



Tuesday, February 19, 2019
Strategic Planning Council

Chair: Joi Blake

Members: Jenny Akins, Barbara Baer, Michelle Barton, Carmelino Cruz, Olga Diaz, Patti Dixon, Kelly Falcone, Tricia Frady, Anel Gonzalez, Laura Gropen, Jack Kahn, Teresa Laughlin, Martha Martinez, Connie Moise, Lisa Norman, Ron Perez, Travis Ritt, Star Rivera-Lacey, Stacy Rungaitis, Connie Sterling, Sherry Titus, Fari Towfiq, Anthony White

Recorder: Cheryl Ashour

A. Opening

Subject 1. Call to Order

Meeting Feb 19, 2019 - Strategic Planning Council

Category A. Opening

Type Opening

Subject 2. Approval of February 5, 2019 SPC Minutes

Meeting Feb 19, 2019 - Strategic Planning Council

Category A. Opening

Type Action, Minutes

Recommended Action Approve Minutes of February 5, 2019

Minutes [View Minutes](#) for Feb 5, 2019 - Strategic Planning Council

Motion & Voting

Approve Minutes of February 5, 2019

Motion by Patti Dixon, second by Laura Gropen.

Final Resolution: Motion Carries

Yea: Jenny Akins, Michelle Barton, Joi L Blake, Olga Diaz, Patti Dixon, Kelly Falcone, Tricia Frady, Anel Gonzalez, Laura Gropen, Jack S Kahn, Lisa M Norman, Ron Perez, Stacy Rungaitis, Fari Towfiq, Teresa Laughlin, Travis Ritt

B. Integrated Planning

Subject 1. Integrated Planning Discussion

Meeting Feb 19, 2019 - Strategic Planning Council

Category B. Integrated Planning

Type Information/Discussion

Goals Accreditation Standard 4.A: Decision-Making Roles and Processes
Accreditation Standard 1.B: Assuring Academic Quality and Institutional Effectiveness

File Attachments
Strategic Plan 2019 Closeout.pdf (152 KB)

Subject 2. Vision for Success Discussion

Meeting Feb 19, 2019 - Strategic Planning Council

Category B. Integrated Planning

Type Information/Discussion

Goals Accreditation Standard 1.C: Institutional Integrity
Accreditation Standard 1.B: Assuring Academic Quality and Institutional Effectiveness

File Attachments
VfS_SPC 2_19_19.pdf (409 KB)

C. Information/Discussion

Subject 1. Diversity

Meeting Feb 19, 2019 - Strategic Planning Council

Category C. Information/Discussion

Type Information/Discussion

Subject 2. Video

Meeting Feb 19, 2019 - Strategic Planning Council

Category C. Information/Discussion

Type

Subject 3. Sharing - Fariheh Tofiq

Meeting Feb 19, 2019 - Strategic Planning Council

Category C. Information/Discussion

Type Information/Discussion

D. Accreditation

Subject 1. Fallbrook - Substantive Change Report

Meeting Feb 19, 2019 - Strategic Planning Council
Category D. Accreditation
Type Action, Accreditation
Goals Accreditation Standard 1.C: Institutional Integrity

E. Reports of Planning Councils/Departments

Subject 1. Finance and Administrative Services Planning Council - Ron Perez

Meeting Feb 19, 2019 - Strategic Planning Council
Category E. Reports of Planning Councils/Departments
Type Reports

Subject 2. Human Resource Services Planning Council - Lisa Norman

Meeting Feb 19, 2019 - Strategic Planning Council
Category E. Reports of Planning Councils/Departments
Type Reports

Subject 3. Instructional Planning Council - Jack Kahn, Ph.D.

Meeting Feb 19, 2019 - Strategic Planning Council
Category E. Reports of Planning Councils/Departments
Type Reports

Subject 4. Student Services Planning Council - Star Rivera-Lacey

Meeting Feb 19, 2019 - Strategic Planning Council
Category E. Reports of Planning Councils/Departments
Type Reports

Subject 5. Foundation - Stacy Rungaitis

Meeting Feb 19, 2019 - Strategic Planning Council
Category E. Reports of Planning Councils/Departments
Type Reports

Subject 6. Professional Development - Kelly Falcone

Meeting Feb 19, 2019 - Strategic Planning Council
Category E. Reports of Planning Councils/Departments

