and post online.</li> <li>5. Continue to assess GE/ILOs and recruit &amp; train faculty.</li> <li>6. Once-a-semester report to LOC from division deans, VPI, &amp; VP Student Services, research &amp; planning activities related to outcomes assessment across the College.</li> <li>7. 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.</li> <li>8. Schedule an annual presentation to ASG and Governing Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Spr/Fall 2015</li> <li>3. Fall 2014, Spr 2015, Fall 2015</li> <li>4. Spr 2015, Fall 2015</li> <li>5. Spr 2015, Fall 2015</li> <li>6. Spr 2015</li> <li>7. Spr 2015</li> <li>8. Spr 2015</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide information to faculty</li> <li>2. Provide information to faculty and administrators and encourage discussion.</li> <li>3. Provide information and resources to faculty.</li> <li>4. Report for college community, stimulate dialog for planning and resource allocation.</li> <li>5. Continue to assess each GE/ILO.</li> <li>6. Provide information to faculty and administrators.</li> <li>7. Inform faculty and administration in order to support program review and improve student academic and employment success.</li> <li>8. Provide information to students and Governing Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Will present information at the fall plenary</li> <li>2. Will attend some in the spring and some in the fall.</li> <li>3. Will provide a PD workshop in the fall</li> <li>4. Written Comm. workgroup will meet in March and report will be written and presented to the college during the fall semester.</li> <li>5. Continuing with this activity</li> <li>6. We did this in December and will do it again in May.</li> <li>7. Ongoing</li> <li>8. Ongoing</li> </ol> <p>We are continuing to assess our GE/ILOs. We assessed Written Communication in the fall and will assess Intercultural Competency and Knowledge in the Spring. Both of these reports will be written during the summer and presented to the college community in the fall. We have met with individual faculty, departments and divisions to discuss the SLOAC process and to help with assessment planning and TracDat problems. We are planning a PD workshop and presentations to the ASG and Governing Board.</p>



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

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.5: Increase faculty to exceed FON by at least one per year if the budget allows.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
Supt/Pres	VPs	<ol style="list-style-type: none"> <li>1. Review 2015-16 Approved Budget and identify available funding</li> <li>2. Compute FON requirements for 2016-17</li> <li>3. Select positions from faculty hiring priority list to exceed the 2016-17 FON by at least one position</li> <li>4. Repeat cycle each year, exceeding the previous year's target hiring by at least one faculty position if allowed by the budget.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2015</li> <li>2. Fall 2015</li> <li>3. Fall 2015</li> <li>4. Fall 2016 &amp; ongoing</li> </ol>	<p>Faculty hiring exceeds FON by at least one position for Fall 2016, and by one additional position in subsequent years if the budget allows.</p>	<p>Steps 1-4 are scheduled to be implemented beginning Fall 2015. Work to determine the number of faculty hires to meet this objective will begin once a count of faculty retirees can be established in April/ May of 2015.</p> <p>Note: For the upcoming hiring cycle (faculty to start Fall 2015), the Superintendent/President approved 13 faculty positions to hire. This would keep the college above the FON by one.</p>

<b>Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.</b>					
<i>Objective 2.1: Complete 3SP and Equity plans and align SP 2016 with their strategies.</i>					
<b>Person Resp</b>	<b>Group</b>	<b>Project Steps</b>	<b>Timeline</b>	<b>Objective Measurable Outcome</b>	<b>Mid-Year Check-In</b>
VPSS, VPI, Faculty Senate President	3SP and Equity Plan Workgroups IR&P (for SP2016)	<ol style="list-style-type: none"> <li>1. 3SP and Equity plans developed and accepted through shared governance processes.</li> <li>2. Submit 3SP and Equity plans to Chancellor's office.</li> <li>3. Establish linkages between the Strategic Plan, 3SP, and Equity Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Fall 2014</li> <li>3. Fall 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed plans.</li> <li>2. Plans submitted.</li> <li>3. Clear links established.</li> </ol>	The 3SP and Student Equity Plans were developed and reviewed through the Faculty Senate and the shared governance bodies. The Governing Board approved both plans in November 2014 and they were submitted to the Chancellor's Office by their respective deadlines.

