

### Leadership and SPC Retreat

### AUGUST 13, 2018

Time: 9:00 am to 4:00 pm

Location: Twin Oaks Golf Course, Garden Ballroom

1441 N Twin Oaks Valley Road, San Marcos

Attendees: Jenny Akins, Cheryl Ashour, Barbara Baer, Michelle Barton, Joi Blake, Lisa

Carmichael, Carmelino Cruz, Olga Diaz, Patti Dixon, Dan Dryden, Aiden Ely, Kelly Falcone, Jenny Fererro, Tricia Frady, Margie Fritch, Anel Gonzalez, Laura Gropen, Derrick Johnson, Jack Kahn, Teresa Laughlin, Kendyl Magnuson, Martha

Martinez, Connie Moise, Lisa Norman, Jim Odom, Yasue O'Neill, Ron Perez, Eileen Poole, Travis Ritt, Candace Rose, Stacy Rungaitis, Connie Sterling, Sherry

Titus, Fari Towfiq

Welcome/Introductions Joi Blake

2. Action Item-Second Reading

a. Strategic Plan 2019 Year 3 Michelle Barton

3. 2018-2019 Priorities Joi Blake

4. Institutional Effectiveness Series Joi Blake

5. Education Master Plan CBT

6. LUNCH

7. Accreditation Update Michelle Barton

8. Guided Pathways – Creating a Culture Jack Kahn/ Of Engagement Aiden Ely

9. Lollipop Moment (Video)



## LEADERSHIP AND SPC RETREAT MINUTES August 13, 2018

A special meeting of the Palomar College Strategic Planning Council scheduled August 13, 2018, was held at Twin Oaks Golf Course, Garden Ballroom. Superintendent/President Joi Blake called the meeting to order at 9:15 a.m.

### **ROLL CALL**

Present: Jenny Akins, Barbara Baer, Michelle Barton, Joi Blake, Carmelino Cruz, Olga Diaz, Patti Dixon, Kelly

Falcone, Jenny Fererro, Tricia Frady, Anel Gonzalez, Laura Gropen, Jack Kahn, Teresa Laughlin, Martha Martinez, Connie Moise, Lisa Norman, Jim Odom, Yasue O'Neill, Ron Perez, Eileen Poole,

Candace Rose, Travis Ritt, Stacy Rungaitis, Connie Sterling, Sherry Titus, Fari Towfiq

Absent: Lisa Carmichael, Dan Dryden, Aiden Ely, Margie Fritch, Derrick Johnson

Guest: Sandy Kate, Kendyl Magnuson, Dan Rosenberg, John Spevak

Recorder: Cheryl Ashour

### 1. WELCOME/INTRODUCTIONS

Joi Blake welcomed the constituent leadership and members of the Strategic Planning Council to the retreat. Everyone introduced themselves.

### 2. ACTION ITEMS/SECOND READING

### a. Strategic Plan 2019 Year 3 (Exhibit 2a)

Michelle Barton reminded everyone that the first reading of the Strategic Plan 2019 Year 3 was discussed at the May 15 SPC meeting and is coming for approval at this meeting. There were no questions.

MSC (Towfiq/Akins) to approve the Strategic Plan 2019 Year 3 as presented

### 3. Points of Pride

Joi Blake stated there were many accomplishments made this past fiscal year. She asked members to talk with those sitting at their table on their points of pride. Afterward, a spokesperson from each table reported on their discussion. Some of the points of pride are: the opening of the North and South Centers; the Food Pantry; the Associate Degree for Transfer for Mathematics; and the opening of the Parking Structure, which students especially appreciated.

