



## STRATEGIC PLANNING COUNCIL AGENDA

Date: August 14, 2017  
Starting Time: 1:00 pm  
Ending Time: 4:00 pm  
Place: St. Marks Golf, Fairway Rm

**CHAIR:** Joi Lin Blake

**MEMBERS:** Jenny Akins, Michelle Barton, Colleen Bixler, Lisa Carmichael, Shawna Cohen, Carmelino Cruz, Dan Dryden, Kelly Falcone, Margie Fritch, Adrian Gonzales, Anel Gonzalez, Laura Gropen, Jack Kahn, Teresa Laughlin, Connie Moise, Ron Perez, Travis Ritt, Candace Rose, Stacy Rungaitis, Connie Sterling, Brian Stockert, Sherry Titus, Fari Towfiq

**RECORDER:** Cheryl Ashour

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**A. Introductions**

**B. Governance Committee Discussion**

**C. Accreditation Update**

**D. Strategic Enrollment Management (SEM)**



**STRATEGIC PLANNING COUNCIL  
RETREAT MINUTES  
August 14, 2017**

A special meeting of the Palomar College Strategic Planning Council scheduled August 14, 2017, was held at St. Marks Golf Club, Fairway Room. Superintendent/President Joi Blake called the meeting to order at 1:00 p.m.

**ROLL CALL**

Present: Michelle Barton, Colleen Bixler, Joi Blake, Lisa Carmichael, Shawna Cohen, Kelly Falcone, Margie Fritch, Adrian Gonzales, Anel Gonzalez, Laura Gropen, Jack Kahn, Laura Gropen, Derrick Johnson, Jack Kahn, Teresa Laughlin, Connie Moise, Ron Perez, Eileen Poole, Candace Rose, Stacy Rungaitis, Connie Sterling, Brian Stockert, Sherry Titus, Fari Towfiq

Absent: Jenny Akins, Carmelino Cruz, Dan Dryden, Travis Ritt

Guests: Aaron Holmes, Chelsea Kott, Marti Snyder

Recorder: Cheryl Ashour

**A. Introductions**

Dr. Blake welcomed everyone and gave an overview of the day's topics. Everyone introduced themselves.

**B. Governance Committee Discussion**

Dr. Blake stated that there are a large number of committees at Palomar. An analysis will be done to see if each committee is essential and how often it should meet. Kelly Falcone stated that she has a committee flow chart, which she will share with Dr. Blake. It is hoped the time spent by constituencies attending meetings can be lowered. Teresa Laughlin recommended that institutional items that are presented at all committees or councils instead be presented at one time and place. It can be shown live for those who cannot physically attend the meeting.

**C. Accreditation Update**

Michelle Barton stated she asked Aaron Holmes and Marti Snyder to attend today to contribute to the conversation. They are part of the Accreditation Writing Team with Jack Kahn and herself. Ms. Barton reported the Writing Team attended an ACCJC conference where they saw how other colleges integrated accreditation into their everyday work.

Ms. Barton discussed the result of the lawsuit with CFT and ACCJC and the resultant changes to ACCJC policy and procedure. The Palomar College 7-year timeline and 7-year reporting cycle were reviewed. Ms. Barton provided progress on: the Institutional Effectiveness Recommendation; Self-evaluation Improvement Plans; Midterm Report; Pathways to Success; and substantive change orders for the north and south centers.

Ms. Barton led a discussion on integrating accreditation with the work already being done on campus. She proposed that the standards be allocated to different councils and committees. The Accreditation Steering Committee (ASC) will attend council meetings and report back to ASC, ensuring that the proof of meeting a standard will be notated throughout the year. She recommended that the council and committee agendas and/or minutes tag accreditation evidence as we move forward.

**D. Strategic Enrollment Management (SEM)**

Dr. Blake discussed the IEPI visit relating to strategic enrollment management. She stated everyone needs to "own" enrollment. Dr. Blake stated the SEM Plan will align with our goals and identify what is missing. This fiscal year the Plan will be built and implemented.

Michelle Barton stated she is on the statewide SEM advisory committee; she reviewed its purpose and work. The committee created the Applied Solution Kit which can assist and guide conversations and resources to support colleges. Ms. Barton defined Strategic Enrollment Management and reviewed its purpose. She reviewed the takeaways from the system survey recently completed. The IEPI SEM Tools and Resources will help the district organize what we do: the foundation, approach, and strategies and practices.

