



## STRATEGIC PLANNING COUNCIL AGENDA

Date:	September 20, 2016
Starting Time:	2:30 pm
Ending Time:	4:00 pm
Place:	AA-140

**CHAIR:** Joi Lin Blake

**MEMBERS:** Michelle Barton, Colleen Bixler, Lisa Carmichael, Dan Dryden, Kelly Falcone, Adrian Gonzales, Laura Gropen, Aaron Holmes, Chris Hopp, Greg Larson, Teresa Laughlin, Shannon Lienhart, Connie Moise, Zeb Navarro, Ron Perez, Travis Ritt, Shayla Sivert, Justin Smiley, Dan Sourbeer, Brian Stockert, Rich Talmo, Sherry Titus, Chris Wick

**RECORDER:** Cheryl Ashour

### Exhibits

- |   |            |        |
|---|------------|--------|
| <b>A. MINUTES</b>   |            | 2 min  |
| 1. Approve Minutes of September 6, 2016   |            |        |
| <b>B. ACTION ITEMS/SECOND READING</b>   |            |        |
| 1. Administrative Procedures  | Exhibit B1 | 10 min |
| 5011-Admissions & Concurrent Enrollment   |            |        |
| 5500-Standards of Student Conduct   |            |        |
| 5530-Student Rights & Grievances  |            |        |
| <b>C. ACTION ITEMS/FIRST READING</b>  |            |        |
| 1. Administrative Procedure 3720-Computer and Network Use   | Exhibit C1 | 5 min  |
| 2. Convert all single-use restrooms on campus (current or future) to gender-neutral restrooms, With newly approved District signage |            | 5 min  |
| 3. Naming Rights - Radio Studio   |            | 5 min  |
| 4. Student Services Planning Council  | Exhibit C4 | 5 min  |
| <b>D. INTEGRATED PLANNING MODEL</b>   |            | 5 min  |
| 1. Review of 2016-2017 SPC Timeline   |            |        |
| 2. Strategic Plan 2019 - Action Plan Year one   | Exhibit D2 |        |
| <b>E. DISCUSSION/INFORMATION</b>  |            |        |
| 1. Recruitment and Retention Committee  | Exhibit E1 | 5 min  |
| 2. Enrollment Management  | Exhibit E2 | 45 min |
| a. EMTF Follow-Up   |            |        |
| b. Definitions  |            |        |
| c. Institutional Effectiveness Partnership Initiative (IEPI)  |            |        |
| d. Proposed Short-Term Initiatives  |            |        |
| e. Proposed Long-Term Initiatives   |            |        |
| f. Timeline   |            |        |
| g. Net Steps  |            |        |

**F. ACCREDITATION**

2 min

1. Accrediting Commission Actions and Policy Updates
2. Palomar Accreditation Update

**G. REPORTS OF PLANNING COUNCILS**

2 min

1. Finance & Administrative Services Planning Council – Ron Perez
2. Human Resource Services Planning Council –
3. Instructional Planning Council – Dan Sourbeer
4. Student Services Planning Council – Adrian Gonzales

**H. REPORTS OF CONSTITUENCIES**

2 min

1. Administrative Association – Justin Smiley
2. Associated Student Government –
3. CCE/AFT – Dan Dryden
4. Confidential/Supervisory Team – Zeb Navarro
5. Faculty Senate – Greg Larson
6. PFF/AFT – Shannon Lienhart

**I. OTHER ITEMS**



**STRATEGIC PLANNING COUNCIL  
MEETING MINUTES  
September 20, 2016**

A regular meeting of the Palomar College Strategic Planning Council scheduled September 20, 2016, was held in AA-140. President Joi Blake called the meeting to order at 2:30 p.m.

**ROLL CALL**

Present: Michelle Barton, Colleen Bixler, Lisa Carmichael, Dan Dryden, Kelly Falcone, Adrian Gonzales, Laura Gropen, Chris Hopp, Greg Larson, Teresa Laughlin, Shannon Lienhart, Connie Moise, Zeb Navarro, Travis Ritt, Shayla Sivert, Justin Smiley, Daniel Sourbeer, Brian Stockert, Rich Talmo, Sherry Titus, Chris Wick  
Absent: Aaron Holmes, Michael Nagtalon, Ron Perez, Chris Wick  
Guests: Abbie Cory, Kendyl Magnuson, Chris Miller, Andrew Stevens  
Recorder: Cheryl Ashour

A request was made to add the Strategic Plan 2019 - Action Plan Year 1 and SPPF Allocation to today's agenda under Integrated Planning Model.

MSC (Sourbeer/Ritt): The addition of agenda item Strategic Plan 2019 - Action Plan Year 1 and SPPF Allocation was approved and accepted into the record

**A. MINUTES**

**1. Approve Minutes of September 6, 2016**

MSC (Sourbeer/Smiley): The minutes for September 6, 2016 were approved and accepted into the record

**B. ACTION ITEMS/SECOND READING**

**1. Administrative Procedures 5011-Admissions & Current Enrollment; 5500-Standards of Student Conduct; 5530-Student Rights & Grievances (Exhibit B1)**

MSC (Sourbeer/Barton): Administrative Procedure 5011-Admissions & Current Enrollment was approved and accepted into the record

MSC (Sourbeer/Smile): Administrative Procedure 5500-Standards of Student Conduct was approved and accepted into the record

MSC (Sourbeer/Laughlin): Administrative Procedure 5530-Student Rights & Grievances was approved and accepted into the record

**C. ACTION ITEMS/FIRST READING**

**1. Administrative Procedures 3720-Computer and Network Use (Exhibit C1)**

Administrative Procedures 3720 was reviewed. This item will return for action/second reading at the next meeting.

**2. Convert all single-use restrooms on campus (current or future) to gender-neutral restrooms, with newly approved District signage**

Chris Miller provided a report on the request for additional single use restrooms. He reported that SSPC approved the request after the Facilities Review Committee addressed the following concerns:

- Meets building code: There is no specific number specified by the CA Building Code
- Should all single-use restrooms be gender-neutral: There was consensus all single-use restrooms be gender-neutral
- What are other campuses doing: Various responses to this question from other colleges, but most consistent with Palomar
- What is the appropriate signage: Palomar will use the signage out of the CA Building Code
- How many and where: Existing now are two in Health Services, two in MD, one in D, one in cafeteria, two in A, two in DRC. Two will be added in the Performing Arts Center, one in O, one in Bookstore, three in Library, and four in Humanities. The new buildings will also have single-use restrooms.

- Add family restroom/changing facilities: Athletics venues, near museum/gallery, near student services, library, food services.
- Should there be a distinction between common use and faculty-staff areas: It is recommended that all single use restrooms be available to everyone.

Abbie Cory stated that the request originated because our transgender students did not have a restroom available throughout the campus; they may have a class in the NS building, but the restroom was only available in the A building. The privacy issue was also a consideration. This item will return for action/second reading at the next meeting.

**3. Naming Rights - Radio Station**

Rich Talmo reported that the parents of a deceased student are donating money for naming rights for the radio studio. A plaque will be installed. The request has been approved by FRC and SSPC. He reviewed BP and AP 3830-Naming of Facilities. This item will return for action/second reading at the next meeting.

**4. Student Services Planning Council**

Adrian Gonzales discussed the revisions to the Student Services Planning Council. The Manager of Outreach is being added to the membership and a new Recruitment and Retention Committee is being formed. Kendyl Magnuson discussed the need and purpose of the additional member and committee. This item will return for action/second reading at the next meeting.

**D. INTEGRATED PLANNING MODEL**

**1. Review of 2016-2017 SPC Timeline**

Michelle Barton reviewed the 2016-2017 SPC Timeline.

**2. Strategic Plan 2019 Action Plan Year 1 and SPPF Allocation**

Michelle Barton distributed a template for the Strategic Plan 2019 - Action Plan Year One. The person responsible for each objective will work with the assigned groups to identify the project steps, timeline, and objective measurable outcome.