### 4. 2018-2019 Priorities

Joi Blake stated the District will be working diligently on three priorities this fiscal year. She briefly reviewed each one:

- Diversity: Students, Staff, Curriculum, Finance
- Guided Pathways: State funding now based on performance
- Financial Stability: Balancing the budget, Role of each Division, Leasing Land, Student Housing,
   Billboard at North Center

#### 5. Institutional Effectiveness Series

Joi Blake stated institutional effectiveness is not just about the budget or a one-time discussion. It should be meaningful to the District, with agility and resilience for the long-term. She proposed a series of institutional effectiveness discussions take place during the Strategic Planning Council meetings this fiscal year in order to develop effective systems. She asked each table to discuss what they think should be part of the series and the structure. Afterward each table reported their discussion:

- Align SPC, Guided Pathways, and Strategic Enrollment Management to make sure they interface
- Fix Inefficiencies and increase communication; eliminate some of the reporting out
- Better communication. The PD Portal was a good start but the process makes it more tedious to get information
- Put infrastructure in place, such as electronic approval, to decrease time on busy work
- Capture feedback from students, faculty and staff in one repository
- Collect data and show patterns that can be identified
- Focus on ground rules: student needs first, don't lose sight of values, hear and understand an outsider's perspective, building on what we do well, eliminate us versus them
- Place IE conversations on agendas at councils and committees

#### 6. Education Master Plan

Michelle Barton stated the Education Master Plan (EMP) is being updated because another bond is being considered. The District is working with Collaborative Brain Trust (CBT) to write the update. Phase 1 began March 2018 with listening sessions with faculty, staff, students and community members. Phase 2 was in June and July where the information was reviewed and organized into a planning document. The EMP is now in Phase 3, where it will go to SPC for review and approval and then to the Governing Board for approval. As the EMP was updated, the District worked with HMC Architects to update the Facilities Master Plan.

Ms. Barton introduced the consultants from CBT, John Spevak and Dan Rosenberg, who provided a preview of the updated EMP. Mr. Spevak stated an internal scan was done to show the demographics of our students and staff, the participation rate, and persistence and completion. An external scan was done to see who lives in our service area, their behavior and background. A labor market study was also done to show the job opportunities in the District and region. Mr. Spevak reviewed the qualitative data and ten key themes from stakeholders, ten planning assumptions, and enrollment expansion opportunities. Mr. Rosenberg discussed six recommended implementation strategies and the next steps. Travis Ritt reported faculty reviewed the plan's narrative to ensure faculty voice was heard and it supports the faculty mission.

Ms. Barton introduced Sandy Kate from HMC who provided an overview of the Facilities Master Plan 2018 Update. An analysis of facilities and sites was conducted. She reviewed the building, renovation, and site projects that were completed under Prop M. The FMP will go to the Facilities Review Committee, SPC and then will be presented to the Board at a workshop the end of September.

### 7. Accreditation

Ms. Barton provided an accreditation update. The Midterm Report is divided into three sections: self-identified improvement plans, Institutional Effectiveness Recommendations, and Data Trend Analysis. She discussed the five self-identified improvement plans: Participatory Governance, Diversity in Staffing, Fiscal Planning, Participatory Governance (2); and Distance Education Online Tutoring. The Institutional Effectiveness recommendations were reviewed: Strategic Enrollment Management, Staffing (Classified & Admin), Program Review and Planning (non-instructional), Institution-set Standards, Student Learning Outcomes; and Discipline Preparation. Ms. Barton discussed the timeline to submit the Mid-Term Report to the Accreditation Commission in March, 2019.

### 8. Guided Pathways

Jack Kahn stated the focus of this year's Plenary will be Guided Pathways. He provided an overview, discussing why the Chancellor's office is requiring Guided Pathways at every California community college. Plenary will provide workshops throughout next week so faculty can craft a Guided Pathways Plan individual to Palomar College that complies with the requirements from the Chancellor's Office.

### 9. Lollipop Moment

A video about how someone's world can be positively changed by "small" acts, words or experiences.

Joi Blake thanked everyone for participating in the Leadership and SPC Retreat.









## Points of Jacob Points of Jaco



## **2018-2019 Priorities**









### Institutional Effectiveness Series

- What's a concept!
- Strategic alignment?
- What's our framework?
- What are the ground rules?
- How do we operationalize?
- Next Steps





## **Education Master Plan Update**





## **Timeline**

Phase March-May 2018

Phase 2

June-July 2018 Phase 3 August-September 2018







## **Strategic Planning Goals**





## **Accreditation Update**





## **Mid-term Report**

- Includes three major sections:
  - Self-Identified Improvement Plans
  - Institutional Effectiveness Recommendations
  - Data Trend Analysis





## Self-Identified Improvement Plans

**#1: Participatory Governance** 

#2: Diversity in Staffing

#3: Fiscal Planning

#4: Participatory Governance

**#5: Distance Education Online Tutoring** 





## Institutional Effectiveness Recommendations

#3: Strategic Enrollment Management

#4: Staffing (Classified & Admin.)

