PALOMAR COLLEGE®
Learning for Success

Tuesday, May 7, 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, Connie Moise, Lisa Norman, Travis Ritt, Star Rivera-Lacey, Stacy Rungaitis, Connie Sterling, Sherry Titus, Fari Towfiq, Anthony White
Recorder: Cheryl Ashour

A. Opening

Subject	**1. Approval of April 16, 2019 Minutes**
Meeting	May 7, 2019 - Strategic Planning Council
Category	A. Opening
Access	Public
Type	Minutes
Minutes	View Minutes for Apr 16, 2019 - Strategic Planning Council

B. Presentation

Subject	**1. Palomar Guided Pathways Presentation from the San Diego Workforce Partnership reps**
Meeting	May 7, 2019 - Strategic Planning Council
Category	B. Presentation
Access	Public
Type	Information/Discussion

File Attachments
Presentation to Palomar Guided Pathways (002).pdf (2,378 KB)

C. Action-Second Reading

Subject	**1. VfS/Equity Goals**
Meeting	May 7, 2019 - Strategic Planning Council
Category	C. Action-Second Reading
Access	Public
Type	Action-Second Reading

D. Integrated Planning

Subject	**1. SP 2022 Framework**
Meeting	May 7, 2019 - Strategic Planning Council
Category	D. Integrated Planning
Access	Public
Type	Integrated Planning

Subject	**2. Update on IEPI PRT Plan**
Meeting	May 7, 2019 - Strategic Planning Council
Category	D. Integrated Planning
Access	Public
Type	Information/Discussion

File Attachments
Innovation and Effectiveness Plan PRT2_rev2.pdf (255 KB)

E. Information/Discussion

Subject	**1. State Apportionment Review - Carmen Coniglio**
Meeting	May 7, 2019 - Strategic Planning Council
Category	E. Information/Discussion
Access	Public
Type	Information/Discussion

Subject	**2. Faculty Position Priority Subcommittee Change**
Meeting	May 7, 2019 - Strategic Planning Council
Category	E. Information/Discussion
Access	Public
Type	Information/Discussion

File Attachments
Faculty Position Priority subcommittee.Change.2019.04.24.pdf (108 KB)

Subject	**3. Parking Plan Proposal**
Meeting	May 7, 2019 - Strategic Planning Council
Category	E. Information/Discussion

Access   Public

Type   Presentation

File Attachments
PARKING PLAN PROPOSAL.pdf (176 KB)

F. Reports of Planning Councils/Departments

Subject   **1. Finance and Administrative Services Planning Council - Connie Moise**

Meeting   May 7, 2019 - Strategic Planning Council

Category   F. Reports of Planning Councils/Departments

Access   Public

Type   Reports

Subject   **2. Human Resource Services Planning Council - Lisa Norman**

Meeting   May 7, 2019 - Strategic Planning Council

Category   F. Reports of Planning Councils/Departments

Access   Public

pe   Reports

Subject   **3. Instructional Planning Council - Jack Kahn**

Meeting   May 7, 2019 - Strategic Planning Council

Category   F. Reports of Planning Councils/Departments

Access   Public

Type   Reports

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

Meeting   May 7, 2019 - Strategic Planning Council

Category   F. Reports of Planning Councils/Departments

Access   Public

Type   Reports

Subject   **5. Foundation - Stacy Rungaitis**

eting   May 7, 2019 - Strategic Planning Council

Category   F. Reports of Planning Councils/Departments

Access   Public

Type   Reports

Subject   **6. Professional Development - Kelly Falcone**

Meeting   May 7, 2019 - Strategic Planning Council

Category   F. Reports of Planning Councils/Departments

Access   Public

Type   Reports

G. Reports of Constituencies

Subject   **1. Administrative Association - Connie Sterling**

Meeting   May 7, 2019 - Strategic Planning Council

Category   G. Reports of Constituencies

Access   Public

Type   Reports

Subject   **2. Associated Student Government - Anthony White**

Meeting   May 7, 2019 - Strategic Planning Council

Category   G. Reports of Constituencies

Access   Public

Type   Reports

Subject   **3. CCE/AFT - Anel Gonzalez**

Meeting   May 7, 2019 - Strategic Planning Council

Category   G. Reports of Constituencies

Access   Public

Type   Reports

Subject   **4. Confidential/Supervisory Team - Jenny Akins**

Meeting   May 7, 2019 - Strategic Planning Council

Category   G. Reports of Constituencies

Access   Public

Type   Reports

Subject   **5. Faculty Senate - Travis Ritt**

Meeting	May 7, 2019 - Strategic Planning Council
Category	G. Reports of Constituencies
Access	Public
Type	Reports

Subject   **6. PFF/AFT - Teresa Laughlin/Barbara Baer**

Meeting	May 7, 2019 - Strategic Planning Council
Category	G. Reports of Constituencies
Access	Public
Type	Reports

H. Other
I. Adjournment

Subject   **1. Adjournment**

Meeting	May 7, 2019 - Strategic Planning Council
Category	I. Adjournment
Access	Public
Type	

DRAFT
Palomar Community College District
Strategic Planning Council
Tuesday, May 7, 2019

Members present
Jenny Akins, Michelle Barton, Barbara Baer, Joi L Blake, Carmelino Cruz, Olga Diaz, Tricia Frady, Anel Gonzalez, Jack S Kahn, Teresa Laughlin, Connie S Moise, Travis Ritt, Star Rivera-Lacey, Stacy Rungaitis, Sherry Titus, Fari Towfiq, Anthony White
Members absent
Patti Dixon, Kelly Falcone, Margie Fritch, Lisa Norman, Connie Sterling
Guests
Carmen Coniglio