<b>Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.</b>					
<b><u>Student Direction and Progress</u></b> <i>Objective 2.2: Implement a coordinated outreach and retention plan that employs internal and external outreach and retention strategies.</i>					
<b>Person Resp</b>	<b>Group</b>	<b>Project Steps</b>	<b>Timeline</b>	<b>Objective Measurable Outcome</b>	<b>Mid-Year Check-In</b>
VPSS	Division of Student Services, Instructional Deans SSPC	<ol style="list-style-type: none"> <li>1. Establish outreach and retention team to review and coordinate outreach activities.</li> <li>2. Implement student ambassador program.</li> <li>3. Revamp outreach to increase engagement and follow-up.</li> <li>4. Review college outreach strategies to provide for targeted recruitment and retention activities.</li> <li>5. Implement strategic outreach and retention strategies.</li> <li>6. Evaluate new outreach and retention strategies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Fall 2014</li> <li>3. Fall 2014</li> <li>4. Spr 2015</li> <li>5. Sum 2015</li> <li>6. Sum 2016</li> </ol>	<ol style="list-style-type: none"> <li>1. Team established.</li> <li>2. Ambassador program established and goals for program developed.</li> <li>3. Current outreach activities revamped.</li> <li>4. Review completed and coordinated plan established.</li> <li>5. Plan implemented and evaluated.</li> </ol>	Two staff members were identified to take the lead in restructuring our outreach activities and in creating the Student Ambassador program. Fall outreach activities included increased personal contact via e-mail and direct phone calls. The Student Ambassador program has been initiated and there are currently 6 students who have been trained and assisted with Fall registration activities.

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

**Student Connections and Support (Palomar Access to Student Success or PASS)**

*Objective 2.3: Evaluate and refine the College's intake and orientation process including the Early Acceptance Program.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPSS	Division of Student Services, Instructional Deans	<ol style="list-style-type: none"> <li>Utilize 3SP plan to develop new strategies for orientation.</li> <li>Establish work group that includes student services and instruction.</li> <li>Design/revise orientation model.</li> <li>Implement model.</li> <li>Evaluate new model.</li> </ol>	<ol style="list-style-type: none"> <li>Spr 2015</li> <li>Spr 2015</li> <li>Spr 2015</li> <li>Sum 2015</li> <li>Sum 2016</li> </ol>	<ol style="list-style-type: none"> <li>3SP plan orientation strategies reviewed.</li> <li>Workgroup established.</li> <li>Revised orientation model designed.</li> <li>Model implemented.</li> </ol>	Much of this work will begin during the Spring 15 semester as part of the Student Success and Equity Council which began meeting in January.

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

*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.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPSS / VPI	Dean L&L, FYE Coord, Dean Counseling	<ol style="list-style-type: none"> <li>Discuss expansion of FYE.                             <ul style="list-style-type: none"> <li>Who to focus efforts on</li> <li>Strategies for expansion</li> <li>Implications for expansion (staffing, space, tracking, followup, evaluation)</li> <li>Identify Resources needed</li> </ul> </li> <li>Increase student awareness of appropriate support services.                             <ul style="list-style-type: none"> <li>Define appropriate support services</li> <li>Define groups to identify for marketing FYE</li> <li>Identify resources needed</li> </ul> </li> <li>Increase student use of appropriate services                             <ul style="list-style-type: none"> <li>Develop strategies</li> <li>Identify implications for increasing use (staffing, space, tracking, followup, evaluation).</li> </ul> </li> </ol>	Activities will be completed through Fall 2014/Spr 2015	<ol style="list-style-type: none"> <li>Targets for FYE program                             <ul style="list-style-type: none"> <li>2013-14 – 100 students</li> <li>2014-15 – 275 students</li> <li>2015-16 – 350 students</li> </ul> </li> <li>List of student groups for focus; presentation of possible strategies with implications and resources needed included</li> <li>List of services by student group; report on implications and resources needed.</li> <li>List of strategies; report on implications and resources needed.</li> </ol>	<p>VPI: Our group has met twice to discuss all 3 project steps. We have covered Steps 1 and 2 in detail; we will meet again to discuss Step 3 to provide greater detail.</p> <p>VPSS: Initial discussions have taken place with regard to summer bridge activities. Much of this work will be part of the Student Success and Equity Council activities.</p>

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.					
<i>Objective 2.5: Develop and implement a enhanced technologies (student portal, an online education planning tool, and an electronic degree audit system)to support student success.</i>					
Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPSS	Division of Student Services, Instructional Deans, Information Services	<ol style="list-style-type: none"> <li>1. Establish workgroup</li> <li>2. Utilize 3SP and SE Plans to establish priorities.</li> <li>3. Develop and implement timelines to address priorities</li> </ol>	<ol style="list-style-type: none"> <li>1. Spr 2015</li> <li>2. Spr 2015</li> <li>3. Ongoing</li> </ol>	Enhanced technology implemented and available to all students.	Much of this work will be part of the Student Success and Equity Council activities which began meeting in January. An initial list of technology needs has been identified and will serve as a starting point for discussions in the Spring term.