#5: Program Review and Planning (non-instructional)

#6: Institution-set Standards

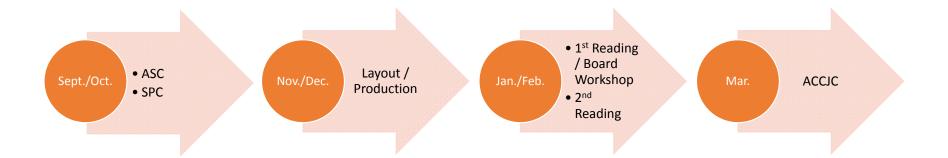
**#7: Student Learning Outcomes** 

#8: Discipline Preparation





## Next Steps Mid-Term Report

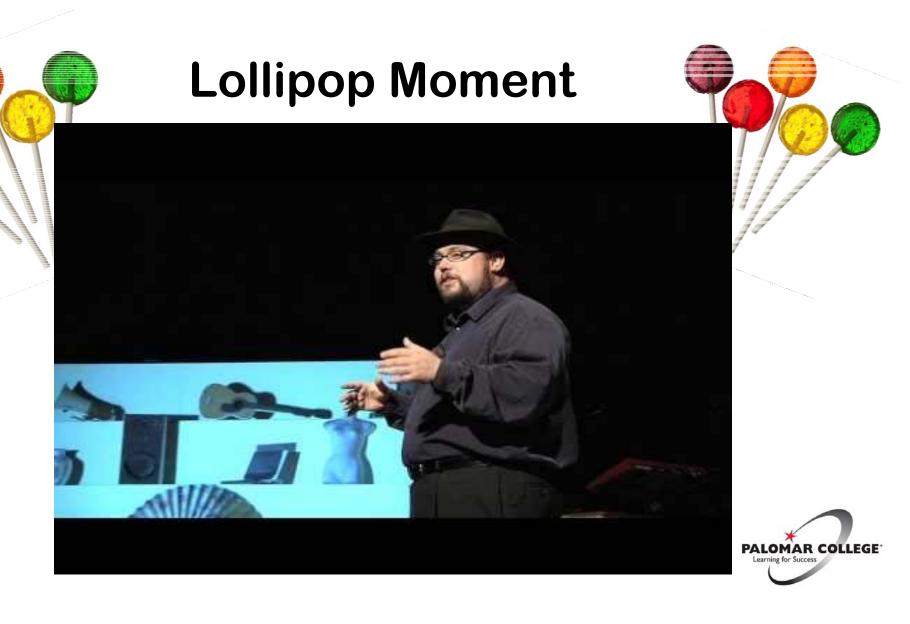




## Guided Pathways Creating a Culture of Engagement







## **KEEP** CALM AND HAVE A GOOD SEMESTER





## PALOMAR COLLEGE Facilities Master Plan 2018 Update

AUGUST 13, 2018 SPC RETREAT

**HMC** Architects



## FMP Update Overview

FACILITIES MASTER PLAN 2018 UPDATE

HMC Architects

### 2018 FMP UPDATE OVERVIEW

- / Relationship between EMP and FMP
- / Building upon 2010 FMP Update Goals and Projects
- / Framework Document





# 2010 FMP Project and Goal Status

FACILITIES MASTER PLAN 2018 UPDATE

HMC Architects

### 2022 FACILITIES MASTER PLAN: COMPLETED PROJECTS ON SAN MARCOS CAMPUS

- / Student Union Phase I
- / Natural Sciences Building
- / Health Sciences Building
- / Multidisciplinary Instructional Building "A"
- / Multimedia Lab/Planetarium
- / Industrial Technology Center
- / Theater Addition/Remodel