Meeting called to order at 2:35 PM

A. Opening
    1. Approval of April 16, 2019 Minutes
        Motion by Teresa Laughlin, second by Michelle Barton.
        Final Resolution: Motion Carries, Unanimous; Jenny Akins abstain

B. Presentation
    1. Palomar Guided Pathways Presentation from the San Diego Workforce Partnership Representatives
        Brooke Valley, Vice President of Strategy and Andrew Picard, Vice President of Operations provided a presentation on the San Diego Workforce Partnership (SDWP). They explained the purpose and work of the SDWP. The SDWP offers a Career center for anyone to use, with special funding to serve San Diego youth ages 16-24. A website was created to assist both students and businesses. There are two portals on the website: the Career Portal is for job seekers and the Partner Portal is for job postings and resources.

        Ms. Valley reviewed the Career Portal and discussed the benefits to students and assistance in finding employment, such as upcoming workshops, training and an interest assessment. A job coach is assigned to each student. The Partner Portal assists employers with referrals, reports, events and job opportunities. The Portals allow the businesses and students to find each other.

        Mr. Picard reviewed Dashboard which is on the back end of the portals and is accessible to businesses for jobs, reports, events and discussion. He stated there is no cost to the students or businesses. He discussed the timeline and next steps.

C. Action-Second Reading
    1. VfS/Equity Goals
        Travis Ritt reported the Faculty Senate requested additional time to engage in the Vfs/Equity Goals. It was decided to table the item and do an electronic vote with SPC after the Faculty Senate has voted on it.

        Motion to table VfS/Equity Goals Action-Second Reading
            Motion by Travis Ritt, second by Fari Towfiq.
            Final Resolution: Motion Carries, Unanimous

D. Integrated Planning
    1. SP 2022 Framework
        Director Barton presented the initial framework of the Strategic Plan 2022. She led a discussion on the objectives under the five Goals. Revisions were suggested. There was agreement that District-wide there are too many and/or overlapping plans andthat plans should be integrated. Changes will be made and the SP 2022 will return for approval.

    2. Update on IEPI PRT Plan
        Director Barton provided an updated on the IEPI PRT Plan. The visiting team reviewed the plan and provided advice. The Plan was revised and submitted. The next step is to receive the funding and implement the plan.

E. Information/Discussion
    1. State Apportionment Review - Carmen Coniglio
        Director Coniglio reported the May revise is coming this week. It will be presented at the management meeting, Chairs and Directors meeting and a general call-out. Director Moise provided an overview of the Student Centered Funding Formula (SCFF). She discussed why California Community Colleges have a new funding model. Director Coniglio discussed the details of the current SCFF model and its effect on Palomar College. There is a $4.7 million gap with the new formula. The District is working on ways to increase the numbers to mitigate the deficit. The strategy is to establish short-term and long-term goals, decrease expenditure, and secure alternate revenue sources.

        Vice President Rivera-Lacey explained the "buckets" - enrollment, financial aid, and completion. She discussed tasks and goals to increase these. Vice President Kahn discussed strategies such as reverse transfer and proactive degree audit. The focus is on completion; SCFF funding is shifting toward the award of certificates and degrees. The overall goal is to: identify annual supporting goals; meet compliance requirements; reduce expenditures; division action plans; formal center status; secure alternative revenue; and quarterly updates.

    2. Faculty Position Priority Subcommittee Change

This item was tabled.

3. Parking Plan Proposal

Anthony White presented a proposal for overnight parking for homeless students. He discussed the following:
- An overview of the need for overnight parking for homeless students
- The goals: create a culture of advocacy on our campus; designating an office responsible for resource distribution to students and establish a physical location on campus (The Hub); establish an overnight parking lot; and housing reservations
- Implementation: Introduction; planning; executing; controlling; and continuation

Mr. White stated he will present this plan to the Governing Board on May 14. The proposal is the ASG's idea of the best way to organize the program. Discussion ensued.

F. Reports of Planning Councils/Departments

Reports were not given because of time constraints.

G. Reports of Constituencies.

Reports were not given because of time constraints.

H. Other

There were none.

I. Adjournment

Meeting adjourned at 4:38 p.m.