Ms. Barton stated that the SPPF process and timeline will be moved to the spring, so that when a request is awarded it will be ready to move forward the next academic year. There was discussion if SPPF will be allocated this fiscal year. The budget reduction recommendations made by the Budget Committee will be reviewed and SPC will discuss further. Those who received SPPF funding last year will be asked to give a progress report at the next meeting.

There was a question about how grants are incorporated into the Strategic Plan and the process, because many of these grants require resources or staff time. Ms. Barton responded that over the years three groups looked at what we should do and how it should be organized; however when it came to implementation there were needed resources and it didn't move forward. Discussion ensued. It was suggested that a cover sheet for grant requests be devised and include how the grant is in alignment with the College goals.

**E. DISCUSSION/INFORMATION**

**1. Recruitment and Retention Committee**

This item was discussed during the C4-Student Services Planning Council discussion.

**2. Enrollment Management**

Joi Blake played a video showing people working together to remove a tree blocking a major roadway, to help SPC members think about how to shape the context and framework and how we are going to move forward with enrollment management. There was discussion on the message of the video: it takes all of us doing our part; we need to go the same direction; we need to help each other. Dr. Blake emphasized that everyone is interconnected and interdependent.

- a) **EMTF Follow-Up:** The Enrollment Management Task Force will be resurrected. The EMTF will have broad discussions to include outreach, recruitment, facilities, technology, staffing, partnerships and instruction.

- b) **Definitions:** Dr. Blake distributed and discussed strategic enrollment management definitions. **(Exhibit E2b)** The document reviewed the comprehensive approach and integrating short-term efforts with long-term planning processes. Dr. Blake explained the core concepts that support institutional strategic enrollment management activities. She also discussed ten strategies for strengthening community college enrollment and student success. **(Exhibit E2b)**
- c) **Institutional Effectiveness Partnership Initiative (IEPI):** Dr. Blake reported that the Chancellor's Office has an Institutional Effectiveness Partnership Initiative offering grants to community colleges. Palomar requested and was awarded a \$200,000 grant to review enrollment management and budgeting, our human resources process, and participation in governance by the various constituencies. A work plan will be written with resources identified and funded by IEPI.
- d) **Proposed Short-Term Initiatives:** Dr. Blake reviewed short-term initiatives for Palomar College. **(Exhibit E2d)** She discussed EMTF, marketing, dual enrollment, distance education, the Promise Program, scheduling, partnerships, and innovation funds.

There was a question about the purpose of the distance education (DE) committee. Dr. Blake responded that the purpose is to support those in DE, not just to expand DE. It was emphasized that DE will not replace the classroom setting, but be added where the need is shown. Short term the College will look at what DE classes will add to the FTES, not take away. Long-term, a cohesive distance education program will be devised.

Fall 2016 class cancellations and low enrollment classes were discussed. Dr. Blake stated that the data will be pulled and a review will be made of which classes were closed and if the student found a replacement class. A conversation concerning the results will be discussed; Dr. Blake asked everyone to let her know who they would like invited to the meeting.

- e) **Proposed Long-Term Initiatives:** Dr. Blake reviewed the timeline for the long-term initiatives for Palomar College. **(Exhibit E2d)** She discussed the IEPI resource team, early college high schools, north education center, and south education center.

**F. ADJOURNMENT**

The remaining items were tabled because of time constraints; the meeting was adjourned at 4:15 p.m.

## STUDENT SERVICES

**AP 5011 ADMISSION AND CONCURRENT ENROLLMENT OF HIGH SCHOOL AND OTHER YOUNG STUDENTS****References:**

Education Code Section 76000, 76001, 76002, 76003, 76004, 76038, 76140, and other cited sections;

To be considered for admission, minors under 18 years of age must have completed the eighth grade or reached the age of 16 15 and have permission of the local accredited school district. Home-schooled minors may enroll with permission of the local accredited school district or provide the Private School Affidavit from the County Office of Education. Minors under 16 years of age, with permission from an accredited public or private school and the Palomar faculty member(s), may enroll only in courses specified by the local school district or private school. Admission to the District does not guarantee enrollment in a class. The final decision as to whether a minor under the age of sixteen (16) may be enrolled in a class rests with the instructor. (California Education Code Sections 76000-76002).

To be considered for admittance as a special part-time student, the student must meet the eligibility standards as established in Education Code Sections 48800 and 76001.

Admission is subject to seat availability. The student must submit:

- the application for admission
- written and signed parental or guardian consent on the K-12 Minor Form
- written and signed approval of the principal or designee on the K-12 Minor Form and (**Note:** A parent or guardian of a pupil who is not enrolled in a public or private school may petition directly without the signature of a principal.) Parents of homeschooled students should provide a copy of the Private School Affidavit from the County Office of Education and sign their name as the administrator (principal) on the K-12 Minor Form.
- demonstration that the student is capable of profiting from instruction. Palomar College limits enrollment to 7 units for Fall and Spring Semester and to 5 units for the Summer Session. Students who have demonstrated academic success may petition using the K-12 Minor Unit Petition Form to take more units. Enrollment Services has the authority to make the final decision whether a student can benefit from instruction and whether a student can take more units than the established limits.)
- ~~the enrollment fee for special part-time students is waived. (0.5 units to 11.5 units)~~

To be considered for admission as a special fulltime student (~~over~~ 12 or more units), the student must meet the eligibility standards as established in Education Code Section 48800.05 and complete the K-12 Minor Form with the written and signed approval of the principal or designee, in addition, the principal or designee must sign the additional approval line authorizing fulltime attendance. K-12 students wishing to study full-time, must have demonstrated academic success and will also need to submit the K-12 Minor Unit Petition form.

~~The enrollment fee for special full-time students is not waived. Students will be responsible for all of the enrollment fees assessed.~~

Enrollment fees for special part-time students will be waived for fewer than 12 units. Special full-time students (12 or more units) will be responsible for the enrollment fee.

Non-resident fees for special part-time students will be waived based on the following criteria (Education Code section 76140):

- The student must be residing in California.
- The student must be attending a high school (public or private) in California.
- The student must be enrolled as a special part-time student in fewer than 12 units each semester or fewer than 15 units if participating in a CCAP as defined in this administrative procedure.
- The student must be recommended by the principal of the pupil's school and have parental permission to attend a community college.
- The exemption does not apply to special full-time students.
- This exemption does not apply to nonimmigrants ~~aliens~~ other than "T" and "U" nonimmigrant visa.
- Students receiving this nonresident tuition exemption do not receive resident status.

Students participating in a "College and Career Access Pathways" partnership (CCAP) will be considered a special part-time student for up to 15 units per term if all of the following circumstances are satisfied (Education Code section 76004(p)):

- The units constitute no more than four community college courses per term.
- The units are part of an academic program that is part of a CCAP partnership agreement.
- The units are part of an academic program that is designed to award both a high school diploma and an associate degree or a certificate or credential.

Furthermore, if the special part-time student who is participating in a CCAP Partnership meets all three of the aforementioned requirements, the college district must exempt the following community college fees pursuant to Education Code section 76004(q);

- Student representation fee. (Section 76060.5)

- Nonresident tuition fee and corresponding permissible “capital outlay” fee. (sections 76140, 76141, and 76142)
- Transcript fees. (Section 76223)
- Course enrollment fees. (Section 76300)
- Apprenticeship course fees. (Section 76350)
- Early Childhood Education Lab School fees: ~~Child Development Center~~ (Section 79121)

To be considered for admission as a special summer session student, the student must meet the eligibility standards as established in Education Code Section 76001. The student must submit:

- written and signed parental or guardian consent on the K-12 Minor Form
- written and signed approval of the principal or designee that the student has availed himself or herself of all opportunities to enroll in an equivalent course at the school of attendance and
- demonstration that the student has adequate preparation in the disciplines to be studied

All required documents must be submitted to the Office of Enrollment Services.