Type Reports

Subject 7. Guided Pathways - Jack Kahn

Meeting Feb 19, 2019 - Strategic Planning Council

Category E. Reports of Planning Councils/Departments

Type Reports

F. Reports of Constituencies

Subject 1. Faculty Senate - Travis Ritt

Meeting Feb 19, 2019 - Strategic Planning Council

Category F. Reports of Constituencies

Type Reports

Subject 2. PFF/AFT - Teresa Laughlin/Barbara Baer

Meeting Feb 19, 2019 - Strategic Planning Council

Category F. Reports of Constituencies

Type Reports

Subject 3. CCE/AFT - Anel Gonzalez

Meeting Feb 19, 2019 - Strategic Planning Council

Category F. Reports of Constituencies

Type Reports

Subject 4. Associated Student Government - Anthony White

Meeting Feb 19, 2019 - Strategic Planning Council

Category F. Reports of Constituencies

Type Reports

Subject 5. Confidential/Supervisory Team - Jenny Akins

Meeting Feb 19, 2019 - Strategic Planning Council

Category F. Reports of Constituencies

Type Reports

Subject 6. Administrative Association - Connie Sterling

Meeting Feb 19, 2019 - Strategic Planning Council

Category F. Reports of Constituencies

Type Reports

G. Other

H. Adjournment

Subject 1. Adjournment

Meeting Feb 19, 2019 - Strategic Planning Council

Category H. Adjournment

Type

**Palomar Community College
Strategic Planning Council
(Tuesday, February 19, 2019)**

Members present

Jenny Akins, Michelle Barton, Joi L Blake, Olga Diaz, Patti Dixon, Kelly Falcone, Tricia Frady, Anel Gonzalez, Laura Gropen, Jack S Kahn, Lisa M Norman, Ron Perez, Stacy Rungaitis, Fari Towfiq, Teresa Laughlin, Travis Ritt

Members absent

Barbara Baer, Carmelino Cruz, Margie Fritch, Connie Moise, Star Rivera-Lacey, Connie Sterling, Sherry Titus, Anthony White

A. Opening

1. Call to Order

The meeting was called to order at 2:30 p.m.

2. Approval of February 5, 2019 SPC Minutes

Motion by Patti Dixon, second by Laura Gropen.

Final Resolution: Motion Carries, Unanimous

B. Integrated Planning Discussion

1. Integrated Planning Discussion

Michelle Barton stated the Vision and Mission Statement and the Strategic Plan needs to be completed by May/June. Later this year, the Chancellor's Office will release guidelines for one complete plan. It is recommended that next year the Strategic Plan be a one-year bridge plan until the Chancellor's recommendations are released.

Ms. Barton reviewed the steps for Vision for Success and Strategic and Master Plan 2022 Development. She asked members to break into three groups to identify the work accomplished on the goals in the Strategic Plan 2019. Afterward the groups shared their results. (Attachment)

A spreadsheet was shown listing five existing Plans in columns with its objectives under each: Vision for Success, Strategic Plan 2019, SEM, Guided Pathways, and Equity Plan. The hope is to create a comprehensive plan that merges goals from all the plans. Ms. Barton led a discussion on our over-arching goals and key performance indicators throughout the plans. The Equity Plan, Technology Plan and Staffing Plan will need to connect into the goals as well. Ideas on how to organize the goals were shared, such as using VFS local goals or Guided Pathways as the Strategic Goals. The discussion will continue at the special meeting on February 22, 2019.

2. Vision for Success Discussion

Michelle Barton reviewed data from Student Success Metrics Dashboard for Palomar College for the Five VFS Goals: Completion Degree and Certificates, Transfer, Unit Accumulation, Workforce, and Equity. A chart showing the Chancellor's Office expectations and the District's actual numbers were compared for each subset under the goals. Palomar College must select at least one subset and set a goal under each VFS Goal.

C. Information/Discussion

This item was not reviewed because of time limitations.

D. Accreditation

This item was not reviewed because of time limitations.

E. Reports of Planning Councils/Departments

This item was not reviewed because of time limitations.

F. Reports of Constituencies

This item was not reviewed because of time limitations.

G. Other

This item was not reviewed because of time limitations.

H. Adjournment

There being no remaining time, the meeting was adjourned at 4:10 p.m.

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

Objective 1.1: Implement our campus theme “Better Together” and encourage all employee groups and students to include the campus theme in activities, discussions, and events on campus and in our community.