Salesforce Portals

San Diego **Workforce** Partnership
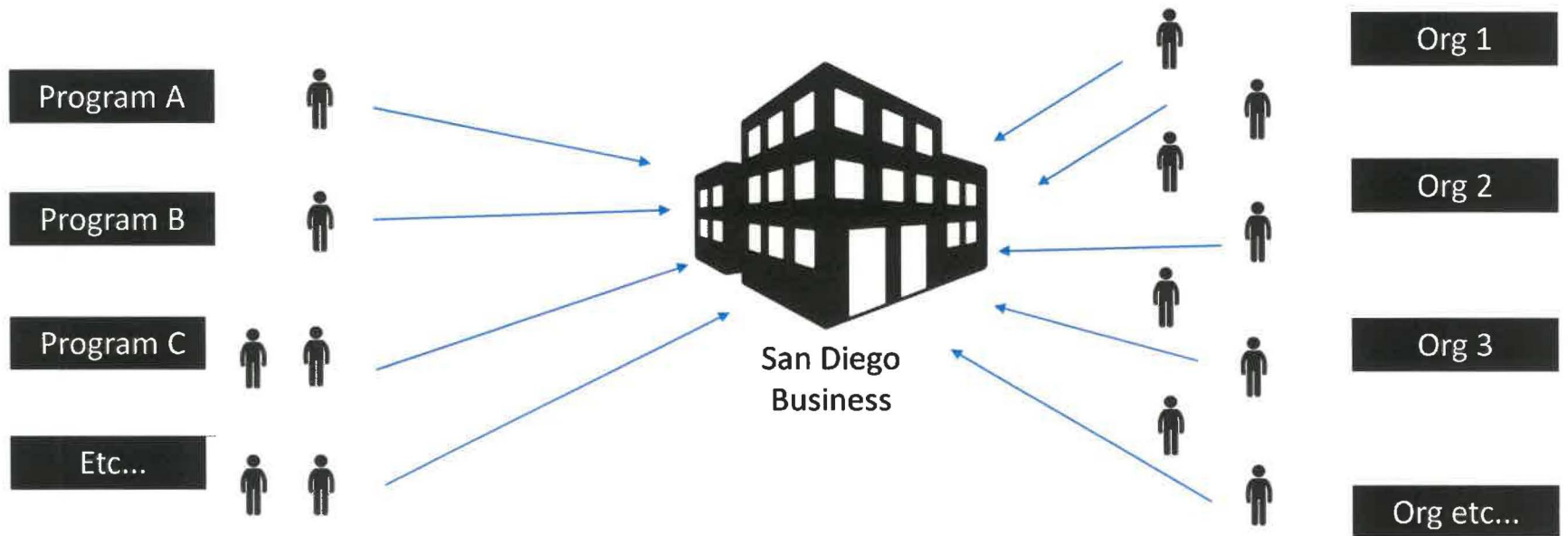
Salesforce Portals

Career Portal

Mission: Serve job seekers with a self-service website to sign up for jobs, events, and access program resources.

Audience: Job Seekers

Key Functions:
- Get access to developed job opportunities, career insights, and events.

- Track status on applications, register for events, and view program enrollments.

- Communicate with case managers.

Partner Portal

Mission: To coordinate referrals, events, and business resources between partners to better serve employers and job seekers.

Audience: Community Partners

Key Functions:
- Refer candidates to job postings.

- Access dashboards and reports.

- Share and register for events with partners.

- Post developed job opportunities with requirements and application instructions.

- Coordinate outreach with staff and community partners.

Accounts · **Contacts** · **Jobs** · **Meetings** · **Tasks** · **Hires** — **CRM**

Salesforce Portals

Partner Portal

Career Portal

San Diego Workforce Partnership

Home | Available Jobs | Saved Jobs | E-lab | Program Enrollment | Contact Us

🔔 👤 Ravinder Paul

San Diego Workforce Partnership

Career Portal

We're here to help you get hired!

If you need help along the way, there's always a peer job coach nearby—just give us a call or send a text message to (619) 345-5235.

Typically, you'll receive a response within 24 hours Monday through Friday and within 48 hours on weekends.

🔍 | 📅 11 | 📇 | ⌁

SAVED JOBS | MY ENROLLMENTS | | MY TASKS

MESSAGES

Sort by
Most Recent Activity

San Diego Workforce Partnership

Career Portal

Apply to Jobs   Register for Events

Available Jobs

Jobs
Open Jobs ▾

50+ items • Sorted by Job Title • Filtered by all jobs - Status, Show In Portal • Updated a few seconds ago

Search this list...   ☼ ▾   ▦ ▾   ⟳   ◔   ⧩

	JOB TITLE ↑		EMPLOYER		JOB CITY		JOB ZIP CODE		APPLICATION DEAD...		
1	662-00 - ACTIVITIES COORDINATOR VILLA		St. Paul's Senior Services Foundation		San Diego		92101		2/7/2019		▾
2	Barista/Cashier		Gotcha Cafe San Diego		San Diego		92123		1/28/2019		▾
3	Bellperson		Pendry Hotel		San Diego		92101		1/29/2019		▾
4	Bilingual in Mandarin Customer Service Rep		Scantibodies Laboratory Inc.		Santee		92071		2/7/2019		▾
5	Business Information Analyst		Accredited Debt Relief		San Diego		92121		1/25/2019		▾
6	Busser		Embassy Suites San Diego Bay Downtown		San Diego		92101		2/5/2019		▾
7	Call Processing Representative		San Ysidro Health Center		San Diego				2/6/2019		▾
8	Cashier		Oxford Social Club		San Diego		92101		1/28/2019		▾
9	Catering Worker		San Diego Zoo		San Diego		92101		1/24/2019		▾

San Diego Workforce Partnership

Career Portal

Apply to Jobs   Register for Events

Upcoming Community Events

	◀		April		▶		2019 ▼

ALL EVENTS   EVENTS I'M ATTENDING

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	**17**	18	19	20
21	22	23	24	25	26	27
28	29	30				