**High School Students:** For students attending high school, the guidance counselor will review the materials and will determine if the student has the abilities and sufficient preparation to benefit from instruction at a community college. The decision of the guidance counselor shall be final. This determination may be done by one or more of the following options:

- a review of the materials submitted by the student
- meeting with the student and the parent or guardian
- consultation with the Director of Enrollment Services or designate
- consideration of the welfare and safety of the student and others and/or
- consideration of local, state and/or federal laws

Students will not be admitted unless they have availed themselves of all opportunities to enroll in equivalent courses at their schools of attendance. Courses in which high school and other young students are permitted to enroll will be open to the entire District population and will be taught with the rigor appropriate to college-level courses in accordance with the approved course outline.

If a request for special part-time or fulltime enrollment is denied for a pupil who has been identified as highly gifted, the Governing Board shall provide written findings and reasons for the denial within 60 days. A recommendation regarding the request for admission and the denial shall be submitted to the Governing Board at a regularly



113 scheduled meeting that falls at least 30 days after the request for admission has been  
114 submitted.

115 Office of Primary Responsibility: Enrollment Services

STUDENT SERVICES  
REV5/13/16

## AP 5500 STANDARDS OF STUDENT CONDUCT

## References:

Education Code Sections 66300 and 66301;  
ACCJC Accreditation Standards I.C.8 and 10 (*formerly II.A.7.b*)

The following student conduct shall constitute good cause for discipline (academic, administrative or both) including but not limited to the removal, suspension or expulsion of a student, and applies to all students.

1. Cheating, plagiarism (including plagiarism in a student publication), or engaging in other academic dishonesty as defined by the Faculty Senate. Academic sanctions are the sole responsibility of the faculty member involved, further disciplinary sanctions are the prevue of the Office of Student Affairs.
2. Causing, attempting to cause, or threatening to cause physical injury to another person including but not limited to sexual assault or physical abuse as listed in AP 3540 Sexual Assaults on Campus.
3. Possession, sale or otherwise furnishing any firearm, knife, explosive or other dangerous object, including but not limited to any facsimile firearm, knife or explosive, unless, in the case of possession of any object of this type, the student has obtained written permission to possess the item from a District employee, which is concurred in by the Police Chief. See AP 3530 Weapons on Campus for further details.
4. Unlawful possession, use, sale, offer to sell, or furnishing, or being under the influence of, any controlled substance listed in California Health and Safety Code Sections 11053 et seq., an alcoholic beverage, or an intoxicant of any kind; or unlawful possession of, or offering, arranging or negotiating the sale of any drug paraphernalia, as defined in California Health and Safety Code Section 11014.5.
5. Committing or attempting to commit robbery, burglary or extortion.
6. Causing or attempting to cause damage to District property or to private property on campus including but not limited to arson and vandalism.
7. Stealing or attempting to steal District property or private property on campus, or knowingly receiving stolen District property or private property on campus.

- 45 8. Willful or persistent smoking or vaping in any area where these have been prohibited  
46 by law or by regulation of the college or the District. (Refer to AP 3570 Smoking  
47 and/or Other Tobacco Use.)  
48
- 49 9. Committing sexual harassment as defined by law or by District policies and  
50 procedures. (Refer to AP 3540 Sexual Assaults on Campus.)  
51
- 52 10. Engaging in harassing or discriminatory behavior based on disability, gender, gender  
53 identity, gender expression, nationality, race or ethnicity, religion, sexual orientation,  
54 or any other status protected by law. See AP 3430 Prohibition of Harassment and  
55 BP 3410 Nondiscrimination for further details.  
56
- 57 11. Engaging in intimidating conduct or bullying on District-owned or controlled property,  
58 or at District sponsored or supervised functions through words or actions, including  
59 direct physical contact; verbal assaults, such as teasing or name-calling; social  
60 isolation or manipulation; and cyberbullying. See AP 3430 Prohibition of Harassment  
61 and BP 3410 Nondiscrimination for further details.  
62
- 63 12. Willful misconduct that results in injury or death or which results in cutting, defacing,  
64 or other injury to any real or personal property owned by the District or on campus.  
65
- 66 13. Disruptive behavior, willful disobedience, habitual profanity or vulgarity, or the open  
67 and persistent defiance of the authority of, or persistent abuse of, college personnel.  
68
- 69 14. Dishonesty; forgery; alteration or misuse of District documents, records or  
70 identification; or knowingly furnishing false information to the District.  
71
- 72 15. Failure to comply with directions of staff members of the District who are acting  
73 within the scope of their employment.  
74
- 75 16. Engaging in physical or verbal disruption of administrative procedures, public service  
76 functions, authorized curricular, co-curricular, and extra-curricular activities or  
77 preventing authorized guests from carrying out the purpose for which they are on  
78 District property.  
79
- 80 17. Unauthorized entry upon or use of District facilities.  
81
- 82 18. Lewd, indecent or obscene conduct or expression on District-owned or controlled  
83 property, or at District sponsored or supervised functions.  
84
- 85 19. Engaging in expression which is obscene, libelous or slanderous, or which so incites  
86 students as to create a clear and present danger of the commission of unlawful acts  
87 on District premises, or the violation of lawful District regulations, or the substantial  
88 disruption of the orderly operation of the District.  
89

90 20. Persistent, serious misconduct where other means of correction have failed to bring  
91 about proper conduct.

92  
93 21. Unauthorized preparation, giving, selling, transfer, distribution, or publication, for any  
94 commercial purpose, of any contemporaneous recording of an academic  
95 presentation in a classroom or equivalent site of instruction, including but not limited  
96 to handwritten or typewritten class notes, except as permitted by any District policy  
97 or administrative.

98  
99 22. Violations of District policies and regulations, including, but not limited to, regulations  
100 and policies related to **smoking/vaping on campus**, parking or driving on campus,  
101 district computers, telecommunications, campus vehicles, and any and all other  
102 District equipment and policies and regulations related to student organizations and  
103 student and visitor symbolic expression.

#### 104 105 **Discipline**

106 Students who engage in any of the above are subject to the procedures outlined in  
107 AP 5520 titled Student Discipline Procedures. Students should contact the Office of  
108 Student Affairs for additional information.

#### 109 110 **Hearings/Holds**

111 Students failing to meet with the chief administrative officer or designee for a due  
112 process hearing will have an administrative disciplinary hold placed on their record until  
113 such hearing is conducted.

#### 114 115 **Loss of Financial Aid**

116 In accordance with Education Code section 69810 a student who disrupts the peaceful  
117 conduct of the activities of the campus including but not limited to those listed above  
118 may become ineligible for state I financial aid if found to be in violation of Standards of  
119 Student Conduct.

120  
121 Students may contact the Office of Student Affairs or Governing Board Office if they  
122 wish to obtain a copy of specific Education Code sections.

123 Office of Primary Responsibility: Student Services

STUDENT SERVICES  
REV 5-13-16

## AP 5530 STUDENT COMPLAINTS RIGHTS AND GRIEVANCES

## References:

Education Code Section 76224(a);  
Title IX Education Amendments of 1972  
**ACCJC Accreditation Eligibility Requirement 20:**  
**ACCJC Accreditation Standard IV.D**

The purpose of this procedure, through due process, is to provide a prompt and equitable resolving of student complaints and grievances. It is the responsibility of the student to provide proof of the alleged unjust action.