- Earth Day
- Equity Film Series – equity
- Student Equity Speakers – equity
- Service Learning – equity
- Political Economy Days
- Constitution Day
- STEM Conference
- Tarde de Familia
- California Indian Day
- Multicultural Events/Activities
- Women’s History
- Humans/Humanity Event
- Internships/Workforce Development – President’s Associates
- Student Travel – field trips
- DRONE-CON
- PC-TV – water issues, trafficking
- Summer Academies – Instruction
- Starfish EA
- Employee Recognition

Objective 1.2: Encourage and promote innovative instructional and student support practices and strategies focused on strengthening teaching and learning.

- Apprenticeship – CTE
- Transitions Program/YDF
- TLC/FYE
- PD Programs
- Embedded Tutoring
- DRC – Accommodations, live scribe, magnified visual, testing center
- CALM

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

Objective 2.1: Identify and implement targeted recruitment strategies for college programs.

- Student Services is working on a shared vision for outreach- it's in the works (shared by VP Student Services)

Objective 2.2: Establish clear educational pathways with integrated student support services.

- SGA hoping to establish OSA as basic needs advocacy
- 163 academic maps have been sent in so far
- Faculty will start a discussion on meta majors March 1st
- Expanded dual and concurrent enrollment
- Professional councils (high school and college faculty) discussions- via Dean Sivert
- Onboarding project via student services (through the region)
- Summer academies
- NCHEA connections – strengthening articulation & practices
- IEPI onboarding project analysis

Objective 2.3: Strengthen and implement strategies to facilitate student completion of basic skills coursework within their first 30 units.

- We have made all changes – now working on communication & re-thinking processes for support
 - Need broader social media presence
- Connected with Guided Pathways

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

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.

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.

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.

Internal

- Connect Communities (3PD Portal)
- Tuesdays at 10 am
- Where's the Comet
- Happy Video
- Theme
- President's Holiday Party
- Plenary
- PD Wall Calendar
- *Together is Better* – Simon Sinek book
- *Redesigning America's Community Colleges*
- Re-branded – Palomar POWERED and WOW website

External

- Billboards
- Buses
- Social Media
- Report to the Community
- Annual Report
- Interfaith Breakfast
- Basic Skills Partners in Learning (Sivert)
- MLK Parade
- House of Humanities
- Opportunity – Radio and ads

Goal 4: Strengthen, promote, and support the college's diverse workforce through strategies focused on recruitment, hiring, and retention.

Objective 4.1: Identify and address areas with critical staffing needs in relation to achieving enrollment growth strategies.

- 5 Year Staffing Plan
- Succession planning

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 and community.

- New recruitment effort
 - Targeted Recruitment
 - Diversity Advertising

Objective 4.3: Develop and implement a comprehensive Professional Development Plan for all staff.

- Diversity Training – mandating in person
- PD Plan Update
- PD Speaker/Training
- PD Portal/announcement
- Inventory of communication methods

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.

- Open South Center
- Block scheduling

Objective 5.2: Increase course offering in the northern portion of the district while maximizing enrollment on the main campus.

- Open North Center
- Block scheduling

Objective 5.3: 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.

- Promise Program
- Dual Enrollment
- Reverse articulation
- NCHEA Conversations with Colleagues
- Redlands Relationship – Business Transfer
- Free Transcripts for CSUSM

Objective 5.4: 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.

- Cross leverage resources for marketing
- Leveraged Restricted Funds
- Ask Fiscal to see what process improvement they have done

Objective 5.5: Develop and implement an enrollment management plan that enhances access and success, supports intentional scheduling, and is integrated with budgetary planning.

- Deactivating courses/programs
- Data analysis
- Purchase of AD ASTRA
- FTES for supervised tutoring
- Proactive contacting students to increase units
- Starfish
- Set a FTES target or allocation for departments/divisions to schedule
- Opportunity – Campaign “What Degree Does Palomar Owe You?”

Objective 5.6: Explore alternative revenue streams that align with the college's mission such as international education and contract education.

- Finding places where we are leaving money on the table
- Vista Jail / Transitions
- Non-credit
- Fast and Furious 4 – Revenue generating
 - Solar Farm at Borrego Springs
 - Fallbrook retail space
 - Marque at Fallbrook Center
 - Student Housing

Strategic Planning Council

Vision for Success / Equity /Strategic Plan 2019

February 19, 2019

Work for the Semester

- **Vision for Success and Equity Goals – ***
- **Review Vision and Mission – ***
- **Strategic Plan (does not have to be in same form/another plan could take its place) – ***
- **Review/Revise Integrated Planning, Resource Allocation, and Evaluation**

