



STRATEGIC PLANNING COUNCIL AGENDA

Date: October 3, 2017
Meeting Time: 2:30p-4:00p
Place: AA-140

CHAIR: Joi Lin Blake

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

RECORDER: Cheryl Ashour

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- | | | |
|---|------------|--------|
| A. <u>MINUTES</u> | | 2 min |
| 1. Approve Minutes of September 19, 2017 | | |
|
B. <u>ACTION ITEMS/FIRST READING</u> | | |
| 1. 2017-18 Academic Calendar | Exhibit B1 | 5 min |
| 2. 2018-19 Academic Calendar | Exhibit B2 | 5 min |
|
C. <u>INTEGRATED PLANNING MODEL</u> | | |
| 1. 2017-2018 Planning Calendar | | 5 min |
|
D. <u>INFORMATION/DISCUSSION</u> | | |
| 1. Budget/FTES Update | Exhibit D1 | 15 min |
| 2. SEMS Update | Exhibit D2 | 10 min |
| 3. Cultural Shift | | 15 min |
|
E. <u>ACCREDITATION</u> | | 5 min |
| 1. Accrediting Commission Actions and Policy Updates | | |
| 2. Palomar Accreditation Update | | |
|
F. <u>REPORTS OF PLANNING COUNCILS</u> | | 5 min |
| 1. Finance & Administrative Services Planning Council – Ron Perez | | |
| 2. Human Resource Services Planning Council – Shawna Cohen | | |
| 3. Instructional Planning Council – Jack Kahn | | |
| 4. Student Services Planning Council – Adrian Gonzales | | |
|
G. <u>REPORTS OF CONSTITUENCIES</u> | | 5 min |
| 1. Administrative Association – Connie Sterling | | |
| 2. Associated Student Government – Chris Hopp | | |
| 3. CCE/AFT – Anel Gonzalez | | |
| 4. Confidential/Supervisory Team – Jenny Akins | | |
| 5. Faculty Senate – Travis Ritt | | |
| 6. PFF/AFT – Teresa Laughlin/Colleen Bixler | | |
|
H. <u>OTHER ITEMS</u> | | |



**STRATEGIC PLANNING COUNCIL
MINUTES
October 3, 2017**

A regular meeting of the Palomar College Strategic Planning Council scheduled October 3, 2017, was held in AA-140. Superintendent/President Joi Blake called the meeting to order at 2:30 p.m.

ROLL CALL

Present: Jenny Akins, Michelle Barton, Colleen Bixler, Joi Blake, Shawna Cohen, Carmelino Cruz, Patti Dixon, Dan Dryden, Kelly Falcone, Margie Fritch, Adrian Gonzales, Anel Gonzalez, Laura Gropen, Chris Hopp, Jack Kahn, Connie Moise, Ron Perez, Travis Ritt, Stacy Rungaitis, Connie Sterling, Sherry Titus, Fari Towfiq
Absent: Lisa Carmichael, Teresa Laughlin, Martha Martinez, Brian Stockert
Guests: Carmen Coniglio, Kendyl Magnuson
Recorder: Cheryl Ashour

Dr. Blake amended the agenda to add *Budget Update* under section D.

A. MINUTES

1. Approve Minutes of September 19, 2017

Stacy Rungaitis reported the name of the food pantry in Item 4 is incorrect; it should be *The Anita and Stan Maag Food and Nutrition Center*.

MSC (Titus/Towfiq) to approve the September 19, 2017 Minutes as revised

B. ACTION ITEMS/FIRST READING

1. 2017-2018 Academic Calendar (Exhibit B1)

Dr. Blake reported the PFF demanded to bargain the requested summer adjustment to the 2017-2018 Academic Calendar; therefore the item was tabled.

2. 2018-2019 Academic Calendar (Exhibit B2)

Dr. Blake reported the PFF demanded to bargain the requested summer adjustment to the 2018-2019 Academic Calendar and adding Cesar Chavez as a holiday; therefore the item was tabled.