## Definition of Terms

**Complaint:** A statement of dissatisfaction with an alleged unjust action that affects the status, rights, and/or privileges of a student. Complaints are excluded from the grievance process as they *do not* violate District policies or procedures, or local, state, or federal law. ~~Each student who has a complaint shall make a reasonable effort to resolve the matter following the complaint resolution process, with the person with whom the student has the complaint, then that person's immediate supervisor, and then, if needed, the college administration.~~

**Grievance:** A claim that a student has been the subject statement of an alleged unjust action that affects the status, rights, and/or privileges of a student due to a violation of District policies or procedures, or local, state, or federal law. ~~or has been denied his/her rights by an employee of the District or another student.~~ Excluded from the grievance process are any matters for which a specified method of complaint resolution is provided by law or by District policy (such as the Americans with Disabilities Act Complaint Procedure, the Sexual Harassment Complaint Procedure, Employee Discipline and Student Final Grade Appeal Procedure). The grievance process may not be used to change a District policy.

**Complaint:** ~~A statement of dissatisfaction with a procedure, policy, application of a policy, or actions of an individual through which a student's rights were not violated or denied. Complaints are excluded from the grievance process and should be resolved with the individuals involved and the next level of supervision.~~

**Appeal:** An action taken to request a review of and possible change to the recommended resolution of the grievance.

**Day:** A day is a school day when classes are offered or exams scheduled, excluding Saturday.

Text in yellow **highlight** on first page added as part of CCLC Update #26

**Date Approved: SPC 04/08/2008**

*(Replaces current Palomar College Procedures 426, 430.3, 430.311, 430.312, 430.313, and 430.314)*

**Ombudsperson:** A person capable of mediating in a dispute without taking sides but with an interest in resolving an issue.

### **Informal Grievance Complaint Resolution Procedures Process**

First, before initiating ~~formal grievance~~ complaint procedures, the student shall attempt to resolve the dispute with the district employee or other student, informally with the appropriate staff member and supervisor at the point of initial decision. The student should use the Informal Grievance Resolution Chart to ~~informally resolve his/her grievance.~~

If the dispute is not satisfactorily resolved with the district employee or other student, the student with the complaint should, as the second step in the process, arrange to speak with the employee's immediate supervisor (if the complaint is against an employee) or the Director of Student Affairs (if the complaint is against another student.)

If the complaint is not satisfactorily resolved with the immediate supervisor, it moves through the administrative chain, with a final decision rendered by the appropriate Vice-President.

- ~~1. The initial request must be made to the person in the area in which the dispute arose. This individual is identified in the First Level of the Informal Grievance Resolution Chart.~~
- ~~2. If the student still has not resolved his/her dispute at the First Level s/he should present his/her grievance to the administrator or administrative committee indicated in the Second Level on the Informal Grievance Resolution Chart.~~
- ~~3. The designated administrator or committee chairperson shall review and investigate the request and provide the student with a verbal or written notice of the decision within ten days of receipt of the request.~~

### **Formal Grievance Resolution Process**

- ~~1. If a dispute is not satisfactorily resolved through the informal resolution process, the student may submit a formal grievance to the Director of Student Affairs. The formal~~ A student may initiate a grievance must be submitted to with the Director of Student Affairs within one semester ~~ninety (90) days~~ of the alleged violation. ~~student becoming aware of the dispute.~~ The student should prepare a document that obtain a Student Grievance form from the Student Affairs Office. The formal grievance submitted to the Director of Student Affairs must include the following:
  - a. A clear and concise statement of the grievance demonstrating violation of District policies or procedures, or local, state or federal law

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*(Replaces current Palomar College Procedures 426, 430.3, 430.311, 430.312, 430.313, and 430.314)*

- 90 b. The name/s of the individual/s against whom the grievance is being filed and  
91 factual data including dates, times, records, etc.
- 92 c. ~~Identification of the~~ The proposed resolution, corrective action, or remedy  
93 being sought (exclusive of the grievance process as identified under  
94 Definition of Terms: Grievance.)
- 95 d. A summary of actions already taken to resolve the issue
- 96 2. Following review of the formal grievance, the Director of Student Affairs shall  
97 make a determination as to the appropriateness of allowing the grievance to go  
98 forward. The following criteria should be taken into consideration when making  
99 this determination:
- 100
- 101 a. Does the grievance involve matters for which a specified method of  
102 complaint resolution is provided by law or by District policy (such as the  
103 Americans with Disabilities Act Complaint Procedure, the Sexual  
104 Harassment Complaint Procedure, Employee Discipline and Student Final  
105 Grade Appeal Procedure)?
- 106 b. Is the resolution sought by the student reasonable given the circumstances  
107 of the grievance articulated by the student?
- 108 c. Can the grievance be resolved through established process?
- 109 ~~d. That is, will a~~ Does the grievance committee have the authority jurisdiction to  
110 ~~remedy the injustice or~~ restore the rights of the student and/or provide  
111 resolution in line with the remedy being sought by the student?
- 112 e. Is the grievance timely? That is, has the student initiated the process within  
113 legally mandated timelines [typically one (1) semester?] ~~ninety (90) days of~~  
114 ~~becoming aware of the injustice?~~
- 115
- 116 3. If any of the above criteria are answered in the negative, the Director of Student  
117 Affairs shall notify the student that the process cannot appropriately address their  
118 grievance. This notice shall be delivered to the student either in person or by  
119 U.S. mail within fourteen (14) days of receipt of the grievance by the Director of  
120 Student Affairs. ~~The student shall be allowed to revise and resubmit the formal~~  
121 ~~grievance for reconsideration.~~
- 122
- 123 4. Should the student desire to appeal the decision of the Director of Student  
124 Affairs, he/she may should write a letter to the Assistant Superintendent/Vice  
125 President for Student Services requesting examination of the case and reversal  
126 of the Director's decision. This appeal letter must be received by the Assistant  
127 Superintendent /Vice President for Student Services within twenty-one (21) days  
128 of the date of the notice sent by the Director of Student Affairs.
- 129
- 130 5. The Assistant Superintendent Vice President for Student Services shall decide  
131 within fourteen (14) days of receipt of the student's appeal whether to allow the

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grievance to go forward. The student shall be notified either in person or by U.S. mail of the decision of the Vice President. The Director of Student Affairs will be notified to allow the grievance to move forward if that is the decision of the Assistant Superintendent/Vice President.

6. The ~~Director of Student Affairs will appoint an ombudsperson. If the grievance is against the Director of Student Affairs, the~~ Assistant Superintendent /Assistant President for Student Services will appoint an ombudsperson acceptable to both sides involved in the grievance the student and the Director. If the grievance is against the Assistant Superintendent/Assistant Superintendent/Vice President for Student Services, the Assistant Superintendent/Vice President for Instruction will assume responsibility for resolution.
7. Within ten days after receipt of the Formal Grievance, the Ombudsperson will meet with the parties involved in the grievance prior to convening a conciliation conference. The Ombudsperson will attempt to reach resolution with the parties prior to or during the conciliation conference. If agreement is reached between the parties, a written statement signed by both parties shall be filed with the Vice President handling the grievance.
8. If no agreement is reached, a written request for a formal hearing ~~may~~ must be filed with the Director of Student Affairs. If ~~neither party the student~~ fails to submit a request for formal hearing within ten days after the conciliation conference, the matter will be considered closed. The Director of Student Affairs will notify each party in writing of closure.