Preparing for Interviews
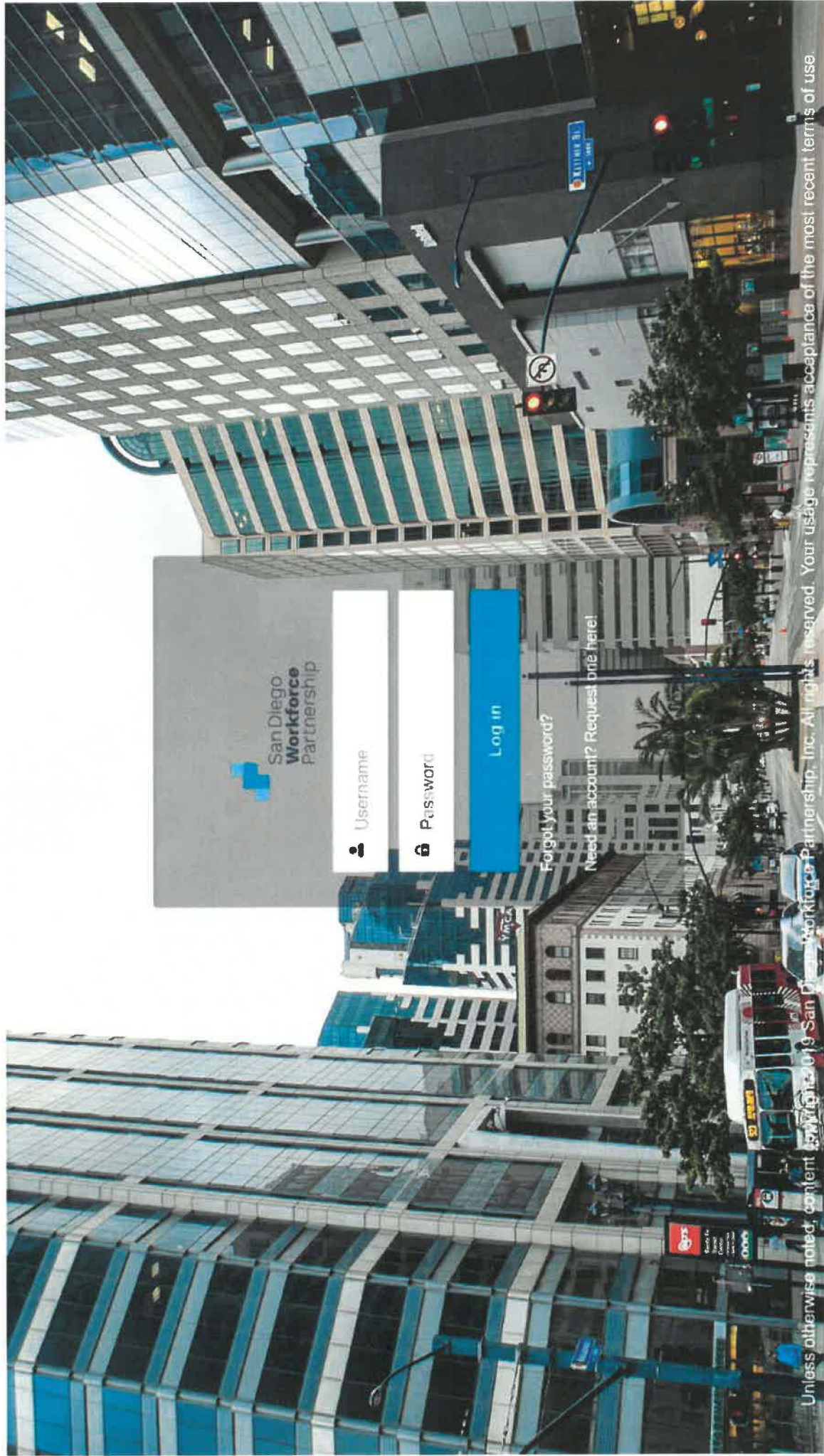
4/17/2019 9:30 AM – 4/17/2019 10:30 AM
900 Rancho San Diego Pkwy, El Cajon, CA 92019

👤 Olivia Justice

Going?

Preparing for Interviews

San Diego
Workforce
Partnership

Username

Password

Log in

Forgot your password?

Need an account? Request one here!

Home   Jobs   Events   Business Directory   Member Directory   Discussion Groups

Welcome!

A place where you can collaborate with others in the field, refer candidates to jobs, and access resources

Recent Messages

Scott Marchand
Training Plan Question
Jan 24, 2019

Andy Hall
Status of Deliverables
Jan 24, 2019

Sam Friedman
Meeting on Wednesday
Jan 24, 2019

Tasks
My Tasks ▼

You don't have any tasks in this list. Look in a different list, or create a task.

My Chatter Feed

Sort by:

Most Recent Activity ▼   Search this feed   ▼   C

New   **Key Discussion Topics**   My Discussions   Trending Topics   Resources

Referrals

Research Inquiries

Business Resources

Portal Training & Tips

Technical Support FAQ

Job Listings

San Diego Workforce Partnership

Home · Jobs · Candidates · Events · Business Directory · Member Directory · Discussion Groups

Jobs

Jobs · Matches · Hires

Jobs
Open Jobs ▾

New

50+ items • Sorted by Job Title • Filtered by all jobs - Status, Show in Portal • Updated a few seconds ago

Q Search this list

	JOB TITLE ↑	EMPLOYER	JOB CITY	JOB ZIP CO...	APPLICATION...	FTPT	
1	Account Manager	Simple Forms			2/28/2019	Full Time	▾
2	Attractions Associate	Legoland California Resorts	Carlsbad	92008	2/25/2019	Part Time	▾
3	Beauty Team Member	Target - Vista	Vista	92083	2/27/2019		▾
4	Busser	Legoland California Resorts	Carlsbad	92008	2/25/2019	Part Time	▾
5	Busser	Little Sakana Sushi Bar	San Diego	92126	3/1/2019	Part Time	▾
6	Camp Counselors	Wave Water Park	Vista	92083	5/25/2019		▾
7	Carhop/Skating Carhop	Sonic Drive-In	Vista	92084	2/28/2019		▾
8	Cart Attendant	Target - Vista	Vista	92083	2/27/2019		▾
9	Cashier	JC Penney	San Diego	92108	3/5/2019		▾
10	Catering Worker	The San Diego Zoo Safari Park	Escondido	92027	2/25/2019	Part Time	▾

workforce.org

Events

San Diego Workforce Partnership

Home | Jobs | Candidates | Events | Business Directory | Member Directory | Discussion Groups

Upcoming Community Events

ALL EVENTS | EVENTS I'M ATTENDING

Hiring Conference
3/29/2019 7:00 PM - 3/31/2019 7:00 PM
3910 University Ave

Sam Friedman   0 going

Going? ▾

	February				2019	
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

Today

1 of 1

San Diego
Workforce

Business Directory

San Diego **Workforce** Partnership

Home Jobs Candidates Events Business Directory Member Directory Discussion Groups

Accounts
All Accounts ▾

50+ items • Sorted by Account Name • Filtered by all accounts • Updated a few seconds ago

Search this list...