/ Teaching Learning Center

/ Child Development Center

/ Integration of Public Art

/ T Building Remodel

/ Gym and PE Facilities

/ Campus Police Building

/ Parking Structure



### 2022 FACILITIES MASTER PLAN: COMPLETED PROJECTS AT ESCONDIDO CENTER

- / Entry Points
- / Updated Student Spaces
- / Landscaping
- / Photovoltaics
- / Interior Renovation
- / Exterior Upgrades



### 2022 FACILITIES MASTER PLAN: COMPLETED PROJECTS AT FALLBROOK CENTER

- / Site Development
- / Construction of Portable Village
- / Landscaping
- / Phase 1 of Permanent Instructional Village



### RANCHO BERNARDO CENTER

/ Purchase and Redevelopment of New Facility





## 2018 FMP Update Project Lists

FACILITIES MASTER PLAN 2018 UPDATE

HMC Architects

### DISTRICT-WIDE PROJECTS

- Zero Net Energy Compliance and Sustainability Upgrades
- / Safety and Security Upgrades
- / Campus Signage and Wayfinding
- / Universal Design Upgrades
- / Learning Environment Upgrades

- / Informal Student Spaces
- / Technology Upgrades
- / Infrastructure and HVAC Upgrades
- / Integration of Public Art



### SAN MARCOS CAMPUS PROJECTS: NEW BUILDINGS

- / Student Services Building
- / Student Commons (including food service and bookstore)
- / Visual and Digital Art Media Instructional Building
- / Second Parking Structure
- / Music Building
- / Professional Development Center
- / Housing





### SAN MARCOS CAMPUS PROJECTS: RENOVATIONS

- / Administration Building Remodel
- / Repurposing of SSC
- / Dome
- / Wellness/Fitness Center
- / Building LL (Library) Repurposing and Remodel

- / Building Q (Broadcast Arts) and ETV Upgrades
- / Welding Expansion
- / Upgrade Recycling and Waste Center



### SAN MARCOS CAMPUS PROJECTS: SITE PROJECTS

- / Complete Arboretum Trail System
- / Vehicular Loop Road Relocation
- / Main Pedestrian North/South Walkway
- / Open Quad and Plaza
- / North Drop-off Loop
- / Main Campus Entrances
- / Nursery Visitor Center





### ESCONDIDO EDUCATION CENTER PROJECTS

/ Upgrade Childcare Center

/ CTE Classroom Renovations





### RANCHO BERNARDO EDUCATION CENTER PROJECTS

- / Additional Science Labs
- / STEAM Support Center
- / Technology Incubator





### FALLBROOK EDUCATION CENTER PROJECTS

Additional Instructional Space (Regional Health and Public Safety, Agribusiness, Future Farming, Sustainability, Veterinary, Culinary, Hospitality, Arts, etc.)







## Process Status

- / Distribution of FMP Draft to Executive Council + FRC August 8th
- / FRC Special Meeting—August 23rd
- / Comments from Executive Council + FRC Due to HMC—August 23rd
- / Distribution of FMP Draft #2 to SPC—September 4<sup>th</sup>
- / Comments from SPC Due to HMC—September 17th
- / Board Workshop—September 25<sup>th</sup>

FACILITIES MASTER PLAN 2018 UPDATE

HMC Architects



### Educational Master Plan Update 2018

### Welcome and Introductions

### Educational Master Plan (EMP) Update 2018

- College Administrative Liaison
- ►Ms. Michelle Barton
- EMP Steering Committee
  - ➤ Reps from College Planning Councils
- Consultant Team: Collaborative Brain Trust
  - Dr. Nicki Harrington
  - Dr. John Spevak
  - Mr. Dan Rosenberg Research Specialist

### Overview of College Planning Dr. Michelle Barton

- Long-Range Planning (12 year cycle)
  - Master Plan 2022 will sunset in 4 yrs
- Medium-Range Planning
  - EMP and FMP Updates as needed
  - 3 year Strategic Plans
    - Currently: 3<sup>rd</sup> year SP 2019
    - Next SP 2022
- Short-Range Planning
  - Program Reviews (2 yr cycle)
  - SP Annual Goals and Objectives