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

*Objective 2.6 Modify the College's website to improve student access to support services.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
PIO	Dean SBS, PIO	<ol style="list-style-type: none"> <li>1. Evaluate current website for usability and content management</li> <li>2. Identify optimal sites for comparison</li> <li>3. Review Content Management Software (CMS) options</li> <li>4. Identify optimal CMS</li> <li>5. Identify resources necessary for development, implementation and ongoing management.</li> </ol>	<ol style="list-style-type: none"> <li>1. Spr 2015</li> <li>2. Spr 2015</li> <li>3. Spr 2015</li> <li>4. Spr 2015</li> <li>5. Fall 2016 tent.</li> </ol>	Introduce new website	<ol style="list-style-type: none"> <li>1. In August of 2014, the Blue Ribbon Task Force led by the PAO (with the Dean of SBS, and members the ATRC and IS) met to discuss the status of the Web Redesign as discussed in the strategic plan. At the end of that meeting, we determined that a web redesign project was extremely costly and that perhaps the district was not yet ready for a full-fledged redesign of the District Web Presence.</li> <li>2. Dean Kahn worked with members of the ATRC to propose a (Phase I) Web Revamp Task Force (through SPC) that would include members from several constituencies and utilize our current Content Management System (WordPress) to do a student-centered revamp of the site that would be easy to navigate, organized, and have a common look and feel for the district.</li> <li>3. The Web Revamp Task Force began meeting in September of 2014 to meet these objectives. The group identified optimal sites for comparison, reviewed the strengths of our current Management System, examined data on current use of the Palomar Website and created a timeline to create a new HomePage template, subsite template, and process for evaluating exceptions to the use of the subsite template.</li> </ol>

Goal 3: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.					
Objective 3.1: Establish faculty councils with high school partners to improve alignment of curriculum and student transition.					
Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPI	Chairs and Directors, Counseling	<ol style="list-style-type: none"> <li>1. Identify existing collaborations between Palomar faculty/disciplines and high school partners relevant to curriculum alignment discussions.</li> <li>2. Identify one or two faculty/disciplines interested in curriculum collaborations with high school partners and identify specific high school and contact person.</li> <li>3. Promote professional development and connection opportunities available through membership in North County Professional Development Federation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Spr 2015</li> <li>3. Spr 2015</li> </ol>	<ul style="list-style-type: none"> <li>• Discussions documented and future curriculum plans identified.</li> <li>• Initial meeting scheduled between Palomar faculty and high school partners.</li> <li>• NCPDF workshops attended by Palomar faculty and connections made for possible curriculum discussions with local high school partners.</li> </ul>	<ol style="list-style-type: none"> <li>1. Mark Clark has been active with NCPDF partners in monitoring the Common Core changes and communicating those with the Math Department.  Jennifer Nelson (STEM II Project Supervisor) has been in discussions with SMUSD, Escondido USD, and Vista USD to establish dual enrollment classes.</li> <li>2. There is interest in Math, Biology, Chemistry and Life Sciences. No specific meetings have been arranged.  Patty Deen (Earth Sciences) has recruited and trained STEM Ambassadors to go into local schools and conduct demonstrations and discuss STEM careers.</li> <li>3. Dean Sourbeer has made some connections with K-12 and CSUSM personnel. We will be working with CSUSM on a STEM K-16 Initiative together to identify talented K-12 STEM teachers, and recruiting them to train (along with CSUSM and PC instructors) other K-12 teachers interested in improving their instruction in STEM</li> </ol>



<b>Goal 3: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.</b>					
<i>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.</i>					
<b>Person Resp</b>	<b>Group</b>	<b>Project Steps</b>	<b>Timeline</b>	<b>Objective Measurable Outcome</b>	<b>Mid-Year Check-In</b>
Sup / Pres.	Reps from Deans, Chairs and Directors, and Dir Foundation	<ol style="list-style-type: none"> <li>1. Establish objectives of council.</li> <li>2. Identify and invite participants.</li> <li>3. Hold initial meeting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Spr 2015</li> <li>2. Spr 2015</li> <li>3. Spr 2015</li> </ol>	<ol style="list-style-type: none"> <li>1. Purpose of council clearly defined.</li> <li>2. Council established and meeting by end of academic year.</li> </ol>	Postponed pending selection of the new superintendent/president.