### Formal Hearing

1. Within ten days of receiving a written request for a formal hearing, the Director of Student Affairs will coordinate convening a ~~Student~~ Grievance Committee to conduct the hearing. The five member committee shall be composed as follows:
  - a. Two students appointed by the ASG President.
  - b. Two members from the constituency group of the person who the grievance is being filed against.
  - c. One District Vice President or designee who shall serve as committee chair
  - d. ~~Two faculty members appointed by the Faculty Senate President.~~
  - e. ~~One educational or classified administrator appointed by the Administrative Association President.~~
  - f. ~~If the grievance is against a classified employee, two classified employees will be appointed by the Grievance Officer for the CCE/AFT in lieu of two faculty members.~~

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~~g. The committee will select a chairperson.~~

Each party will be permitted two challenges to committee members for cause and one peremptory challenge. In the establishment of the Committee, the Director of Student Affairs will serve to coordinate the formation of the Committee and provide information needed to assist parties. ~~to the dispute in challenges to membership on the Committee and, if necessary, rule on challenges for cause.~~

2. The Student Grievance Committee shall:

- a. Receive a signed written statement from each party involved in the grievance specifying all relevant facts
- b. Hear testimony, examine witnesses, and receive all evidence pertaining to the case
- c. Wait for 15 minutes past the appointed time for the parties to the grievance to arrive at the hearing. If both have not appeared by the extended time frame, the Grievance Committee will determine how to proceed.
- d. Allow each party the right to be represented at the hearing by a student or staff member of the District ~~and to~~
- e. ~~q~~Question witnesses and testimony
- f. Evaluate the relevance and weight of testimony evidence; limit its investigation to matters identified in the formal grievance
- g. Make recommendations for disposition of the case in accordance with the proposed resolution, corrective action, or remedy being sought as identified in the grievance statement.
- ~~h. Provide Keep a transcript confidential audio recording of the proceeding which shall be kept in a confidential file for six months and which shall be made available to the parties to the grievance upon request. and shall be available at all times to the parties to the grievance~~
- i. Submit its findings of fact and recommended action to each party and the ~~Director of Student Affairs~~ appropriate Vice President within ten days of the formal hearing.

3. The formal hearing shall be closed to the public unless mutually agreed upon by the parties to the grievance.

### Initial Appeal

1. Upon receipt of the Student Grievance Committee's decision, ~~either party~~, within five days, the student may submit a written appeal of the decision to the appropriate Assistant Superintendent/Vice President. The appeal must contain a clear and concise statement of the reason(s) for the appeal and include copies of

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the original grievance and all proposed resolutions and recommended decisions.  
The Assistant Superintendent/Vice President may:

- a. Affirm the recommendation of the Student Grievance Committee.
- b. Modify the recommended decision.

### Second Level Appeal Final Action

1. Upon receipt of the recommendation of the appropriate Assistant Superintendent/Vice-President, the parties to the grievance have five days to appeal the decision of the Vice President to the Superintendent/President.
2. If neither party submits a request for appeal within five days, the matter will be considered closed. The documentation will be kept by the Director of Student Affairs.
3. If an appeal is submitted to the Superintendent/President, it must contain clear, concise reason(s) for the appeal and include copies of the original grievance and all proposed resolutions and recommended decisions.
4. Within thirty days of receipt of the request for appeal, the Superintendent/President will review the written record and issue a written decision. The Superintendent/ President may:
  - a. Affirm the recommendation of the Student Grievance Committee
  - b. Affirm the recommendation of the appropriate Assistant Superintendent/Vice President
  - c. Modify the recommended action

### **Governing Board Appeal**

1. If either party wishes to appeal the decision of the Superintendent/President, she/he must submit a request for an appeal to the Governing Board within ten days of receipt of the Superintendent/President's decision. The Governing Board reviews all written records and shall render a final decision within sixty days.
2. Requests for appeal must contain the following:
  - a. A clear and concise statement of the reason(s) for the appeal.
  - b. A file containing copies of the original grievance and all proposed resolutions and recommended decisions.
3. The decision of the Governing Board is final.
4. Documentation of the appeal will be kept by the Director of Student Affairs.

Time lines may be extended ~~TIME LINES MAY BE EXTENDED~~ BY MUTUAL AGREEMENT OF PARTIES TO THE GRIEVANCE AND DURING INTERSESSIONS

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~~AND THE SUMMER SESSION~~ when instructors and students ~~WHEN INSTRUCTORS~~  
~~AND STUDENTS MIGHT NOT BE~~ are not available, such as intersession or summer  
session. ~~ARE NOT AVAILABLE, SUCH AS INTERSESSION OR SUMMER SESSION.~~

~~Additional informal grievance resolution information is available in the Office of Student  
Affairs.~~

A grievance may be withdrawn by the student at any time. However, the same  
grievance shall not be filed again by the same student.

Students who make false or malicious charges against an employee of the District are  
subject to disciplinary action as outlined in BP 5500 Standards of Conduct and AP 5520  
Student Discipline Procedures.

Office of Primary Responsibility: Student Affairs

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## GENERAL INSTITUTION

## AP 3720 COMPUTER AND NETWORK USE

## References:

California Education Code Title 5. Division 6. Sections 55184 and 58050;  
Education Employment Relations Act 3543.1 (b) (PERB Laws Ch. 10, as of  
01/01/2013 replaces Government Code 3543.1(b))~~Government Code Section~~  
~~3543.1(b);~~  
California Penal Code Section 502;  
17 U.S.C. Sections 101 et seq. (federal copyright law);  
~~California~~, Const., Art. 1 Section 1;  
Federal Rules of Civil Procedure, Rules 16, 26, 33, 34, 37, ~~and~~ 45 and 56  
Reference contracts/labor agreements

The District Computer and Network systems are the sole property of the District. They **may not** be used by any person without the proper authorization of the District. The Computer and Network systems are primarily for District instructional and work related purposes. ~~only, although incidental personal use is permitted as described below.~~

This procedure applies to all District students, faculty and staff and to others granted use of District information resources. This procedure refers to all District information resources whether individually controlled or shared, stand-alone or networked. It applies to all computer and computer communication facilities owned, leased, operated, or contracted by the District. ~~This includes personal computers, workstations, mainframes, minicomputers, laptops, tablets, smartphones, and associated peripherals, software and information resources,~~ regardless of whether used for administration, research, teaching or other purposes.

**Conditions of Use**

Individual units Departments and Divisions within the District may define additional conditions of use for information resources under their control. These statements must be in writing and consistent with this overall procedure but may provide additional detail, guidelines and/or restrictions.

**Legal Process**

This procedure exists within the framework of the District Board Policy and state and federal laws. A user of District information resources who is found to have violated any of these policies may be subject to disciplinary action up to and including but not limited to loss of information resources privileges; disciplinary suspension or termination from employment or expulsion; and/or civil or criminal legal action. Any disciplinary action

Language in **yellow** suggested by CCLC. Language in **orange** suggested by Administrative Services.

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will be in accordance with Board policy, negotiated labor agreements, the California Education Code, and/or Student Code of Conduct.

### Copyrights and Licenses

Computer users must respect copyrights and licenses to software and other on-line information. (For copyright matters not related to software see BP/AP 3710)

- **Copying** - Software protected by copyright may shall not be copied except as expressly permitted by the owner of the copyright or otherwise permitted by copyright law. Protected software may shall not be copied into, from, or by any District facility or system, except pursuant to a valid license or as otherwise permitted by copyright law.
- **Number of Simultaneous Users** - The number and distribution of copies must be handled in such a way that does not violate the licensing rules of the product.
- **Copyrights** - In addition to software, all other copyrighted information (text, images, icons, programs, etc.) retrieved from computer or network resources must be used in conformance with applicable copyright and other law. Copied material must be properly attributed. Plagiarism of computer information is prohibited in the same way that plagiarism of any other protected work is prohibited.

### Integrity of Information Resources

Computer users must respect the integrity of computer-based information resources.

- **Modification or Removal of Equipment** - Computer users must not attempt to modify or remove computer equipment, software, or peripherals that are owned by others without proper authorization.
- **Unauthorized Use** – Computer users must not interfere with other's access and use of the District computers. This includes but is not limited to: the sending of chain letters or excessive messages, either locally or off-campus; printing excess copies of documents, files, data, or programs, running grossly inefficient programs when efficient alternatives are known by the user to be available; unauthorized modification of system facilities, operating systems, or disk partitions; attempting to crash or tie up a District computer or network; and damaging or vandalizing District computing facilities, equipment, software or computer files.
- **Unauthorized Programs** - Computer users must not intentionally:

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*(Replaces current Palomar College Procedures 512.1 and 512.2)*

- develop or use programs **or utilities** which disrupt other computer users or which
- access private or restricted portions of the system, ~~or which~~
- **damage the software or hardware components of the system. Computer users must ensure that they do not**
- use programs or utilities that interfere with other computer users or that modify normally protected or restricted portions of the system or user accounts.