## Long-Range Planning Educational Master Plan Update 2018 Facilities Master Plan Update 2018 Strategic Plan 2022 (2019-22) Facilities Bond 2020 2022 Master Plan Development Begins in 2021-2022

### Education at Palomar College Dr. Jack Kahn, VP of Instruction

- Vision for Instruction
- Value of the Educational Master Plan

### Faculty Senate President Dr. Travis Ritt

- Faculty priorities for Palomar College
- Faculty Senate and the value of the Educational Master Plan

### EMP Update 2018 CBT Team

- Provides direction for Palomar College for the next four years and beyond until sunset of Master Plan 2022
- Data-driven developed based on the assessment of current and future needs for Palomar students, employers, and the community
- Utilizes quantitative and qualitative data to inform existing and future College planning efforts
- Provides Key Implementation Strategies for immediate use by existing College planning councils, committees, and facilities team

### EMP Update 2018 Development Process

- Extensive Data Collection (Quantitative and Qualitative)
- Synthesis and Analysis to yield Planning Assumptions and Key Implementation Strategies
- Review by Strategic Planning Council
- Review by Board of Trustees
- Implementation Strategies operationalized in existing College Councils and Committees; Informs Facilities Master Plan Update 2018

### **Data Sources**

### Quantitative

### Qualitative

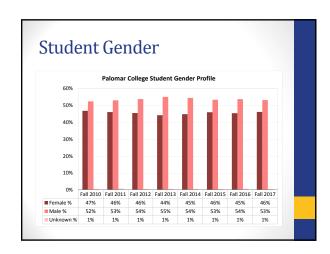
**Internal Scan** 

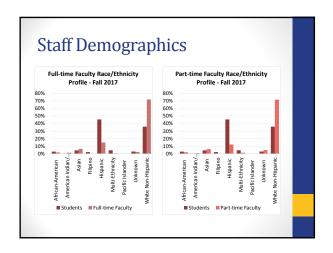
**Internal Stakeholders** 

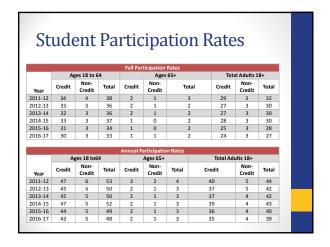
**External Scan** 

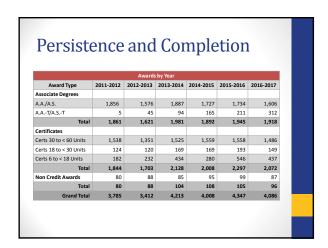
**External Stakeholders** 

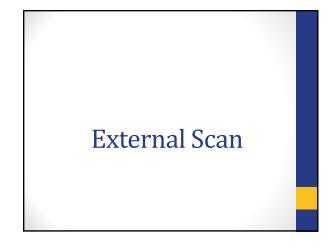
### **Internal Scan**

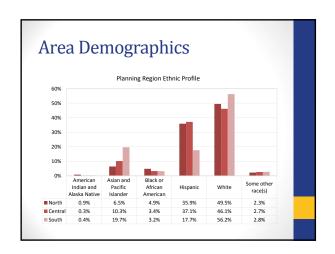


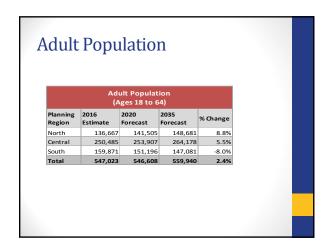


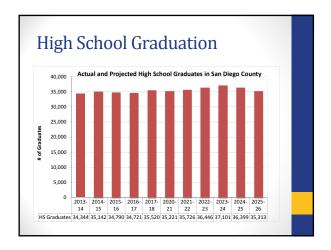














## Internal and External Stakeholders

### Stakeholder Input

- Internal Stakeholders
  - Management, Faculty, Classified Staff
  - Vision Interviews: President and Executives
  - Listening Sessions: Leadership Groups
  - Student Forums
- External Stakeholder Listening Sessions
- K-12 Partners
- University Partners
- Business and Industry representatives