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

*Objective 3.3: Increase external funding through grants and partnerships within the community.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
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><b><u>Adult Education</u></b></p> <ol style="list-style-type: none"> <li>1. Secure planning grant. (Completed)</li> <li>2. Establish consortium. (Completed)</li> <li>3. Form Program Area Councils (PAC)</li> <li>4. Hold Community Planning Summit</li> <li>5. Develop comprehensive plan</li> </ol> <p><b><u>Community Partnerships</u></b></p> <ol style="list-style-type: none"> <li>1. Increase the number of community partnerships.</li> </ol> <p><b><u>HSI / STEM / NSF</u></b></p> <ol style="list-style-type: none"> <li>1. Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants.</li> <li>2. Submit grant applications if determined appropriate.</li> </ol> <p><b><u>DOL</u></b></p> <ol style="list-style-type: none"> <li>1. Assess and evaluate need and purpose of a DOL grant.</li> <li>2. Submit grant application if determined appropriate.</li> </ol>	Timelines dependent on Federal and State established timelines. Planning should occur prior to release of the RFP.	<p><b><u>Adult Education</u></b></p> <ol style="list-style-type: none"> <li>1. Planning grant awarded</li> <li>2. Consortium established</li> <li>3. Comprehensive plan developed and submitted.</li> </ol> <p><b><u>Community Partnerships</u></b></p> <ol style="list-style-type: none"> <li>1. Community partnerships increased by X%</li> </ol> <p><b><u>HSI / STEM / NSF</u></b></p> <ol style="list-style-type: none"> <li>1. Grant proposal developed and submitted Spring 2015.</li> </ol> <p><b><u>DOL</u></b></p> <ol style="list-style-type: none"> <li>1. Need and purpose of DOL grant identified.</li> </ol>	<p>The Adult Education Consortia has completed work on a Regional Comprehensive Plan and will meet the deadline of March 1, 2015 for submission to the Chancellor's office. We have signed partnership agreements from approximately twenty companies and community-based organizations and have developed a website (<a href="http://sdnorthab86.org/">http://sdnorthab86.org/</a>) to share information with the community about adult education activities and resources.</p> <ul style="list-style-type: none"> <li>• CSUSM is interested in continuing the HSI Collaboration.</li> <li>• Computer Science, Behavioral Science, and Drafting Tech faculty wish to be included in the next Title V grant.</li> <li>• Some specific areas of interest: <ul style="list-style-type: none"> <li>○ Continuing and expanding SI and tutoring</li> <li>○ Continued support the STEM Center and MLC</li> <li>○ Improve equipment and software</li> <li>○ Explore online tutoring</li> <li>○ "Hardwire" summer internships (spots set aside specifically for PC students)</li> <li>○ Work with K-12 to develop teacher and student interest and skills in STEM</li> <li>○ Continued support or active learning techniques</li> <li>○ Expand workplace internships</li> </ul> </li> <li>• DOL <ul style="list-style-type: none"> <li>○ Establish a Tech Core to feed into Engineering Tech and Advanced Manufacturing</li> <li>○ Establish an Engineering Tech program</li> <li>○ Relate majors to careers</li> <li>○ Equipment and facilities improvements</li> <li>○ Environmental scan to explore new</li> </ul> </li> </ul>