	ACCOUNT NAME ↑	BILLING ST...	PHONE	ACCOUNT O...	
1	1 Heart	CA	844-814-3278	sfrie	▾
2	1 to 1 Movement			sfrie	▾
3	100kOpportunities			sfrie	▾
4	101 Things to do Magazine			sfrie	▾
5	114th Partnership	MD	240-242-4343	BVall	▾
6	15th Annual Nonprofit Governance Symposium	CA		dduar	▾
7	180 Skills LLC	IN	(317) 735-3370	BVall	▾
8	1903 Solutions LLC	CA		sfrie	▾
9	1Password			KandiMil	▾
10	2020Shift			sfrie	▾
11	211 LA County	CA	626-350-1841 ext. 2110	sfrie	▾
12	211 San Diego	CA	858-300-1300	RobertCh	▾
13	24 Hour Fitness	CA	619-232-4024	sfrie	▾

If you cannot find an existing account, please create one using the form below.

Create New Account

Account Name*

Account Phone

Recruiter Email

Billing Street

Billing City

Billing State/Province

Billing Zip/Postal Code

NAICS Sector — --select an item-- ▾

NAICS Sub-sector — --select an item-- ▾

Employees

Website

Dashboard
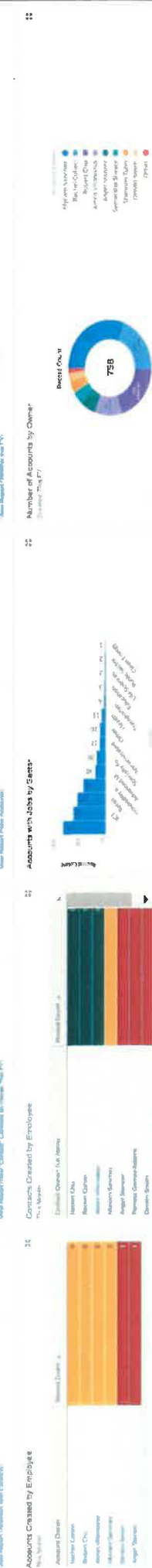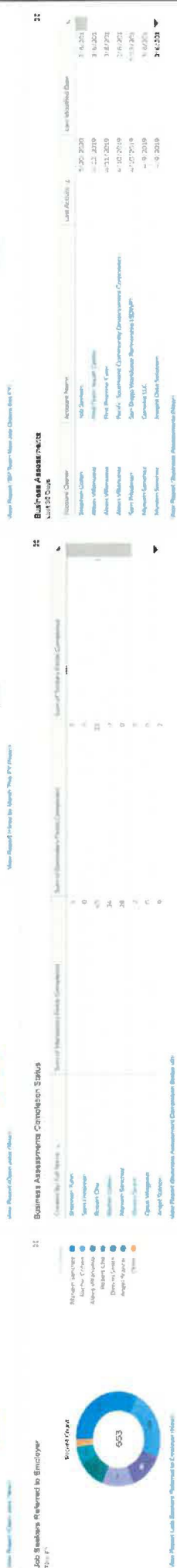
Cost

SD Workforce has budgeted $75,000 for UI/UX upgrades next 6 months

No subscription cost for partners

Dedicated SD Workforce Senior Salesforce Administrator for the portal

Timeline and Next Steps

Timeline

- Career Portal is live now
- Partner Portal will launch in July; dashboards will be created on an iterative basis post-launch
- Quarterly collaborative meetings already in place

Next Steps

- Confirm Palomar needs/interests
- Organize a demo of tool

First Reading VfS and Equity Goals

FRIDAY MARCH 22, 2019

Vision for Success Goals 1-4

Goal 1: Degree/Cert Completion	Baseline	Target	% Increase	+ / = / - CO Rate
1a. Increase degrees	1,484	1,806	22%	=
1b. Increase certificates	1,463	1,536	5%	-
1c. Increase completions	1,921	2,118	10%	-
Goal 2: Transfer				
2a. Increase ADTs	304	456	50%	+
2b. Increase transfers to CSU/UC	1,629	1,873	13%	-
Goal 3: Decrease Cumulative Units				
3a. Decrease Average	87	82	7%	-
Goal 4: Workforce				
4c. Increase students working in job closely related to field of study	68%	72%	6%	-

VfS Observations of Possible Disproportionate Impact

Chancellor's Office VfS Goal is to Reduce Equity Gaps by 40% by 2021-22 and Eliminate within 10 years

Goal 1a Degrees	Goal 1b Certificates	Goal 1c Unduplicated Completions	Goal 2a ADTs	Goal 2b Transfer to UC and CSU	Goal 4: Work in Job Closely Related
American Indian/Alaskan Native			American Indian/Alaska Native	American Indian/Alaska Native	No DI Observed
Black or African American	Black or African American	Black or African American	Black or African American	Black or African American	
	Foster Youth	Foster Youth	Foster Youth	Foster Youth	
LGBT*	LGBT*	LGBT*		LGBT*	
			Veteran**	Veteran**	

* LGBT is severely underreported for Palomar and includes only students who completed an application to attend another CCC in the past few years, so very few LGBT affirmative and likely much younger distribution than in other categories. Therefore, not reliable indicator yet.
** Age likely a driver

Review Equity Targets

SEE Goal 5 Handout!