### Key Themes from Stakeholders

- Responding to community needs
- Partnerships with K-12, universities, business, government, and community groups
- San Marcos Campus and Education Centers

### Key Themes (cont.)

- Enrollment management and scheduling
- Instruction
- Student Services and Campus Life
- Diversity and Equity

### Key Themes (cont.)

- Technology / Information Technology
- Human Resources & Internal Communications
- Fiscal Management
- Facilities

## Planning Assumptions

### **Planning Assumptions**

- Population growth is projected at 2.4%; significant base of potential students for the future
- 2. SD County unemployment < 3%; top 3 industries with projected growth:
  - · Health care & Social Assistance
  - Accommodations & Food Services
  - Professional, Scientific, & Technical Services

### Planning Assumptions (cont.)

- San Marcos and Fallbrook Center wellpositioned to address growth and changing labor market needs in N/NE
- 4. Growth is in <20; 30-49; and >60 yr olds; HS grads to increase 5% over next 5 yrs; Services to both HS students and grads, and working adults needed

### Planning Assumptions (cont.)

- Attendance patterns have changed since 2010; 5% fewer students attend full-time; 69% Part-time; 74% daytime; Fin Aid, Palomar Promise, improved scheduling, & enrollment management all needed
- 6. Potential for new student markets
  - HS: dual & concurrent; early HS
  - Adults: flexible scheduling, stackable credentials, improved articulation
  - -Non-credit: ESL, workforce training

### Planning Assumptions (cont.)

- Hispanic population has increased and is > ½ Palomar student body, compared to ~ 1/3 in the service area; impact to educational planning, student services, and staffing
- 8. Trends to be reversed:
  - Outmigration > in migration
  - Declining participation & persistence rates New Centers can assist with trend reversal

### Planning Assumptions (cont.)

- Fiscal stability requires a return to base of 19,200 FTES in next two years; set FTES goal of "20,000 by 2020"
  - in-reach marketing
  - outreach marketing
- Productivity at 525 WSCH/FTEF needed along with increased enrollments
  - enrollment management; schedule analysis
  - improved room utilization
  - program and course consolidation

### Planning Assumptions (cont.)

- 11. Enrollment management & outreach efforts needed:
  - Improved onboarding of new students
  - Improved participation rates of existing and new students
  - Increased retention, persistence, and completion rates
  - Increased dual and concurrent enrollment in high schools
  - Reverse in net loss of students: outmigration vs. in-migration)
  - Outreach to new student markets, esp. underserved and growth populations (those < 20, & working adults 30 to 49)</li>
  - Expanded articulation with K-12 and university partners
  - Expanded relations / collaborations with business partners

### **College Expansion**

### College Expansion PCCD & San Marcos Campus

- Population Growth of the Palomar District service area is projected at 2.4% over the next 15 yrs, with growth in the North
- San Marcos fastest growing city in Southern CA

/Northeast greatest at 8%

- Comprehensive programs and services at San Marcos Campus;
   will remain > 75% of the College's FTES over the next decade
- Strengthened connections with HS, university, and business partners are underway
- Marketing, outreach, enrollment management are needed to return to base FTES of 19,200; target: "20,000 FTES by 2020"

### College Expansion Escondido Center

- Escondido population base >150,000; largely Hispanic
- Nearly 18% poverty in Escondido
- Lower attainment of higher education degrees here compared to the rest of San Diego County
- 62% of Escondido Center students also attend San Marcos Campus
- ${}^{\bullet}$  Enrollment  ${}^{\sim}$  1000 1200 FTES and expected to stay at this level over next several years

### College Expansion Escondido Center (cont.)

Program Foci for Escondido Center

- Early College HS; Dual & concurrent HS enrollments
- General education to meet local needs; Core transfer courses
- Career Technical Education
- Business
- Early Childhood Education (ECE)
- Heating, Ventilation, and Air Conditioning (HVAC)
- Health and Public Safety / Emergency Medical Education
- English as a Second Language (ESL); Puente Program
- Noncredit Instruction focused on career and technical education and job skills acquisition