# Palomar College Strategic Plan 2016 – Action Plan Year Two and Mid-Year Check-In

March 3, 2015

					<ul style="list-style-type: none"> <li>programs</li> <li>o Establish those programs</li> </ul>
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## 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.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPs	Planning Councils	<ol style="list-style-type: none"> <li>1. Prepare staffing master plan year 5 update.</li> <li>2. Identify resource allocation to support staffing priorities.</li> <li>3. Recruit and hire prioritized positions.</li> <li>4. Repeat each year.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014- Spr 2015</li> <li>2. Spr 2015</li> <li>3. Fall 2015</li> <li>4. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed year 5 update document.</li> <li>2. Budgeted prioritized position replacements and new positions.</li> <li>3. On-board prioritized hires.</li> <li>4. Ongoing.</li> </ol>	<ol style="list-style-type: none"> <li>1. FASPC completed Spring 2015</li> <li>2. FASPC-Ongoing</li> <li>3. FASPC-Ongoing</li> <li>4. FASPC-Ongoing-</li> </ol> <ol style="list-style-type: none"> <li>1. HRSPC-Year 5 update in progress; draft to SPC for first reading at the 4/7/2015 SPC meeting.</li> <li>2. HRSPC-Prioritized hires, including non-faculty supplemental retirement program replacement hires, onboarded beginning July 2015. Faculty recruiting for faculty hiring priorities beginning in fall 2015.</li> <li>3. HRSPC-Ongoing</li> <li>4. HRSPC-Ongoing</li> </ol> <p>SSPC: Student Services utilized the PRP review process to identify staffing needs for 2015 – 2016. A Student Services Staffing Plan has been submitted to Human Resources.</p> <p>IPC: IPC completed its annual Staffing Plan update, utilizing positions requested in the 2014-15 PRP process. Twenty-four (24) positions were prioritized, although a total of 46 positions were submitted.</p>

**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 4.2: 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.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPHRS, Faculty Senate President	HRSPC, Faculty Senate, EEO Advisory Committee	<ol style="list-style-type: none"> <li>1. Collect and analyze data on applicant and hiring demographics.</li> <li>2. Identify correlation between hiring policies and procedures and hiring demographics.</li> <li>3. Revise hiring processes as indicated by analysis.</li> <li>4. Implement revised hiring processes and monitor results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013-Spr 2014</li> <li>2. Fall 2014</li> <li>3. Spr 2015-Fall 2015</li> <li>4. Fall 2015 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Changes in employee demographics over time that reflect increased diversity, as compared to the employee diversity in Fall 2013.</li> </ol>	<ol style="list-style-type: none"> <li>1. Outcome reported in May 2014 Governing Board report.</li> <li>2. Analysis of small data sample did not provide quantitative correlation. Qualitative discussion resulted in request to Faculty Senate to review the full-time hiring faculty procedure, and establish a uniform part-time faculty hiring procedure.</li> <li>3. Faculty Senate reviewed the full-time faculty hiring procedure review in fall 2014-spring 2015, and is working on the part-time procedure currently.</li> </ol>

<b>Goal 4: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.</b>					
<i>Objective 4.3: Increase professional development opportunities to strengthen the technological knowledge and skills of faculty and staff.</i>					
<b>Person Resp</b>	<b>Group</b>	<b>Project Steps</b>	<b>Timeline</b>	<b>Objective Measurable Outcome</b>	<b>Mid-Year Check-In</b>
VPHRS, VPI / Prof. Dev Coordinator	Staff Dev. Comm. PD Comm.	<ol style="list-style-type: none"> <li>1. Conduct a needs assessment to identify training needs of staff.</li> <li>2. Review existing data on technology training interests of faculty.</li> <li>3. Assess current technology training offered throughout the college.</li> <li>4. Develop technology training plan inclusive of all employees</li> <li>5. Identify programs and training to address training needs.</li> <li>6. Schedule and implement training schedule.</li> <li>7. Re-assess training needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014- Spr 2015</li> <li>2. Fall 2014 – Spr 2015</li> <li>3-5. Spring 2015</li> <li>6. Fall 2015- Spr 2016</li> <li>7. Fall 2016 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Set of programs and training identified to address training needs in technology.</li> <li>2. Programs and training offered and deliver.</li> <li>3. Satisfaction of programs and training delivered will be at or greater than 80%.</li> </ol>	<ol style="list-style-type: none"> <li>1. Training focus established by Staff Development &amp; Training Committee Discussion in Fall 2014.</li> <li>2. Assessment Plan developed.</li> <li>3. Focus Groups for specific training needs assessment plan developed.</li> <li>4. Focus groups scheduled for March-April 2015.</li> <li>5. Training schedule to be developed based upon focus group assessment.</li> <li>6. PD provided 30 workshops directly related to technology and 48 workshops related to teaching/learning/innovation, that also employed the application of many technology tools. <a href="https://docs.google.com/spreadsheets/d/1NIEIWC0p5fJHpXVOWdDHukrkrwrXFyZTxPNM3bPxWZw/edit#gid=0">https://docs.google.com/spreadsheets/d/1NIEIWC0p5fJHpXVOWdDHukrkrwrXFyZTxPNM3bPxWZw/edit#gid=0</a></li> </ol>

# Palomar College Strategic Plan 2016 – Action Plan Year Two and Mid-Year Check-In

March 3, 2015

## 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 4.4: Implement professional development opportunities that support faculty innovation in teaching and learning through action-based research.