Jack Kahn reviewed the work of the Enrollment Management Task Force and the SEM work done to date. He discussed the preliminary plan written by the Task Force, a timeline, and scheduling. Dr. Kahn reviewed the work of the Integrated Schedule Planning Team, which included members from research, counseling, and evaluation:

- The paths students need to graduate
- New data tools to help when scheduling
- FTEF Allocation Model
- The MD project where chairs were added to classrooms in the MD building so more students can take a class during the time they want to typically be in school
- The work of the Chairs and Directors

Dr. Blake reviewed the SEM-related work Palomar is doing:

- Dual Enrollment
- Distance Education
- Late add classes
- Summer Academies
- North and South Centers
- Noncredit/Not for Credit
- Instructional designer and new distance education offerings
- New Partnerships

Adrian Gonzales reviewed the SEM work Student Services is doing:

- Recruitment and Outreach
- Starfish
- Mobile App

Dr. Blake thanked everyone for today's conversation. She stated that as the District makes these cultural shifts it is important to retain our quality and build on it. She encouraged everyone to "own" the next level and work together. She ended by telling a story of geese flying south and its relevance to the leadership at Palomar supporting each other and working together.



SPC Orientation / Welcome Back  
Monday, August 14, 2017  
St. Mark's Golf Club



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# Overview

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Introductions  
Governance Committee Discussion  
Accreditation Update  
Strategic Enrollment Management (SEM)

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## Let's Meet New Members!

Give your name, constituent group you represent

A little something funny!!

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## Governance Committees



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## Accreditation Update

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## Overview

- CFT / ACCJC settlement
- Seven-Year Timeline
- Review progress on IE recommendations and Self-Identified Improvement Plans
- Integrating accreditation into our work
- Status of Sub Change Proposals: South and North

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## Overview

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- Accreditation Writing Leadership Team (AWLT) Retreat
- Outcomes
  - Seven Year timeline
  - Linking accreditation activities over the cycle
  - Proposal for integrating accreditation into our work
  - Tracking evidence

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## Seven-Year Timeline

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## Linking Accreditation Activities

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## Progress on IE Recommendations / Self-Evaluation Improvement Plans

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- Mid-term Report – around the corner.
  - Analyze three years of annual report data
  - Provide report on IE Recommendations
  - Report on Self-Identified Improvement Plans
- Pathways to Success document
  - Recommendations to meet standard
  - Institutional Effectiveness recommendations
  - Self-Evaluation Improvement Plans

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## Pathways to Success

### Recommendations to Meet Standards

1. Ensure adequate tutorial support for Distance Education students. Provide students at Camp Pendleton accessible student services commensurate with SM and ESC



2. Create an environment that includes participation of all employees in participatory governance and appropriate councils, committees, task force, and workgroups



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## Pathways to Success

### Institutional Effectiveness Recommendations

3. Develop comprehensive Enrollment Mgt Plan

IP

4. Develop process for determining number of classified and administrative staff needed to provide adequate support for the college's mission

IP (Staff Plan)

5. Improve and complete Human Resource Services and Finance and Administrative Services program review process

IP (Fall)

6. Institution-set Standards and other student achievement data to develop program level standards for all college programs



7. More clearly define distinction between course objectives and SLOs and ensure SLOs on course syllabi are in full conformity with the SLOs adopted by institution

IP (close to complete)

8. Curriculum committee stipulate discipline preparation appropriate to courses in the CORs

Under discussion

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## Pathways to Success

Self-Evaluation Improvement Plans	Status
1. Planning Councils better community nature and significance of dialogue; Provide members more opportunity to participate in their process.	
2. Develop plan to increase diversity of faculty, staff, and administrators.	IP
3. Develop fiscal plan that aligns revenues with expenditures.	Initiated/IP (Fall/Spr)
4. Improve member's engagement in shared governance: a. better communicate discussions and outcomes b. encourage involvement	*
Assumes uniform format will be adopted for communication, timely posting of agendas and minutes that reflect recommendations that of college-wide interest.	* Survey will provide info. for improvement

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## Integrating Accreditation

- ACCJC first annual conference
- Proposal
  - Accreditation Steering Committee
  - Assign accreditation standards out to councils/committees
  - Activities from now until our next site visit

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## Integrating Accreditation

- Tracking evidence
  - Assigning accreditation standards to agenda items
  - Not all agenda items would be assigned
  - Not all evidence captured in this way
- Your Thoughts?
- Next Steps

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## Substantive Change Update

- South Center proposal
  - Draft (using interim ACCJC Sub Change forms) completed AWLT
  - Executive Review completed and edits made (still need to change STEM to STEAM ☺)
  - All evidence nearly incorporated
- North Center proposal
  - Content moved from South to North Center
  - Will complete update by end of August/Beginning of Sept
- ACCJC workgroup on Sub Change
  - Transition our draft to updated forms
- Governance Review and Approval Oct/Nov
- Board Jan/Feb
- Submit to ACCJC March 1!!!