SEA Institutional Goals

	Baseline 2017-18	Target 2021-22	% Increase
Increase successful enrollment (Access)	15,539	19,936	Move from 37% to 42% or system average
Increase Fall to Spring retention	67.6%	73.0%	8.0%
Increase transfer-level math and English completion in one year	6.4%	20.0%	212.5%
Increase transfers (all)	2,553	2,753	7.8%
Increase VfS Completion (Degrees and Certificates)	1,921	2,188	13.9%

SEA Equity Categories

Overarching Goal for Equity Categories is to reduce equity gap by 40% by 2021-22

Success Enrollment	Retention	TL Math & English	Completion (VfS)	Transfer
TBD	African American	African American	African American	
	Foster Youth	Foster Youth	Foster Youth	Foster Youth
		American Indian/Alaskan Native	American Indian/Alaskan Native	American Indian/Alaskan Native
		Hispanic**	Hispanic**	Hispanic
		Disability	Native Hawaiian or Other Pac Islander	

** Hispanic students did not show up as DI in the CO dataset because they are the significant group in each of these categories and were included in the CO's average for total students. IR&Ps follow-up analysis does show DI for this category. CO is rerunning the data...

SEA Goals

Overarching Goal for Equity Categories is to reduce equity gap by 40% by 2021-22

Success Enrollment	Retention	TL Math & English	Completion (VfS)	Transfer
TBD	African American	African American	African American	
	Foster Youth	Foster Youth	Foster Youth	Foster Youth
		American Indian/Alaskan Native	American Indian/Alaskan Native	American Indian/Alaskan Native
		Hispanic**	Hispanic**	Hispanic
		Disability	Native Hawaiian or Other Pac Islander	

** Hispanic students did not show up as DI in the CO dataset because they are the significant group in each of these categories and were included in the CO's average for total students. IR&Ps follow-up analysis does show DI for this category. CO is rerunning the data...

(*) = Both Males and Females
F = Females
M = Males

SEA Equity Categories

Overarching Goal for Equity Categories is to reduce equity gap by 40% by 2021-22

Success Enrollment	Retention	TL Math & English	Completion (VfS)	Transfer
Female	African American(*)	African American(*)	African American*	African American (M)
Six race/ethnicity (Females)	Foster Youth(*)	Foster Youth(F)	Foster Youth(M)	Foster Youth(*)
One race/ethnicity (Male)		American Indian/Alaskan Native(*)	American Indian/Alaskan Native (*)	American Indian/Alaskan Native (M)
Foster Youth		Hispanic (three years)	Hispanic (M)	Hispanic (M)
		Disability*	Native Hawaiian or Other Pac Islander(*)	
	Veterans (M) Some other race (M)	Some other Race (F) LGTBQ(M)(!) Veteran(*)	Some other Race (*) LGBTQ(M)	LGBTQ(*) (!)

Review Equity Targets

SEE SEA Handout!

SEA Summary

- Successful Enrollment metric will change as CCCApply data becomes available.

- Making sense of the data – what to do! - Big Themes -
  - Foster Youth
  - Black or African American
  - American Indian/Alaska Native
  - Hispanic(*)
  - Math and English Completion (data shows All student struggle to complete)

- Goals – 40% reduction in gap/ minimum achievement if it is less

Strategic Plan 2022 Framework

Strategic Plan 2022 Initial Framework

Goal #1: Student Access, Progress, Completion and Equity (Get on the Path, Stay on the Path)

Goal #2: Teaching and Learning (Clarify the Path, Ensure Learning)

Goal #3: Messaging and Connection with our Community.

Goal #4: Diverse Workforce

Goal #5: Fiscal Stewardship, Facilities, and Institutional Effectiveness

Goal #1: Student Access, Progress, Completion and Equity (Get on the Path, Stay on the Path)

- Outreach and Enrollment
  - Targeted student groups from SEM plan
  - Targeted outreach
  - Cohesive comprehensive outreach plan
- Onboarding
  - Streamline
  - Technology
- Retention
  - Re-envision/Redesign the student experience to align with GP
  - Activities identified in SEA goal setting exercises
  - Financial Aid
- Equity (reduce equity gaps by 40%)
- Full implementation of AB705 with appropriate support
- **Make the case for change; what does it mean to us and our daily work? (CAMPAIGN)**

Goal #2: Teaching and Learning (Clarify the Path; Ensure Learning)

○ Implement clear pathways / Prepare program pathways for student use
○ Metamajors/Fields of Study
○ Integrate career connections to Guided Pathways Work
  ○ Connect programs to careers
  ○ Introduce career discovery/formulation throughout student pathway
○ Communities of Practice - Deeper dive/Discussions on topics especially with respect to equity (e.g., English and math AB705)
○ Campus theme that connects us (e.g., water, student debt, poverty)
○ Cultural Humility (See Goal 4)

Goal #3: Communications and Community Connections

- Internal Communications to our Students / Assessment of communication methods and technology

- Communication campaign to students around Guided Pathways

- External Communications and marketing (Simple, Direct, Consistency of Brand, Ability to Target our Marketing Efforts)

- Building Community Connections and Relationships

- Internal communication with campus community

Goal #4: Diverse Workforce

- Identify and improve recruitment and hiring processes to support diverse student body
- Cultural Humility – Establish and connect throughout the campus
- Professional Development / Training (equity, student experience, communities of practices, and technology)
- Succession planning (yay or nay – is it covered in our staffing plan)

Goal #5: Fiscal Stewardship, Facilities, Institutional Effectiveness

- Planning to drive resource allocation
- Improve/streamline institutional processes
- Governance
- Intentional growth and increase in student outcomes to support implementation of SCFF **but focused on our students**
- Align schedule development / Facilities utilization with GP
- Bond (?)