C. INTEGRATED PLANNING MODEL

1. 2017-2018 Planning Calendar

Michelle Barton reported the Action Plan will come to SPC at the next meeting.

D. INFORMATION/DISCUSSION

1. Budget Update (Exhibit D1)

Ron Perez presented a FY 17-18 FTES Overview – Estimation. The Adopted Budget includes a \$3.4 million deficit. At this point the District is short 1,650 FTES in reaching the Adopted Budget. Subtracting the FTES estimates from Spring 2018, the North and South Centers, and borrowing 1,000 FTES from Summer 2018, the FTES needed to reach the adopted budget will be 83, or \$421,225. This is the reason it is crucial that the Academic Calendar be revised to include summer.

Dr. Blake led a discussion on actions being taken to find savings. The Budget Committee will work on budget reductions in hourly, supplies, travel, and Fund 69. An analysis is being done to find the areas the District is losing money. They are committed to staying away from the classroom and support services; reductions will be in line with our institutional values and transparency. Short term strategies were discussed such as dual and concurrent enrollment, online, and other opportunities. The Strategic Enrollment Management (SEM) plan will be integrated with the budget, which will have systems in place.

2. SEMS Update (Exhibit D2)

Michelle Barton reported the Strategic Enrollment Advisory Committee has been established. She reviewed what was discussed at the September 7 and 20 meetings: the role of the Committee; an overview of the SEM Committee's purpose and fall work; why SEM; community and college observations; and a SOAR analysis.

Ms. Barton presented an analysis of where students in our District attend community college, and the ability to reach our enrollment target by bringing back some of the students who attend other colleges. Dr. Blake led a discussion on ideas to capture these students, such as specialized classes and programs, concurrent and dual enrollment, tribal partnership, weekend and evening college, seniors, Promise Program, FYE, and guided pathway approach.

3. Cultural Shift

Dr. Blake led a discussion on making a cultural shift in order to follow through on what we say we want to do and reach our enrollment goal. Faculty and staff at Palomar have professionalism and quality of work but there are some practices that are a challenge to our success. We need to look at what they are and be open to a shift. It can be a big change for those who are used to doing things a certain way. Members shared ideas on the ways to make the shift:

- Review how we offer classes.
- Look at our practices, efficiencies, inefficiencies.
- Look at our systems for accountability.
- The way we communicate is not working – too many emails with questions that are answered already, if the person would look for themselves.
- Having an open dialogue and conversation with your peers or supervisor to get clarification or a reason for a decision.
- Recognize we have diverse working and communication styles.
- Adequate staffing so classified employees can participate in shared governance.
- Examine the “Palomar Way” of not following through. Don’t accept that things don’t get done because it is the Palomar Way.
- Utilize the knowledge and experience of the employees who have been here a long time, who may feel alienated and pushed aside. Bring them in to help with the cultural shift.
- Revise the hiring process in order to fill positions, as employees are burnt out.
- Determine what is mission critical.
- Have a schedule and plan and keep to timelines on your projects and goals.
- Take risks and not play it safe.
- Showcase departments at meetings.

Dr. Blake summarized the discussion and encouraged employees to work together in accomplishing our goals.

E. ACCREDITATION

1. Accrediting Commission Actions and Policy Updates

There was no report.

2. Palomar Accreditation Update

Michelle Barton reported the substantive change report for the South Center will be coming to the Vice Presidents for review, then to the Accreditation Steering Committee, SPC and the Governing Board.

F. REPORTS OF PLANNING COUNCILS

1. Finance & Administrative Services Planning Council

There was no report.

2. Human Resource Services Planning Council

Shawna Cohen reported HRSPC had a productive meeting. They discussed staffing the North and South Centers.

3. Instructional Planning Council

Jack Kahn reported IPC put together a Wait List Work Group. IPC discussed: the new PRP process in Google Drive; adding the Associate dean and an Apprenticeship Faculty member to IPC membership; the auditing process; and integrating the Strong Workforce and Perkins process in IPC.