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPI / VPSS / Prof Dev Coordinator	IPC, SSPC, PD Comm.	<p><u>Action Plan Strategy 1</u></p> <ol style="list-style-type: none"> <li>Implement IPC's and SSPC's processes for funding innovative projects with Strategic Planning Priority Funds (SPPF).</li> </ol> <p><u>Action Plan Strategy 2</u></p> <ol style="list-style-type: none"> <li>Identify professional development opportunities focused on innovation in teaching and learning.</li> <li>Schedule and deliver professional development opportunities.</li> <li>Assess PD offerings through the PD needs assessment.</li> </ol>	<p><u>Strategy 1</u></p> <ol style="list-style-type: none"> <li>Fall 2014</li> </ol> <p><u>Strategy 2</u></p> <ol style="list-style-type: none"> <li>Fall 2014</li> <li>Spr 2015</li> <li>Spr 2015</li> </ol>	<p><u>Strategy 1</u></p> <ol style="list-style-type: none"> <li>Evaluation of innovative ideas completed and funded, if approved, through IPC and SSPC.</li> </ol> <p><u>Strategy 2</u></p> <ol style="list-style-type: none"> <li>PD offered and assessed.</li> </ol>	<ol style="list-style-type: none"> <li>IPC and SSPC did not receive any SPPF requests for Objective 4.4 in Fall 2014.</li> <li>For the 2014-2015 school year PD identified 42 workshops as primarily associated with "teaching/learning/innovation", 30 workshops as primarily "technology" focused, and 48 workshops as more general "college" topics. <a href="https://docs.google.com/spreadsheets/d/1NIEIWC0p5fJHpXVOWdDHukrkrwXfYzTxPNM3bPxWZw/ed it - gid=0">https://docs.google.com/spreadsheets/d/1NIEIWC0p5fJHpXVOWdDHukrkrwXfYzTxPNM3bPxWZw/ed it - gid=0</a></li> <li>Specifically, PD added faculty "Collaboratories" and "BYOD" workshops. The purpose of the "Collaboratories" is to bring together faculty to discuss innovative teaching strategies and educational issues.</li> <li>"BYOD" means Bring Your Own Device and focuses in innovative ways to have students use their devices in the classroom</li> <li>The 1-day learner-Centered teaching Conference took place February 21st. The conference provided a keynote speaker focusing on learner-centered education and importance of connectedness, along with 18 breakout sessions focused on innovation in teaching and learning. The conference sold out with 160 registrations. <a href="http://www2.palomar.edu/pages/activelearning/">http://www2.palomar.edu/pages/activelearning/</a></li> <li>PD Needs Assessment will be sent out after Spring Break. The needs assessment will be revised to be sure to include additional question related to innovation and technology offerings.</li> </ol> <p>In the Fall 2014 the PD Coordinator sent out an informal survey focused on Innovative PD workshops and received 10 responses. These responses were reviewed by the advisory board and used to brainstorm new innovative workshops to offer. <a href="https://docs.google.com/spreadsheets/d/11dBo65q2Og2dEIHFD2699-K6ZsR-w7qNsMr88S8W2lk/edit#gid=1950310319">https://docs.google.com/spreadsheets/d/11dBo65q2Og2dEIHFD2699-K6ZsR-w7qNsMr88S8W2lk/edit#gid=1950310319</a></p>