STEPS for VfS and Strategic and Master Plan 2022 development

- 1) Review progress/work on our current SP2019*
- 2) Review Goals Across Our Plans
- 3) Identify One Set Of Overarching Goals for our Strategic and Master Plan
- 4) Evaluate objectives/strategies across our plans and align to our Strategic and Master Plan Goals
- 5) Set VfS Local goals (concurrently)
- 6) Set Equity Goals (concurrently)
- 7) Review/Revise Vision and Mission
- 8) Establish Additional Key Performance Indicators for our new Plan

Strategic Plan 2019 Goals

- Goal 1: Strengthen and connect teaching and learning across the college.
- Goal 2: Improve outreach, persistence, and student success (outcomes).
- Goal 3: Strengthen our message to the community.
- Goal 4: Strengthen, promote and support the college's diverse workforce through strategies focused on recruitment, hiring, and retention.
- Goal 5: Ensure the fiscal stability and increase enrollments.

Guiding Questions

- What activities/work are you aware of that the college has completed or is completing that aligns with this overarching goal (and related objectives)?
- Are any of the activities you listed currently being addressed in other institutional plans? If so, what plans?

Vision for Success	Strategic Plan 2019	SEM	Guided Pathways*	Equity Plan
<ul style="list-style-type: none"> • Increase Degrees/Cert • Increase Transfer • Decrease Units to Completion • Workforce: Increase work in field • Equity • Regional Equity 	<ul style="list-style-type: none"> • Teaching and Learning • Outreach, persistence, and Student success • Message to the Community • Hiring/Supporting Diverse Workforce • Fiscal Stability and Enrollment 	<ul style="list-style-type: none"> • Access • Progress and Completion • Community Engagement • Fiscal Stability /Infrastructure 	<ul style="list-style-type: none"> • Clarify the Path • Get on the Path • Stay on the Path • Ensure Learning <p>* Palomar's current plan is slightly different in that it is built around the 14 Key Elements provided by the CO (so a little more operational)</p>	<ul style="list-style-type: none"> • Basic Skills Completion • Access for Veterans • Completions for Disadvantaged Groups • Guided Pathways • Intervention and retention of students on progress / probation • REQUIRED PLAN

Reviewed as well

- Technology Plan – All goals were established and connected to Strategic Plan
- Staffing Plan – Recommendations throughout

Vision for Success	Strategic Plan 2019	SEM	Guided Pathways
<ul style="list-style-type: none"> • Increase Degrees/Cert • Increase Transfer • Decrease Units to Completion • Workforce: Increase work in field • Equity • Regional Equity 	<ul style="list-style-type: none"> • Teaching and Learning • Outreach, Persistence, and Student Success • Message to the Community • Hiring/Supporting Diverse Workforce • Fiscal Stability and Enrollment • Equity (integrate) • Technology (supports) • Staffing (supports) 	<ul style="list-style-type: none"> • Access • Progress and Completion • Community Engagement • Fiscal Stability /Infrastructure • Equity (integrate) • Technology (supports) • Staffing (supports) • *SEM includes targeted enrollment groups 	<ul style="list-style-type: none"> • Clarify the Path • Get on the Path • Stay on the Path • Ensure Learning • Equity • Technology • Staffing • Fiscal/Stewardship/Infrastructure

Thoughts???

- VfS Local Goals as Strategic Goals or Key Performance Indicators?
- Overarching Goals?

VfS Goals – An initial “look”

- Data from Student Success Metrics Dashboard
- Not all data populated yet. ☹️
- Some data still not lining up with our data or the SCFF. ☹️
- Examined Palomar’s data and *simulated/estimated* what our numbers would need to be if we followed the “rate of change” identified in the State’s goals.
- Identified Palomar’s current trend (if had four data points) - Would like to have more points - :-\