4. Student Services Planning Council

Kendyl Magnuson reported SSPC discussed the Promise and its successful outcome. The annual Counselors' Breakfast was very successful; over 100 counselors attended. The High School Superintendent/Principals Breakfast is scheduled for Friday.

G. REPORTS OF CONSTITUENCIES

1. Administrative Association

Connie Sterling reported the AA Council will meet Thursday. They plan to discuss their goals and professional development leave.

2. Associated Student Government

Chris Hopp reported the Snack Shack is now open late. ASG organized a successful voter registration drive and interviewed candidates for their last delegate.

3. CCE/AFT

Anel Gonzalez reported CCE E-Council voted to establish an educational scholarship fund for employees and their children, beginning Spring. Custodian appreciation day was Friday and a thank-you pizza meal is planned for them. A membership meeting is scheduled for October 31. E-Council approved to revive the Classified Speaks and the first meeting is in November. An appreciation breakfast for CCE shared governance representatives is scheduled for next week.

4. Confidential/Supervisory Team

Jenny Akins reported the E-Council met last week and discussed ideas to move forward. A group meeting is being scheduled; revising the Handbook and the Classification Study will be discussed.

5. Faculty Senate

Travis Ritt reported the Faculty Senate recognized they have an opportunity, with so many administrators being new to Palomar College, to revisit some policies and procedures to help educate management on the way the Senate has done things in the past, their traditions, and expectations. The Faculty Senate passed goals for the year, including one on diversity and equity throughout the hiring process.

6. PFF/AFT

Colleen Bixler reported she and Teresa Laughlin attended the CACC conference in Sacramento. While there they attended a reception for Tony Thurmond, who is running for California State Superintendent of Public Education; PFF is considering inviting him to speak at Palomar. They will conduct focus meetings for the full-time and part-time faculty this week. Activities for Campus Equity Week is being finalized.

H. Other

1. Grape Day 5K

Kelly Falcone announced Palomar has a table at the Grape Day 5K and need volunteers to man it.

2. Food Bank

Sherry Titus reported they made their first purchase for food from the San Diego Food Bank. They also partnered with Starbucks, where on Thursdays at 11:00 am they give out free food.

3. Hep A Vaccines

Over 150 Hep A vaccines have been administered on campus and in Escondido.

I. ADJOURNMENT

There being no remaining items, the meeting was adjourned at 4:00 pm.

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SUMMER 2017						
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SUMMER						
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May-18						
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SUMMER 2018						
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Jul-18						
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SUMMER						
FALL 2018						
Aug-18						
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SUMMER 2017	
May 29	Holiday - Memorial Day
M 30 - J 23	Summer 4-wk Intersession classes
Jun 26	Summer 6-and 8-wk sessions begin
Jul 4	Holiday - Independence Day
Aug 7	6-wk session ends
Aug 18	8-wk session ends
Aug 11/18	Summer grade rosters due

FALL 2017	
Aug 17	Plenary
Aug 18	Plenary
Aug 21	Fall semester/Fast Track 1 begins
Aug 26	Fall Saturday classes begin
Sep 4	Holiday - Labor Day
Sep 5	Census Date
Oct 14	Fast Track 1 ends
Oct 16	Fast Track 2 begins
Nov 10	Holiday - Veterans' Day (observed)
Nov 11	Non-Instructional Day
Nov 20-22	Non-Instructional Days
Nov 23-24	Holiday - Thanksgiving
Nov 25	Non-Instructional Day
Dec 16	Fall semester/Fast Track 2 ends
Dec 21	Fall grade rosters due
Dec 25	Holiday - Christmas
Jan 1	Holiday - New Year's Day