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## Strategic Enrollment Management (SEM)

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## Strategic Enrollment Management (SEM) Plan

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- Accreditation Institutional Effectiveness Recommendation
- IEPI Partnership Resource Team – Goal to develop and implement a SEM plan
- Strategic Plan 2019

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## SEM

- IEPI SEM Applied Solution Kit (SEM ASK)
  - Develop set of vetted resources to support colleges engage in SEM
  - Statewide Advisory Committee / Core Project Team
- SEM – Big Picture
  - SEM Purpose Statement
  - SEM Organizing Framework

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## IEPI SEM Purpose Statement



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## SEM is BIG!

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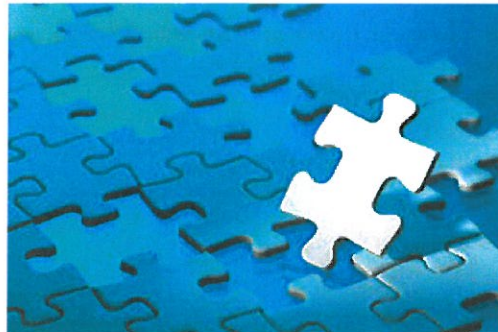
Key Take Aways from Systemwide Survey!

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## SEM ASK Organizing Framework

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## What have we (Palomar) done so far?

- Enrollment Management Task Force
- Examples of Activities in progress (Instruction, Student Services, IS)

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## Strategic Enrollment Management Task Force

- Worked throughout the year
- Identified Areas/Possible Content for a preliminary Enrollment Management plan (captured a lot of what we are doing)
  - Scheduling Assumptions and Principles
  - Structure of Committee/Unit
  - Dual and Concurrent Enrollment
  - Marketing and Communications
  - Student Services (Outreach and Retention)
  - Distance Education Plan
  - Enrollment Management Tools
  - Staffing and Budget Plan

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## Additional Examples of SEM Related Work

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- Timeline for Scheduling
- New Integrated Schedule Planning Team
  - Research, Counseling, Evaluations
- New Predictive Schedule Data Tool (Vasquez, Barton, Kahn)
- FTEF Efficiency & Allocation Calculator
- MD Project: 356 students per semester
- Active Chairs & Directors: Program Refresh

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## Additional Examples of SEM Related Work

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- Dual Enrollment
- Distance Education
- Late-Add Classes (Summer) & Late-add Ft2 (Fall)
- Summer Academics
- North & South Centers
- Non-Credit
- Not-for-Credit
- Instructional Designer & new DE Offerings
- New partnerships

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## Additional Examples of SEM Related Work

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- Outreach Framework
  - Design a working framework and timeline for a comprehensive outreach, marketing, and communication effort
  - All prospective audiences
  - Cross-functional collaboration
  - Pretty cool work!
- Starfish
- The APP!!

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## What's Next?

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- Many activities in play
- Need to bring them together in a coherent manner... a SEM Plan
- Align them to SEM goals
- Identify what is missing? SEM touches all of us!
- Include actionable plans with timelines and outcomes

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## What's Next

### From Task Force to Advisory Group

- Recommending current task force/advisory group continue its work with enhanced membership

#### **Membership (Jack and Travis):**

- |  |  |
|--|--|
| • Senate President                                     | • Sr. Dir. Enrollment Services           |
| • VPI  | • Research                               |
| • VPSS   | • Instructional Services: Richard Loucks |
| • VPEAS  | • Facilities                             |
| • Classified from enrollment, instruction, and finance | • Marketing & Outreach rep               |
| • Division faculty (one from each division)            | • Info Services                          |
| • Two Counselors                                       | • Foundation                             |

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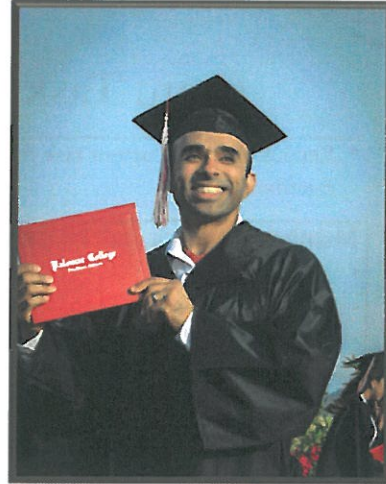
## What's Next

- Integrate the work that has been done so far!
- Build the plan
- Complete a draft by end of Fall term!!!
- Implement for real

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The END



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