**The use of any unauthorized or destructive program will result in disciplinary action as provided in this procedure, and may further lead to civil or criminal legal proceedings.**

### **Unauthorized Access and Usage**

Computer users must not seek to gain unauthorized access to information resources and must not assist any other persons to gain unauthorized access.

- **Abuse of Computing Privileges** - Users of District information resources must not access computers, computer software, computer data or information, or networks without proper authorization, or intentionally enable others to do so, regardless of whether the computer, software, data, information, or network in question is owned by the District. For example, abuse of the networks to which the District belongs or the computers at other sites connected to those networks will be treated as an abuse of District computing privileges.
- **Reporting Problems** - Any defects discovered in system accounting or system security must be reported promptly to **Information Services the appropriate system administrator** so that steps can be taken to investigate and solve the problem.
- **Password Protection** - A computer user who has been authorized to use a password-protected account must keep their username and password secure and confidential. **Computer Users sharing shall not share** their username and password with others or **using** another person's username and password **either with or without their knowledge may be subject to disciplinary actions.**

### **Usage**

**Computer users must respect the rights of other computer users. Attempts to circumvent these mechanisms in order to gain unauthorized access to the system or to another person's information are a violation of District procedure and may violate applicable law.**

Language in **yellow** suggested by CCLC. Language in **orange** suggested by Administrative Services.

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*(Replaces current Palomar College Procedures 512.1 and 512.2)*



- 127 • **Unlawful Messages** - Users **may not** use **District information**  
128 **resources** **electronic communication facilities** to send **defamatory, fraudulent,**  
129 **harassing, obscene, threatening, or other** messages that violate applicable  
130 federal, state or other law or District policy, or which constitute the unauthorized  
131 release of confidential information.  
132
- 133 • **Commercial Usage** - **Electronic communication facilities** **District information**  
134 **resources** **may not** be used to transmit commercial or personal advertisements,  
135 solicitations or promotions (see Commercial Use, below). It is permissible for  
136 students to post items for sale and for the local community to post room rental  
137 notices on space provided on the Office of Student Affairs' website.  
138
- 139 • **Information Belonging to Others** - Users must not intentionally seek or provide  
140 information on, obtain copies of, or modify data files, programs, or passwords  
141 belonging to other users, without the permission of those other users.  
142
- 143 • **Rights of Individuals** - Users must not release any individual's (student, faculty,  
144 and staff) personal information **stored in District information resources** to anyone  
145 without proper authorization.  
146
- 147 • **User identification** - Users shall not send communications or messages  
148 anonymously or without accurately identifying the originating account or station.  
149
- 150 • **Political, Personal and Commercial Use Limitations** - The District is a non-  
151 profit, tax exempt organization and, as such, is subject to specific federal, state  
152 and local laws regarding sources of income, political activities, use of property  
153 and similar matters.  
154
  - 155 1. **Political Use** - District information resources must not be used for partisan  
156 political activities where prohibited by state, federal, or other applicable  
157 laws.  
158
  - 159 2. **Personal Use** - **District information resources should not be used for**  
160 **personal activities not related to appropriate District functions. The**  
161 **Computer and Network systems are primarily for District instructional and**  
162 **work related purposes. During work hours** **Incidental uses** may be  
163 allowed and may include checking non-district email accounts, the  
164 weather, traffic, news, etc. for a brief period of time. **Outside work hours,**  
165 **district information resources may be used for personal activities in**  
166 **compliance with board policies and procedures and state and federal laws.**  
167 Certain computers may be designated for "public use." **and non-District**  
168 **functions are allowed.** Examples of public use areas include designated  
169 workstations in labs or the library.

Language in **yellow** suggested by CCLC. Language in **orange** suggested by Administrative Services.

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3. **Commercial Use** - District information resources should not be used for commercial purposes. Users also are reminded that the “.edu” domain on the Internet has rules restricting or prohibiting commercial use, and users **may not** conduct activities not appropriate within that domain.

176 **Nondiscrimination**

177 All users have the right to be free from any conduct connected with the use of the  
178 District’s network and computer resources which discriminates against any person on  
179 the basis of the categories listed in Board Policy 3410 titled Nondiscrimination. No user  
180 shall use the District network and computer resources to transmit any message, create  
181 any communication of any kind, or store information which violates any District **policy or**  
182 **procedure regarding discrimination or harassment, or which is defamatory or obscene,**  
183 **or which constitutes the unauthorized release of confidential information.**  
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185 **Disclosure**

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- **No Expectation of Privacy** – **Except as outlined in the collective bargaining agreements with the Palomar Faculty Federation and Council Classified of Employees, the** District will exercise the right to access all uses of the District network and computers only for legitimate District purposes, including, but not limited to, ensuring compliance with this procedure; or integrity and security of the system; to address system performance issues; or to access District information when an employee is out sick or otherwise not on duty; or in response to a subpoena or court order; or when specific written permission has been granted by the Superintendent/ President. **Access to faculty members’ District issued computers shall only be in accordance with Article 20.8.1 of the collective bargaining agreement with the Palomar Faculty Federation.** In addition, users should also be aware that Information Services, contractor or external agency personnel may have incidental access to data contained in or transported by network e-mail, voice mail, telephone and other systems in the course of routine system operation, problem resolution and support. Employees and students have no expectation of complete privacy in the use of the District network and computers.
  - **Possibility of Disclosure** - Users must be aware of the possibility of unintended disclosure of communications.
  - **Retrieval** - It is possible for information entered on or transmitted via computer and communications systems to be retrieved, even if a user has deleted such information.
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- **Public Records** - The California Public Records Act (Government Code Sections 6250 et seq.) includes computer transmissions in the definition of “public record” and nonexempt communications made on the District network and computer must be disclosed if requested by a member of the public.
- **Litigation** - Computer transmissions and electronically stored information may be discoverable in litigation.

### **Dissemination and User Acknowledgment**

All users shall be provided access to ~~copies of~~ these procedures and ~~be~~ directed to familiarize themselves with them.

~~Users shall sign and date an acknowledgment and waiver, in a form prescribed by the Superintendent/President, stating that they have read and understand this procedure, and will comply with it.~~

Office of Primary Responsibility: Finance and Administrative Services

Language in **yellow** suggested by CCLC. Language in **orange** suggested by Administrative Services.