SPRING 2018	
Jan 2-26	Winter Intersession
Jan 15	Holiday - Martin Luther King Jr Day
Jan 25	Plenary
Jan 29	Spring semester/Fast Track 1 begins
Feb 3	Spring Saturday classes begin
Feb 12	Census Date
Feb 16	Holiday - Lincoln's Day
Feb 17	Non-Instructional Day
Feb 19	Holiday - Washington's Day
Mar 24	Fast Track 1 ends
M26-31	Spring Break
Apr 2	Fast Track 2 begins
May 25	Commencement
May 26	Spring semester/Fast Track 2 ends
May 28	Holiday - Memorial Day
Jun 1	Spring grade rosters due

SUMMER 2018	
M29 - J22	Summer 4 Week Intersession
Jun 18	Summer 6 and 8 week begins
Jul 4	Holiday - Independence Day
Jul 27	6-wk session ends
Aug 10	8-wk session ends
Aug 1 & 15	Summer grade rosters due

FALL 2017 SEMESTER MEETING DAYS						
M	T	W	TH	F	S	
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SPRING 2018 SEMESTER MEETING DAYS						
M	T	W	TH	F	S	
15	16	16	16	15	15	

	Ins Day	Flex	Ins+Flex	Sat	All Total
Fall	78	4	82	15	97
Spring	78	3	81	15	96
	156	7	163	30	193



Plenary

Semester Begins

Spring Recess

Last Class

Instructional Days

Classes not in session

Holidays

Intersession

LEGEND

May-18						
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SUMMER 2018						
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SPRING 2019						
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Feb-19						
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Apr-19						
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May-19						
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SUMMER 2019						
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Jul-19						
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SUMMER			FALL 2019			
Aug-19						
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SUMMER 2018	
May 28	Holiday - Memorial Day
M 29-Je 22	Summer 4-wk Intercession classes
Jun 18	Summer 6-and 8-wk sessions begin
Jul 4	Holiday - Independence Day
Jul 27	6-wk session ends
Aug 10	8-wk session ends
Aug 1 & 15	Summer grade rosters due

FALL 2018	
Aug 16	Plenary
Aug 17	Plenary
Aug 20	Fall semester/Fast Track 1 begins
Aug 25	Fall Saturday classes begin
Sep 3	Holiday - Labor Day
Sep 4	Census Date
Oct 13	Fast Track 1 ends
Oct 15	Fast Track 2 begins
Nov 10	Non-Instructional Day
Nov 12	Holiday - Veterans' Day (observed)
Nov 19-21	Non-Instructional Days
Nov 22-23	Holiday - Thanksgiving
Nov 24	Non-Instructional Day
Dec 15	Fall semester/Fast Track 2 ends
Dec 20	Fall grade rosters due
Dec 25	Holiday - Christmas
Jan 1	Holiday - New Year's Day (observed)

SPRING 2019	
Jan 2-25	Winter Intercession
Jan 21	Holiday - Martin Luther King Jr Day
Jan 24	Plenary
Jan 28	Spring semester/Fast Track 1 begins
Feb 2	Spring Saturday classes begin
Feb 11	Census Date
Feb 15	Holiday - Lincoln's Day
Feb 16	Non-Instructional Day
Feb 18	Holiday - Washington's Day
Mar 23	Fast Track 1 ends
M25-30	Spring Break
Apr 1	Fast Track 2 begins
May 24	Commencement
May 25	Spring semester/Fast Track 2 ends
May 27	Holiday - Memorial Day
May 31	Spring grade rosters due

SUMMER 2019	
M28 - J21	Summer 4 Week Intercession
Jun 17	Summer 6 and 8 week begins
Jul 4	Holiday - Independence Day
Jul 26	6-wk session ends
Aug 9	8-wk session ends
Jy31/A 14	Summer grade rosters due

FALL 2018 SEMESTER MEETING DAYS						
M	T	W	TH	F	S	
14	16	16	16	16	15	

SPRING 2019 SEMESTER MEETING DAYS						
M	T	W	TH	F	S	
15	16	16	16	15	15	

LEGEND						
⊗	Plenary					
➡	Semester Begins					
⬆	Spring Recess					
○	Last Class					
■	Instructional Days					
■	Classes not in session					
■	Holidays					
■	Intercession					
	Ins Day	Flex	Ins+Flex	Sat	All Total	
Fall	78	4	82	15	97	
Spring	78	3	81	15	96	