**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 4.5: Develop and implement more comprehensive and effective methods for encouraging participation and communicating the discussions and outcomes of the shared governance and planning process.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
Supt/Pres, VPs	Planning Councils	<ol style="list-style-type: none"> <li>1. Dialogue with Planning Councils</li> <li>2. Quantify project plan to implement improvements and identify resources needed</li> <li>3. Budget resources</li> <li>4. Implement project plan</li> <li>5. Assess effectiveness of methods implemented, and revise as necessary</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014-Spr 2015</li> <li>2. Spr 2015-Fall 2015</li> <li>3. Spr 2016</li> <li>4. Fall 2016-Spr 2017</li> <li>5. Fall 2017 and ongoing</li> </ol>	<p>1. 50% improvement in positive responses in 2016-17 planning council assessment.</p>	<p>This objective is related to two of the college's self-identified improvement plans in our self-evaluation. As a precursor to this work, the Accreditation Leadership team developed the Accreditation newsletter providing an overview of the college's self-evaluation and our planning process. The newsletter included the college's self-identified improvement plans. This newsletter has been distributed to the college community.</p> <ol style="list-style-type: none"> <li>1. Dialogue with Planning Councils will begin in March –April with an expected report to SPC in May.</li> <li>2. Workgroup will be assigned to identify project plan to implement improvements in May with expected report due to SPC in October.</li> </ol>

**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 South Education center.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
Sup/ Pres. & Vice Presidents	IPC, SSPC, FASPC, HRSPC, SPC	<ol style="list-style-type: none"> <li>1. Develop organizational structure for each center.</li> <li>2. Identify and prioritize faculty and staff positions to flesh out organizational structure.</li> <li>3. Recruit faculty and staff for projected Fall 2017 center openings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014-Spr 2015</li> <li>2. Fall 2015</li> <li>3. Fall 2016-Spr 2017</li> </ol>	<ol style="list-style-type: none"> <li>1. Appropriately-staffed centers opening in Fall 2017</li> </ol>	<p>A number of staffing recommendations are coming through department PRPs. Application timeline through State Chancellor's office begins in October, 2015.</p>



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

*Objective 5.2: As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
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. Fall 2014 3. Fall 2014 4. Sumr 2014 5. Spr 2015 6. Spr 2015 7. Spr 2016 8. Sumr 2017 9. Spr 2016 10. Sumr 2017	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	1. Completed Spring 2014 2. Started Fall 2014 3. Started Fall 2014 4. Completed Summer 2014 5. On schedule 6. On schedule 7. On schedule 8. On schedule 9. On schedule 10. On schedule

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

*Objective 5.3: Continue to review, update, and plan to fund the emergency preparedness plan.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPFAS	FASPC, Safety and Security	<ol style="list-style-type: none"> <li>1. Identify staff to manage Emergency Preparedness Plan</li> <li>2. Create timeline for Emergency Preparedness Plan revision</li> <li>3. Revise Emergency Preparedness Plan</li> <li>4. Secure funding for Emergency Preparedness Plan</li> <li>5. Create timeline for Emergency Preparedness Plan training</li> <li>6. Conduct Emergency Preparedness Plan training</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Fall 2013</li> <li>3. Fall 2014</li> <li>4. Spr 2014</li> <li>5. Fall 2013</li> <li>6. Begin Spr 2014 - ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Hired Supervisor, E. H. &amp; S.</li> <li>2. Hired consultant to assist with plan revision and implementation.</li> <li>3. Applied for and obtained SPPF funding.</li> <li>4. Timeline finalized for Emergency Preparedness Training.</li> <li>5. Implementation of ICS-402 Overview, SEMS, Emergency Operations Center Course, NIMS 700 and ICS 100, and Site Command Team Training.</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed Fall 2013</li> <li>2. Completed Fall 2013</li> <li>3. Completed Fall 2014</li> <li>4. Completed Spring/Summer 2014</li> <li>5. Completed Spring 2014 - Ongoing</li> </ol>

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

*Objective 5.4: Develop and implement a budget mechanism for the replacement of technology equipment.*

Person Resp	Group	Project Steps	Timeline	Objective Measurable Outcome	Mid-Year Check-In
VPFAS	Budget Committee	<ol style="list-style-type: none"> <li>1. Identify available resources outside of General Fund revenues</li> <li>2. Establish annual resource allocation allotment for 2014/2015</li> <li>3. Implement annual technology replacement funding plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Spr 2015</li> <li>3. Begin Spr 2014 ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Review all sources of revenue and make recommendations to SPC.</li> <li>2. Allocation of funds.</li> <li>3. Review/modify technology replacement funding plan based on current needs and availability of funds.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete for FY14-15</li> <li>2. Complete for FY14-15</li> <li>3. Complete for FY14-15</li> </ol>