**Date Approved: 10/21/2014;** Revised:

*(Replaces current Palomar College Procedures 512.1 and 512.2)*

## GOVERNANCE STRUCTURE GROUP REQUEST

<b>Request submitted by:</b> Brian Stockert and Dr. Kendyl Magnuson					<b>Date:</b> September 14, 2016					
<b>Proposed Name of Requested Group:</b> Student Services Planning Council										
X	<b>Council</b>		<b>Committee</b>		<b>Subcommittee</b>		<b>Task Force</b>			
<b>Action Requested:</b>			<b>Add</b>		<b>Delete</b>	x	<b>Change</b>			
<p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Develops, implements, evaluates and revises Student Services' plans and initiatives, both short- and long term.</li> <li>• Develops, reviews, and updates the process (qualitative and quantitative elements and instrument) and establishes the timeline for the 2-year Institutional Program Review and Planning (IPR&amp;P) cycle for Student Services.</li> <li>• Reviews and summarizes IPR&amp;P documents and utilizes them to develop and guide recommendations for priorities for Student Services, including budget, staffing needs, equipment, technology, facilities, and other resources essential to support Student Services and the success of students.</li> <li>• Utilizes the District's Strategic Plan and the Annual Implementation Plan to guide and outline its goals, tasks and actions to be accomplished in the academic year.</li> <li>• Make recommendations relevant to any matters or issues that impact Student Services and/or by request from SPC.</li> <li>• Provides guidance, direction, and oversight to these committees: Academic Review Committee, Behavioral Health &amp; Campus Wellness Committee, Campus Police Committee, <b>Recruitment and Retention Committee</b>, Registration Committee, Scholarship Committee, Student Program Eligibility Appeals Committee</li> <li>• Convenes a subcommittee to review and update the process (qualitative and quantitative elements and instrument) and timeline for requesting full-time positions and to prioritize each year's list of full-time positions for discussion and endorsement by SSPC, forwarding the recommendation to SPC as information.</li> </ul> <p><b>Products:</b></p> <ul style="list-style-type: none"> <li>• Institutional Program Review and Planning documents, summaries and recommendations, including budget, staffing needs, equipment, technology, and facilities priorities</li> <li>• Progress report on Strategic Plan and AIP</li> <li>• Annual goals and accomplishments</li> <li>• Full-time Position Priority Recommendations</li> </ul>										
<b>Reporting Relationship:</b> Strategic Planning Council										
<b>Meeting Schedule:</b> Second and Fourth Wednesday of the month from 9:30 a.m. to 11:00 a.m.										
<p><b>Chair:</b> Vice President, Student Services</p> <p><b>Members:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Dean, Counseling Services</li> <li>• Director, Health Services</li> <li>• Director, Enrollment Services</li> <li>• Director, Student Affairs</li> <li>• <b>Manager of Outreach</b></li> </ul> </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• Director, Career Services</li> <li>• Director, Athletics</li> <li>• Chief of Police</li> <li>• Research Analyst</li> </ul> </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• One EOP&amp;S Faculty</li> <li>• One DRC Faculty</li> <li>• Chair, Counseling (or designee)</li> <li>• Director, Transfer Center</li> </ul> </td> </tr> </table> <ul style="list-style-type: none"> <li>• One Faculty representative appointed by Faculty Senate from Instructional Areas</li> <li>• One Faculty representative who is also on the Faculty Senate</li> <li>• One Palomar Faculty Federation representative appointed by PFF</li> <li>• Two Classified Unit Employee representatives appointed by CCE/AFT (one from Student Services)</li> <li>• One Student representative appointed by ASG</li> <li>• One Confidential and Supervisory Team representative from Student Services appointed by CAST</li> <li>• One Administrative Association representative appointed by AA</li> <li>• One faculty representative from the Pride Center, appointed by the Faculty Senate</li> </ul>								<ul style="list-style-type: none"> <li>• Dean, Counseling Services</li> <li>• Director, Health Services</li> <li>• Director, Enrollment Services</li> <li>• Director, Student Affairs</li> <li>• <b>Manager of Outreach</b></li> </ul>	<ul style="list-style-type: none"> <li>• Director, Career Services</li> <li>• Director, Athletics</li> <li>• Chief of Police</li> <li>• Research Analyst</li> </ul>	<ul style="list-style-type: none"> <li>• One EOP&amp;S Faculty</li> <li>• One DRC Faculty</li> <li>• Chair, Counseling (or designee)</li> <li>• Director, Transfer Center</li> </ul>
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Reviewed by Strategic Planning Council:

10-07-03 Approved

04-04-06 Revised

11-17-09 Revised

03-15-05 Revised

03-03-09 Revised

02-03-15 Revised

Approved by PAC: 10/2/01

## Palomar College Strategic Plan 2019 – Action Plan Year One

### 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: Implement instructional strategies that strengthen and connect teaching and learning across the college.

*Objective 1.1: Reintroduce Campus Explorations, a campus-wide learning community, to promote interdisciplinary dialogue and instruction on a topic of importance in society.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPI</li> <li>• Fac Senate Pres</li> </ul>	<ul style="list-style-type: none"> <li>• Faculty Senate</li> <li>• IPC</li> </ul>			

### Goal 1: Implement instructional strategies that strengthen and connect teaching and learning across the college.

*Objective 1.2: Engage in a campus-wide examination of the college's interdisciplinary Institutional Learning Outcome: Knowledge of Human Cultures and the Physical and Natural World.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPI</li> <li>• Chair LOC</li> </ul>	<ul style="list-style-type: none"> <li>• LOC</li> </ul>			

## Palomar College Strategic Plan 2019 – Action Plan Year One

**Goal 1: Implement instructional strategies that strengthen and connect teaching and learning across the college.**

*Objective 1.3: Using the results and discussions of the Institutional Learning Outcomes assessment project on Intercultural Competency, identify strategies, including professional development opportunities, to strengthen and promote cultural fluency across the college.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"><li>• VPI</li><li>• Chair LOC</li></ul>	<ul style="list-style-type: none"><li>• LOC</li></ul>			

## Palomar College Strategic Plan 2019 – Action Plan Year One

<b>Goal 2: Strengthen efforts to improve outreach, persistence, and student success.</b>				
<i>Objective 2.1: Identify and implement targeted recruitment strategies for college programs.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPSS</li> <li>• VPI</li> </ul>	<ul style="list-style-type: none"> <li>• Chairs &amp; Directors</li> <li>• SSPC</li> <li>• Outreach Manager</li> </ul>			

<b>Goal 2: Strengthen efforts to improve outreach, persistence, and student success.</b>				
<i>Objective 2.2: Establish clear educational pathways with integrated student support services.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPSS</li> </ul>	<ul style="list-style-type: none"> <li>• SSEC</li> </ul>			

<b>Goal 2: Strengthen efforts to improve outreach, persistence, and student success.</b>				
<i>Objective 2.3: Strengthen and implement strategies to facilitate student completion of basic skills coursework within their first 30 units.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPI</li> </ul>	<ul style="list-style-type: none"> <li>• BSI</li> <li>• SSEC</li> </ul>			

## Palomar College Strategic Plan 2019 – Action Plan Year One

### Goal 2: Strengthen efforts to improve outreach, persistence, and student success.

*Objective 2.4: Implement user-friendly technology tools that allow students to easily enroll, persist, and complete their studies.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>VPSS</li> </ul>	<ul style="list-style-type: none"> <li>Enrollment Services</li> <li>IT and AT</li> <li>SSEC</li> </ul>			

### Goal 2: Strengthen efforts to improve outreach, persistence, and student success.

*Objective 2.5: To better meet the needs of internal and external stakeholders, revise and strengthen integrated program review and planning processes across the institution.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>Supt / Pres</li> <li>VPs</li> </ul>	<ul style="list-style-type: none"> <li>President's Office</li> <li>Planning Councils</li> </ul>			

### Goal 2: Strengthen efforts to improve outreach, persistence, and student success.

*Objective 2.6: To address opportunity gaps among the college's diverse student body, strengthen existing programs focused on persistence and student success such as FYE, Summer Bridge, Learning Communities, Village Mentoring, and STEM Scholars.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>VPSS</li> <li>VPI</li> </ul>	<ul style="list-style-type: none"> <li>SSEC</li> <li>BSI</li> </ul>			

## Palomar College Strategic Plan 2019 – Action Plan Year One

**Goal 3: Strengthen the college’s message to our community.**

*Objective 3.1: Evaluate our current marketing and messaging strategies and implement an integrated communications plan that reflects Palomar’s value and presence in the community.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
• Supt / Pres	• Marketing and Commun.			