FY 17-18 FTES Overview - Estimation

(SPC Meeting)

FTES Overview

	<u>FTES</u>	<u>Notes</u>
FY 17-18 Adopted Budgeted FTES	19,200	Adopted Budget \$3.4M Deficit (Does not include any negotiated increases)
FY 16-17 Final Reported FTES	<u>18,111</u>	FY 16-17 320 Attendance Report
FTES Increase Needed in FY 17-18 to reach Adopted Budget	1,089	\$5,526,675 GFU Revenue in FY 17-18 Budget
Current Fall 2017 Decline (3.1%)	<u>561</u>	<u>\$2,849,313</u> Current GFU Revenue Loss per Enrollment Report
Revised FTES Increase Needed to reach Adopted Budget	(a) 1,650	\$8,375,988 GFU Total Potential Loss in FY 17-18 Budget
FY 17-18 Potential Growth Available at Advance Apportionment (19,714)	<u>514</u>	<u>\$2,608,550</u> GFU Potential Additional Revenue if Growth Reached
Total FTES Need to Attain both Adopted Budget and Growth	(a1) 2,164	\$10,984,538 Total GFU Revenue (including Growth)

FTES Plan - (Estimates)

	<u>FTES</u>	
Spring 2018	417	FY 16-17, earned 8,334 FTES (5% estimated increase)
South Education Center	100	Estimated
North Education Center	50	Estimated
Summer 2018 Borrowing	<u>1,000</u>	If Summer Academic Calendar is shifted (Allows Summer FTES borrowing up to 1,400 FTES - if not, only 50 FTES will be able to borrow)
Total Increase per FTES Plan	(b) 1,567	
Net Increase/Decrease over Adopted Budget	(c) (83)	Does not attain FY 17-18 Adopted Budgeted FTES (\$421,225)
Net Increase/Decrease over Budget and Growth FTES Needed	(c2) (597)	Does not attain Growth Funds Available



Progress Report on the Development of SEM Plan
Strategic Planning Council
Date: 10/03/17

Summary of Progress

- SEM Advisory Committee established
- SEM Advisory Committee met September 7th, 2017.

Agenda

1. Role of SEM Committee

2. Overview of SEM Committee's Fall Work

- a. IEPI PRT and plan
- b. Initial work of SEM Task Force
- c. Meeting dates and timeline
- d. Planned activities

3. SEM Overview and Discussion

- a. Why SEM? Why Now?
- b. IEPI SEM ASK
- c. SEM Background
- d. SEM Purpose Statement (IEPI SEM ASK)
- e. SEM Framework

4. Our Role(s) in SEM

- SEM Advisory Committee participated in workshop on September 30, 2017.

Agenda

1. Welcome and Introductions

2. Why SEM

- a. SEM Reset
- b. Budget/Current Enrollment
- c. Implications

3. Community and College Observations

- a. Adult Population Estimates and Projections (incl. Demographics)
- b. Labor Market Projections
- c. Analysis for Enrollments (incl. Demographics, residence, enrollment flow)
- d. Overview of course offerings and types of courses
- e. Overview of student progress and achievement
- f. <https://www2.palomar.edu/pages/strategicplanning/files/2017/10/SEPT30-SEM-Committee-Workshop-FINAL1.pdf>

4. SOAR Analysis

- a. Strengths
- b. Opportunities
- c. Aspirations
- d. Results

- Members of SEM Advisory Committee members unable to participate in workshop on Saturday will meet tomorrow to learn about the outcomes of the workshop.
- SEM Advisory Committee will meet October 5, 2017 to continue work on SEM Plan. Committee will use results of SOAR analysis to identify/confirm enrollment targets, goals areas, and potential strategies for the SEM plan.