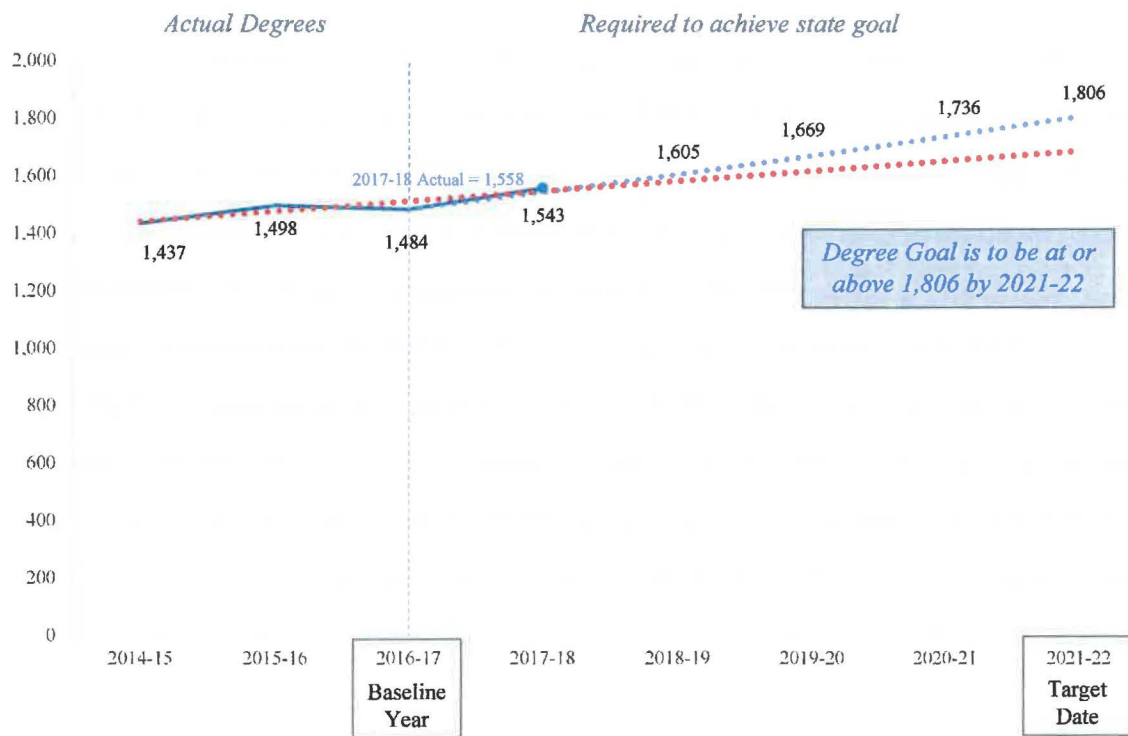
GOAL #1

COMPLETION DEGREE AND CERTIFICATES

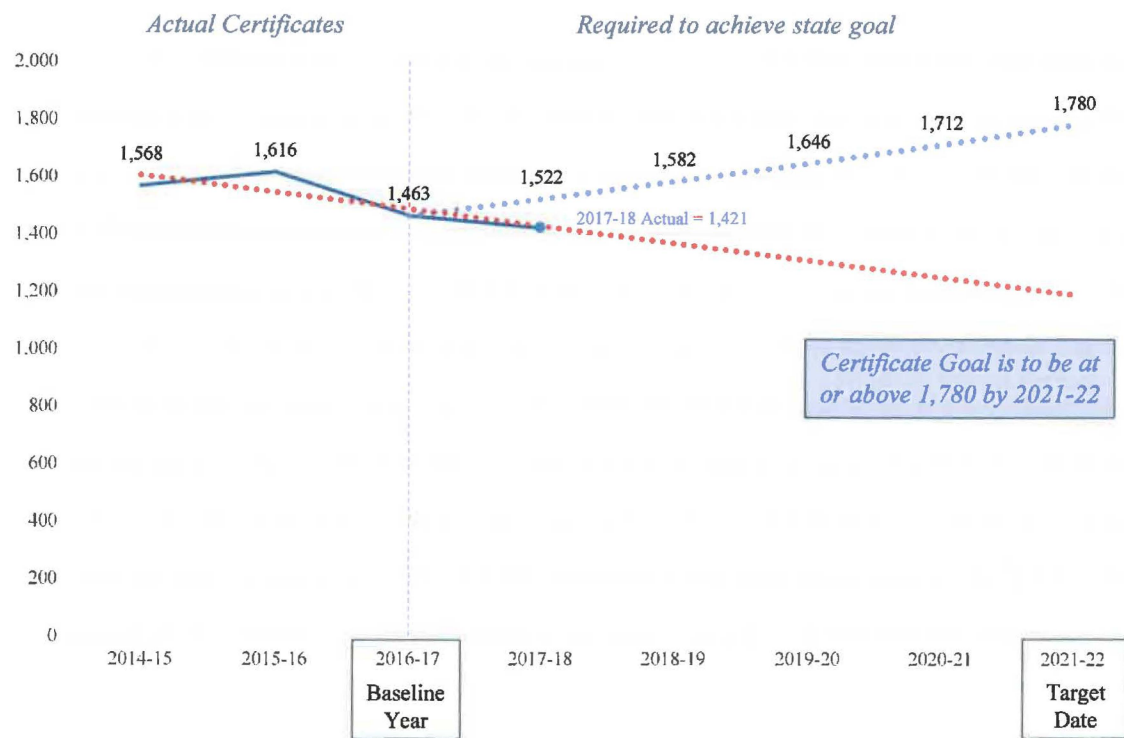
GOAL #1: Completion – Degrees and Certificates