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## Palomar College Strategic Plan 2019 – Action Plan Year One

<b>Goal 4: Maintain and support a diverse workforce.</b>				
<i>Objective 4.1: Identify and address areas with critical staffing needs in relation to achieving enrollment growth strategies.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPHR</li> </ul>	<ul style="list-style-type: none"> <li>• HRSPC</li> <li>• IR&amp;P</li> </ul>			

<b>Goal 4: Maintain and support a diverse workforce.</b>				
<i>Objective 4.2: Evaluate and improve recruiting, hiring, and professional development processes to increase diversity in hiring and ensure faculty and staff are prepared to serve the college's diverse student body.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPHR</li> </ul>	<ul style="list-style-type: none"> <li>• EEOAC</li> </ul>			

<b>Goal 4: Maintain and support a diverse workforce.</b>				
<i>Objective 4.3: Develop and implement a comprehensive Professional Development Plan for all staff.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPHR</li> <li>• VPI</li> </ul>	<ul style="list-style-type: none"> <li>• HRSPC</li> <li>• PD Coordinator</li> </ul>			



## Palomar College Strategic Plan 2019 – Action Plan Year One

### Goal 5: Ensure the fiscal stability of the college and increase enrollments.

*Objective 5.1: Increase course offerings in the southern portion of the district while maximizing enrollment on the main campus.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• Supt / Pres</li> <li>• VPs</li> </ul>	<ul style="list-style-type: none"> <li>• IPC</li> <li>• CTEE</li> <li>• Chairs and Directors</li> <li>• Facilities</li> </ul>			

### Goal 5: Ensure the fiscal stability of the college and increase enrollments.

*Objective 5.2: Strengthen existing relationships (such as STEM scholars and concurrent enrollment) and establish new relationships with local high schools and universities through partnerships and programs that facilitate access and seamless transfer.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPI</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet</li> <li>• SPC</li> <li>• IPC / SSPC</li> <li>• CTEE</li> <li>• Articulation</li> </ul>			

### Goal 5: Ensure the fiscal stability of the college and increase enrollments.

*Objective 5.3: Taking into account that the college is in stability, develop an action plan to balance the budget such that ongoing expenditures align with ongoing revenue.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPFAS</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Committee</li> </ul>			

## Palomar College Strategic Plan 2019 – Action Plan Year One

**Goal 5: Ensure the fiscal stability of the college and increase enrollments.and achievement.**

*Objective 5.4: Develop and implement an enrollment management plan that enhances access and success, supports intentional scheduling, and is integrated with budgetary planning.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• Supt/Pres</li> <li>• VPs</li> </ul>	<ul style="list-style-type: none"> <li>• SPC</li> <li>• Planning Councils</li> </ul>			

**Goal 5: Ensure the fiscal stability of the college and increase enrollments.and achievement.**

*Objective 5.5: Explore alternative revenue streams that align with the college's mission such as international education and contract education.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<ul style="list-style-type: none"> <li>• VPI</li> <li>• VPSS</li> </ul>	<ul style="list-style-type: none"> <li>• SSPC</li> <li>• CTEE</li> </ul>			

## GOVERNANCE STRUCTURE GROUP REQUEST

<b>Request submitted by:</b> Kendyl Magnuson					<b>Date:</b> 4/13/2016		
<b>Proposed Name of Requested Group:</b> Recruitment and Retention Committee							
	<b>Council</b>		<b>Committee</b>	X	<b>Subcommittee</b>		<b>Task Force</b>
<b>Action Requested:</b>		X	<b>Add</b>		<b>Delete</b>		<b>Change</b>
<p><b>Role:</b> Act as an official governance body to collect and develop suggestions for recruitment and retention activities, coordinate with others for vetting ideas, work with various campus constituents, develop and coordinate actionable plans and strategies, and assist in the implementation of these plans. Coordination will need to take place between Student Services, Instruction, Information Systems, the Foundation, local education partners, local business, and the community in general.</p> <p><b>Products:</b> In coordination with the above constituent groups; seek input, develop actionable plans, and implement these plans in order to enhance recruitment and retention activities in a cost effective and efficient manner that will lead to increased enrollment and reduced attrition for students.</p>							
<b>Reporting Relationship:</b> Reporting to SSPC							
<b>Meeting Schedule:</b> TBA							
<b>Co-Chairs:</b> Manager, Orientation and Follow-up Services and Manager, Outreach							
<p><b>Members:</b> (1) Faculty appointed by the Academic Senate, (1) Faculty Counselor from Counseling Department, (1) Faculty Counselor from a categorical program, (1) Marketing staff, (1) Systems Module Functional Specialist, (2) Student Services staff, and (1) Grant Funded Student Programs (GFSP) staff.</p>							

Reviewed by SSPC: 02/10/16

First Reading: 02/24/16

Approved: 04/13/16



## PROPOSED STRATEGIC ENROLLMENT MANAGEMENT INITIATIVES

The following are proposed short-term and long term initiatives being pursued to create an institutional infrastructure that is agile, responsive and provides future fiscal stability for Palomar College.

### **Proposed Short-Term Initiatives**

- Reconvene Enrollment Management Task Force
- Expand Marketing Campaign
- Dual/Concurrent Enrollment Expansion
- Expansion of Distance Education Offerings
- Expansion of the Palomar College Promise Program
- Refinement of Scheduling to Increase Productivity
- Partnership with CSUSM on Foster Youth and Veterans Program
- Innovation Funds

### **Proposed Long-Term Initiatives**

- Institutional Effectiveness Partnership Initiative-Partnership Resource Team (Spring 2017)
- Early College High Schools (Fall 2017)
- North Education Center (Spring 2018)
- South Education Center (2018)



## ENROLLMENT MANAGEMENT DISCUSSION

### Strategic Enrollment Management (SEM) Definitions

“A comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention and graduation rates of students, where optimum is defined in the academic context of the institution” (*Dolence, 1993*).

"True enrollment management is a concept and a process. Organizational reporting structures become transparent while integration efforts between offices and divisions work synergistically to improve services and allow the strategic management of the enrollment process. Enrollment is a 'cradle to grave' process that starts at the first point of student contact (the prospect) and continues to and through graduation." *Orehovec and Ingold*

Definition as stated in the Morehead State University Strategic Enrollment Management Plan:

• **Strategic Enrollment Management** is a comprehensive approach to integrating all of the University's programs, practices, policies, and planning related to achieving the optimal recruitment, retention, and graduation of students with “optimal” defined by the mission, academic vision, and strategic plan of the institution. Enrollment management becomes Strategic Enrollment Management when it actively integrates planning, strategies and structures in the formal enrollment management units with the institution's evolving strategic planning, its academic vision and its fundamental mission.

• **Strategic Enrollment Management** does not ignore short-term activities. Instead, it integrates short-term administrative efforts with long-term planning processes. These administrative efforts include a focus on management of those functional areas responsible for achieving enrollment goals. As a planning process, Strategic Enrollment Management focuses on the outward- and forward-looking activities that guide the institution's pursuit of its preferred future in a constantly changing and competitive environment and includes long range planning and institution-wide strategy development.

Using this definition, the following core concepts then support all institutional SEM activities:

- All SEM activities are mission driven.
- SEM develops an institutional culture of student success.
- SEM is synonymous with student success and is integrated into the institution's strategic plan.
- SEM involves all internal and external constituents.
- External partnerships are critical.
- Everything is assessed and measured so decisions are data driven.
- Clear enrollment goals are established based on institutional capacity and the institution's strategic plan, and not simply on the student profile or revenue generation.
- Appropriate academic programs are maintained that prepare students for the careers of the future while sustaining mission appropriate offerings.
- Creative thinking and looking outside of higher education for best practices is necessary.
- Focus on the appropriate utilization of technology to enhance service to students is encouraged.



## ENROLLMENT MANAGEMENT DISCUSSION

### Ten Strategies for Strengthening Community College Enrollment and Student Success

(June 26, 2014 by Peter Bryant, modified)

- ☑ Collaboration and teamwork across campus departments and external partners
- ☑ Data-informed decision-making
- ☑ Set realistic enrollment goals
- ☑ Develop a strategic enrollment planning process
- ☑ Tracking system to measure progress toward goals
- ☑ Analyze academic program demand
- ☑ Award financial aid more strategically for recruitment and student retention
- ☑ Take proactive approach to student retention
- ☑ Provide educational outcomes to prospective and current students
- ☑ Review, review, review