### College Expansion Fallbrook Center

- Temporary Facilities → Permanent Facilities
- North/NE fastest growing area of College (8% in next few years)
- Fight Native American tribes
- · Goal of 2000 FTES over next several years

#### **Current Offerings**

- Core transfer coursework
- Select behavioral sciences coursework
- Business and Accounting
- Health and Public Safety
  - Prerequisites for nursing and kinesiology
  - Introductory courses for Criminal Justice and Emergency Medical Education programs

### College Expansion Fallbrook Center (cont.)

### Prospective Program Foci

- Expanded general education to meet local needs
- University Center; core transfer coursework
- Early College High School
- Career Technical Education (CTE)
  - Agribusiness
- Future Farming; Sustainability; Veterinary
- Regional Health & Public Safety site disciplines to be determined
- Culinary / Hospitality in partnership with local Native American tribes
- Art

### College Expansion Rancho Bernardo Center

- Southern area of District has a larger White and Asian/Pacific Islander population than Central and North/Northeast
- Planned approval for Education Center status with CCCCO
- New facilities; located in Industrial Park; STEAM focus
- Potential for Center to reverse student outmigration
- Target FTES 2000 over next several years

### Prospective Program Foci

- · Early College HS; General education to meet local needs
- UC core transfer coursework and University Center offerings
- Career Technical Education & Adult Non-Credit Programs
- Hub for Contract Education

### College Expansion Rancho Bernardo Center (cont.)

- Science, Technology, Engineering, Arts, Mathematics (STEAM)
  - Biology; Adult and Other Disorder Studies (AODS)
  - Computer Science; Mathematics; Physics; Engineering; Architecture and Design
- Networking; Digital Arts; Cyber Security
- Technology and Innovation Center
- International business incubator; Maker Space
- New multi-disciplinary approaches to address workforce needs
- Small business manufacturing
- Partnerships with local businesses
- Supervisory Management
- Employability Skills Training
- Advanced Technical Training

### College Expansion Camp Pendleton

- Provides on-site coursework and services to active military, their families, and veterans
- Currently home to about 1,000 students
- Plans include a focus on enrollment management to serve a population often "in-transit" or "in-waiting" for deployment
- Fast Track and portable delivery modes, such as online, support the nature of the student population

### Ongoing and Prospective Program Foci

- General education and transfer coursework
- Computer technology coursework
- Emergency Medical Education (EME) certification
- Short-term Just-in-Time (JIT) training military & their families

### 

## Implementation Strategies

### Overarching Implementation Strategy

"Expand and enhance community college educational services within the Palomar Community College District both to support an inclusive, highly accessible environment where students can establish and successfully achieve their educational goals, and to grow enrollments toward a goal of '20,000 FTES by 2020', thus ensuring fiscal stability of the District."

### **Key Implementation Strategies**

- Implementation Strategy #1:
  - Grow centers in an intentional, responsive, efficient manner
- Implementation Strategy #2:
  - Increase participation rates and reach new student markets
- Implementation Strategy #3:
- Strengthen internal processes for progress and completion

### **Key Implementation Strategies**

- Implementation Strategy #4:
- Grow a robust, intentional Distance Education (DE) program
- Implementation Strategy #5:
  - Improve campus climate and engagement
- Implementation Strategy #6:
  - Streamline and enhance integrated planning

### Desired Outcomes of the Educational Master Plan Update 2018

- Increased student access and success
- Streamlined educational programs that meet growing needs of Palomar students, communities and employers
- Comprehensive, responsive design: San Marcos + 3 robust Centers + outreach services (Camp Pendleton, et al)
- Effective, efficient, nimble, fiscally prudent, and wellintegrated College internal systems
- Robust external partnerships that enhance resources and support the above outcomes

### **Next Steps**

- Produce and distribute EMP Update 2018 Document
- Operationalize key implementation strategies within existing College councils and committees
- Connect to facilities master plan: FMP Update 2018
- Use *EMP Update 2018* to inform development of *Strategic Plan 2022* (Planning begins 2020-21)



Questions & Discussion