- 1A. Increase the number of students who earn an Associate's Degree (including ADTs).
 - 1B. Increase the number of students who earn a Chancellor's Approved Certificate.
 - 1C. Increase the number of students who each various types of awards. (Language is confusing)
-
- Palomar must select and set a goal on at least one.

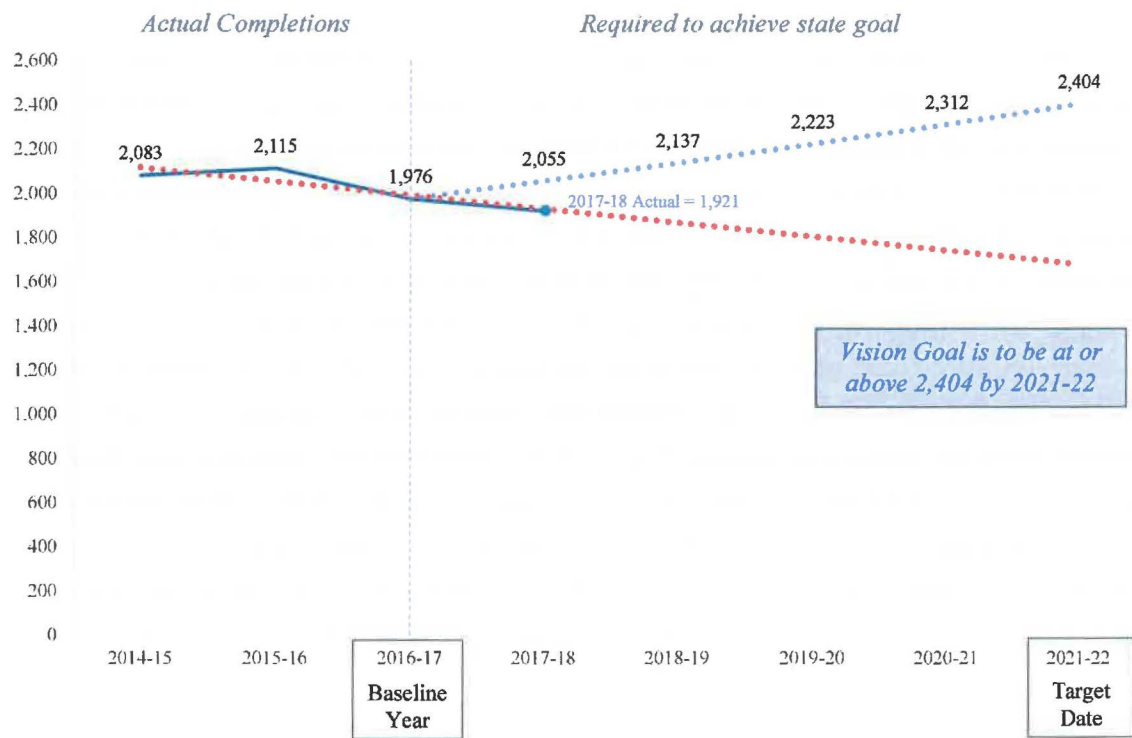
Associate Degrees (including ADTs)



Chancellor's Office Approved Certificates



Attained Vision Goal Completion



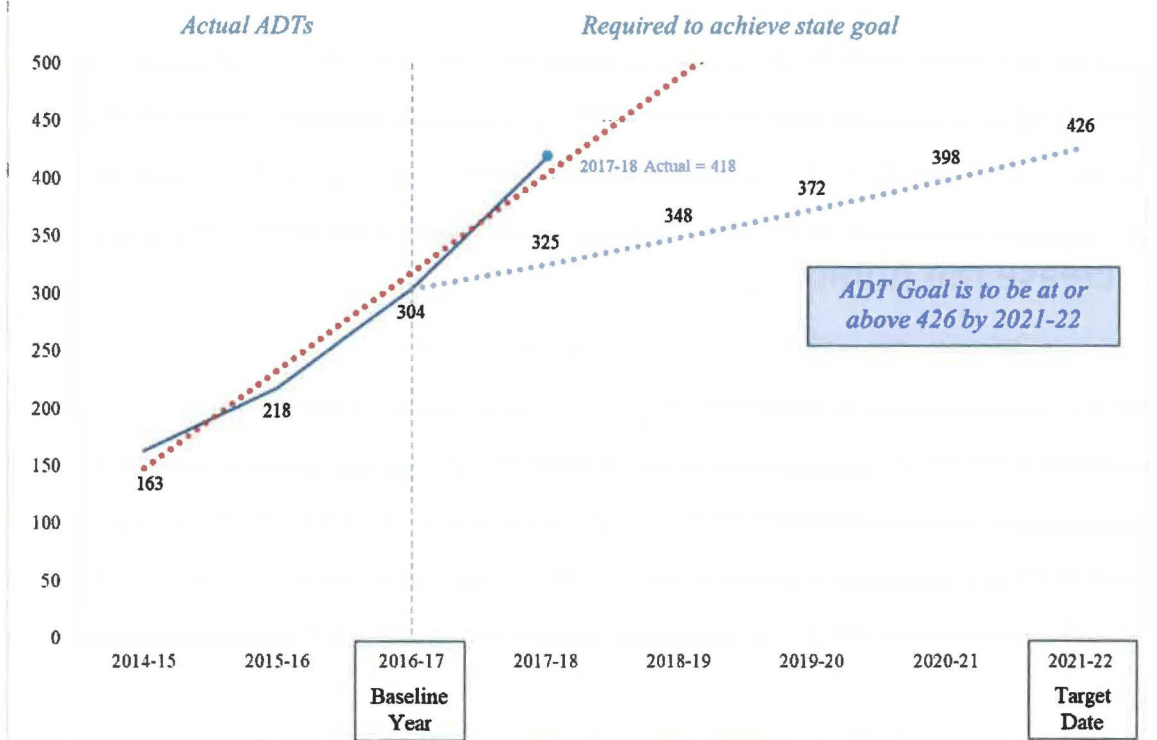
Goal 2

TRANSFER

GOAL #2: Transfer

- 2A. Increase the number of students who earn an Associate Degree for Transfer.
- 2B. Increase the number of students who Transferred to a CSU or UC.
- Palomar must select and set a goal on at least one.

Associate Degree for Transfer (ADT) Degrees



Transfers to UC and CSUs



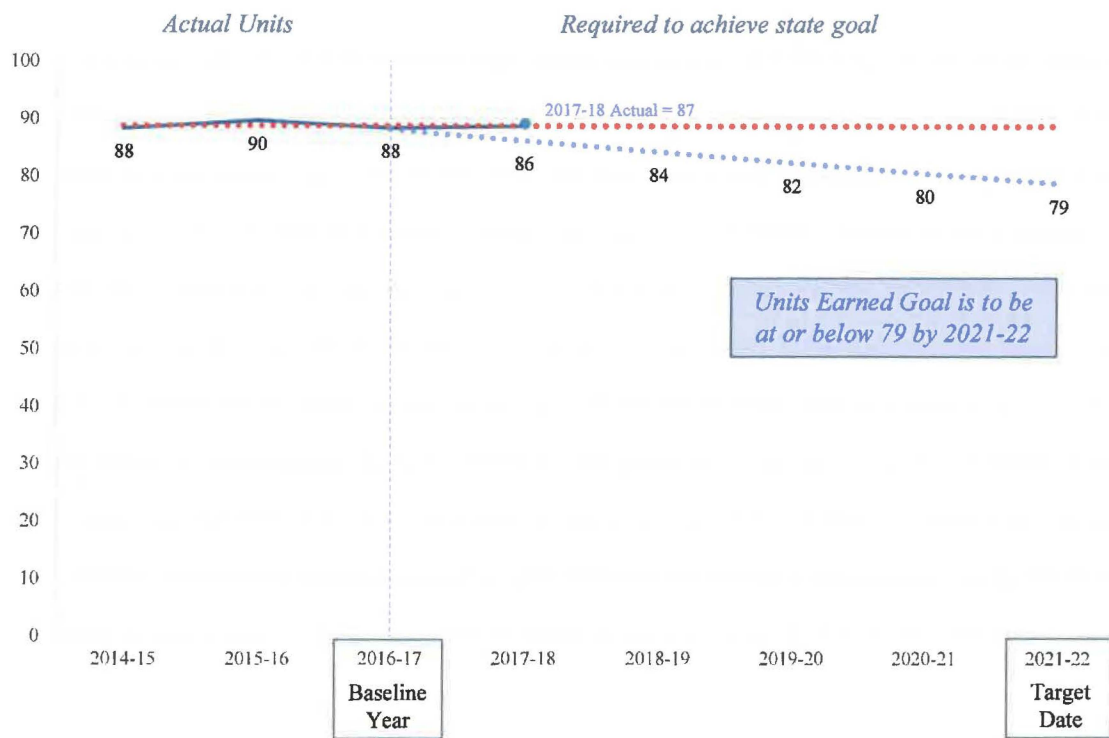
Goal 3

Reduce Average Units

Goal #3: Unit Accumulation

- **3A: Decrease Average Number of Units Accumulated by All Associate Degree Earners.**

Accumulated Units Earned by All Associate Degree Earners



Goal 4

Workforce

Goal #4: Workforce / Employment in Field

- 4A: Increase Median Annual Earning of All Students (Students who did not transfer and no longer at CC).
 - 4B: Increase Number of Students Who Attained a Living Wage.
 - 4C: Increase All Students with a Job Closely Related to their Field of Study.
-
- Palomar must select at least one.

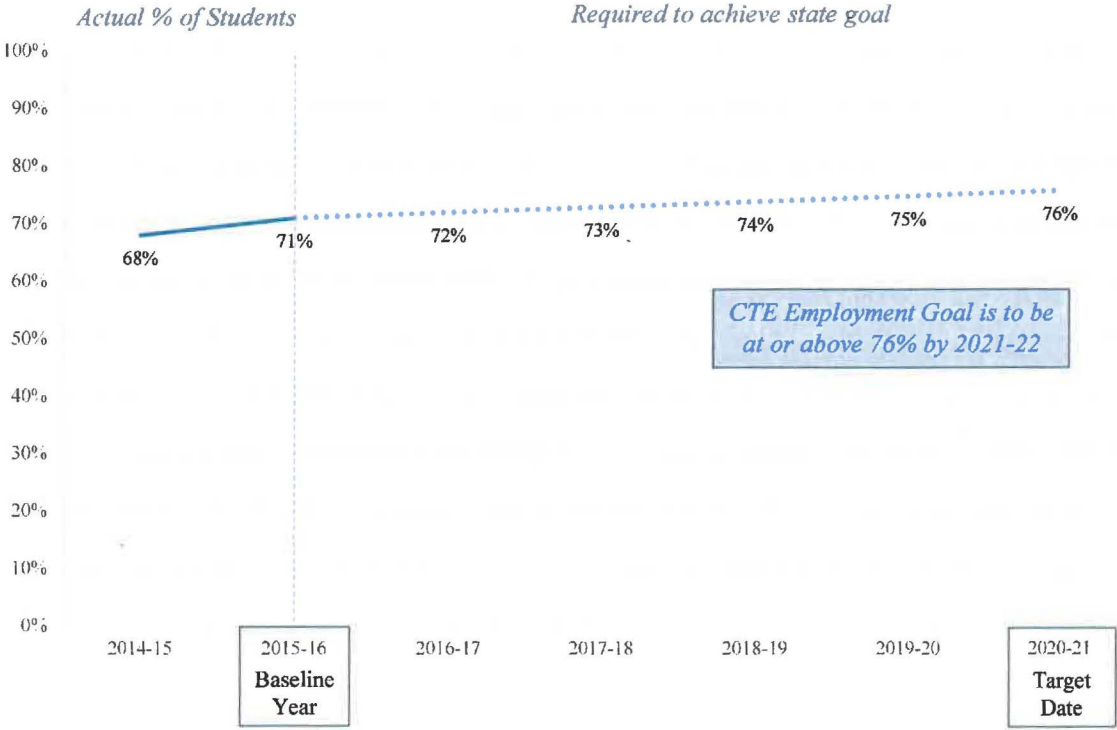
Median Income

No DATA on Dashboard

Regional Living Wage

No DATA on Dashboard

% CTE Students Employed in Field of Study



Goal 5

Equity

Goal 5: Equity

- Required to set VfS Goals for Disproportionately Impacted Student Groups.
- Must be more aggressive than the overall goals.
- Data not yet released or sent to us.

Next Steps

- Friday Workshop
 - Confirm overarching goals for SP2019 based on conversation today
 - Examine overlap / objectives
 - Continue discussion of VfS goals
 - What activities are we engaging in that will help us improve our outcomes for each goal?
What activities could we be engaging in to help us improve our outcomes for each goal?
 - Identify workgroup
 - Discuss Equity Goals