Vision for Success Goals 1-4

Goal 1: Degree/Cert Completion	Baseline	Target	% Increase	+ / = / - CO Rate
1a. Increase degrees	1,484	1,806	22%	=
1b. Increase certificates	1,463	1,536	5%	-
1c. Increase completions	1,921	2,118	10%	-
Goal 2: Transfer				
2a. Increase ADTs	304	456	50%	+
2b. Increase transfers to CSU/UC	1,629	1,873	13%	-
Goal 3: Decrease Cumulative Units				
3a. Decrease Average	87	82	7%	-
Goal 4: Workforce				
4c. Increase students working in job closely related to field of study	68%	72%	6%	-

Goal 5 Equity: Goals for Disproportionately Impacted Categories

			N	Baseline*	Institutional Target
Goal 1a	**AA/AS+ADT**	*Institutional Goal*	*16/17*	*1,484*	*1,806*
		American Indian or Alaska Native	678	5	9
		Black or African American	3,690	38	54
		LGBT	922	7	8 / 12
Goal 1b	**Earned a Chancellor's Office Approved Credit Certificate**	*Institutional Goal*	*16/17*	*1,463*	*1,536*
		Black or African American	1,845	37	45
		Foster Youth	986	20	24
		LGBT	461	8	8 / 10
Goal 1c	**Attained the Vision Goal Completion Definition**	*Institutional Goal*	*16/17*	*1,976*	*2,188*
		Black or African American	1,845	53	66
		Foster Youth	986	25	33
		LGBT	461	11	12 / 15
Goal 2a	**Earned an Associate Degree for Transfer**	*Institutional Goal*	*16/17*	*304*	*456*
		American Indian or Alaska Native		0	2
		Black or African American	1,845	3	11
		Foster Youth	986	4	7
		Veteran	3,258	9	14 / 22
Goal 2b	**All Students Who Transferred to a CSU or UC Institution**	*Institutional Goal*	*15/16*	*1,629*	*1,873*
		American Indian or Alaska Native	160	6	10
		Black or African American	778	40	55
		Foster Youth	389	11	22
		Veteran	1,613	74	85 / 108
		LGBT	222	9	10 /14
Goal 3	**Reduce Average Units to Degree**	**Not Required to Set**			
Goal 4C	**Working in Field of Study**	**No Observed DI**			

*Baseline data come from 2016-17 for Transfer and 2016-17 for all other metrics.

Participate | Collaborate | Innovate

Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date:

Name of Institution: PALOMAR

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
Analysis, evaluation, and streamlining of our governance committee structure based on feedback we have received as part of our first PRT engagement.	1. Complete an evaluation of the governance structure as a whole and implement changes as the findings warrant. a. Review council/committee charges within the VfS/Equity/Guided Pathways environment. b. Delineate operational versus strategic responsibilities c. Implement recommendations for improvement	J. Blake	May, 2020	1. Engage in a summer retreat (with SPC) to examine the current governance structure and identify recommendations for updates/changes to the structure. 2. Share recommendations and seek feedback. 3. Identify timeline and plan for implementing changes 4. Conduct monthly check-in on progress. 5. Facilitate implementation of recommended changes.	1. Facilitator hired, if desired 2. Recommendations for updating governance structure from summer retreat. 3. Proposed changes shared across college constituent groups and councils. 4. Plan with timeline for implementation 5. Revised governance structure in place.	
Analysis, evaluation, and streamlining of our governance committee structure based on feedback we have received as part of our first PRT engagement	2. Develop and implement approaches to organizing meetings to focus on collaborative inquiry vs. "report outs."	J. Blake / Vice Presidents / Constituent Groups	May, 2020	1. Review models for meeting facilitation (e.g., Lucid 16 types of meetings). 2. Establish and implement meeting norms. 3. Revise agendas to focus on inquiry, discussion, and action rather than reporting out.	1. Revised agendas and minutes reflecting more intentional dialogue and action. 2. Documented meeting norms.	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
Implement a regular evaluation process to monitor the effectiveness of the governance structure.	3. Review and revise evaluation process to include both summative and formative reviews of governance.	J. Blake / Vice Presidents / Constituent Groups	May, 2020 – for formative review process	1. Review evaluation process with SPC (or workgroup). 2. Implement revisions to process based on feedback with SPC/ 3. Implement formative review. 4. TAKE ACTION on recommendations from formative review. 5. Implement summative review.	1. Revised description of evaluation process. 2. Report of summative review with recommended actions. 3. Summary or status description of actions.	
Assessment, refinement, and streamlining of the college's student application and onboarding process.	1. OUTREACH: Develop and implement comprehensive and integrated outreach process as related to Strata report. To also include high school component: a. Outreach to potential students and parents earlier in their high school careers. b. Outreach program that places staff in key feeder high school districts	VPSS	May, 2020	1. Review Strata report. 2. Review current outreach practices. 3. Develop one overall outreach plan/calendar documenting and organizing outreach under one comprehensive approach. 4. Define and implement structure for high school outreach activities to include early outreach and outreach to parents. 5. Integrate outreach practices and plans for SEM target population into the comprehensive plan 6. Evaluate outreach practices.	1. Review and implementation of Strata report. 2. Implementation of Strata report recommendations. 3. List of current outreach practices. 4. Calendar/Plan of integrated outreach practices across the college. 5. Outreach conducted according calendar and plan.	
Assessment, refinement, and streamlining of the college's student application and onboarding process.	2. ONE STOP: Create "one-stop" Student Services Center and a virtual Welcome Center vision.	VPSS	May, 2020	1. Establish work team to identify services and infrastructure for a one-stop Student Services Center. 2. Create the vision for a virtual welcome center that mirrors one-stop.	1. Work team in place. 2. Identified list of services to be provided and infrastructure for the one-stop (to be "shovel ready"). 3. Space allocated and facilities modifications completed. 4. Virtual welcome center specifications created. 5. Virtual welcome center established.	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
Assessment, refinement, and streamlining of the college's student application and onboarding process.	3. ONBOARDING: Streamline onboarding process for new students as outlined in the Strata report.	VPSS	May, 2020	1. Review Strata report 2. Prioritize next steps action plan with a focus on "biggest impact" items for students. 3. Implement action plan informed by Strata report.	1. Prioritized list of activities. 2. Implemented streamline onboarding process as informed by the Strata report.	
Assessment, refinement, and streamlining of the college's student application and onboarding process	3. PROMISE: Scale Promise Program and add a second year if feasible.	VPSS	May, 2020	1. Hire Promise Coordinator. 2. Establish Promise Center. 3. Increase number of Promise participants. 4. Implement 2nd year program.	1. Promise Coordinator hired. 2. Promise Center established. 3. Increased number of Promise participants. 4. 2nd year Promise implemented.	
Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	1. Develop three-year strategic financial plan for aligning ongoing revenues and expenditures.	Joi Blake, Acting VPFAS / VPFAS	May, 2020	1. Engage assistance of FCMAT to review and identify areas for improvement of the college's fiscal planning and infrastructure. 2. Review current fiscal plan draft and identify areas for improvement and integration with new SCFF. 3. Develop simulation model for determining TCR based on changes to the college's base funding, FTES, supplemental allocations, and student outcomes. 4. Identify targets and goals for implementing improvements ala SCFF.	1. Completed Plan 2. Completed simulation model. 3. Targets and goals identified.	
Assessment, refinement and streamlining of business practices in our finance and administrative services to improve the efficiency of processes.	2. Prioritize and implement strategies to automate and improve FAS systems	Acting VPFAS / VPFAS	May, 2020	1. Prioritize systems for automation. 2. Develop implementation plan and timeline. 3. Engage in operational review sessions with another CCC of comparable size. 4. Identify project teams and funding sources (if needed) 5. Implement action plan according to timeline.	1. Prioritized list of automation projects. 2. Implementation plan, with team, funding sources, and timeline established. 3. Action plan underway by the end of the grant period.	

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date: XXX
Review and approve the college's integrated planning process and ensure the underlying framework resulting in the Vision for Success Goals applies throughout its plans.	1. Implement a coherent, integrated approach to institutional planning, including a systematic process for determining, implementing, and evaluating strategic institutional priorities. (This includes items 1,4,5, 6, and 8,9 in the MOO)	Joi Blake, Sr. Director IR&P	May, 2020	1. Establish plan for redesigning process. 2. Share plan with college community 3. Refine plan based on feedback. 4. Implement plan (to include item 2 below). 5. Evaluate process.	1. Facilitator hired if desired. 2. Plan established 3. Model developed and depicted in flow chart. 4. Updated planning process described in ISER. 5. Evaluation of process completed.	
Review and approve the college's integrated planning process and ensure the underlying framework resulting in the Vision for Success Goals applies throughout its plans.	2. Implement improvements to the Colleges PRP process to ensure follow through and integration with integrated planning and resource allocation model.	Joi Blake, VPs, Sr. Director IR&P	May, 2020	1. Review current PRP processes across the councils and establish standard process. 2. Develop and implement mechanism for allocating resources based on PRP and Strategic Priorities. 3. Develop and implement process for "closing the loop."	1. Cross council constituent group formed. 2. Revised PRP process defined. 3. Revised PRP implemented 4. Evaluation of process completed.	
Review and approve the college's integrated planning process and ensure the underlying framework resulting in the Vision for Success Goals applies throughout its plans.	3. Improve engagement of campus community in discussion and action to support student success and address institutional priorities throughout the planning cycle.	Joi Blake, VPs, Sr. Director IR&P		1. Implement methods to increase engagement and discussion during governance meetings. 2. Implement methods to increase engagement and discussion of student learning and success throughout campus community.	1. Increased engagement and discussion during meetings conducted. 2. Methods for increasing campus community in discussion on student learning and success implemented.	

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus *(Copy from table above.)*	Applicable Objective(s) *(Copy from table above.)*	Description of Resource Needed *(Refer to Action Steps above as appropriate.)*	Cost of Resource
		1.	
Total IEPI Resource Request **(not to exceed $200,000 per college)**			$200,000

Approval		Collegial Consultation with the Academic Senate	
Chief Executive Officer		**Academic Senate President** *(As applicable; duplicate if needed for district-level I&EP)*	
Name:		Name:	
Signature or E-signature:	Date:	Signature or E-signature:	Date:

5

Request submitted by: Jack S. Kahn, Ph.D.				**Date:** 4/24/19		
Proposed Name of Requested Group: Faculty Position Priority Subcommittee						
	Council		**Committee**	X	**Subcommittee**		**Task Force**
Action Requested:		**Add**		**Delete**	X	**Change**

Role:
- To determine a recommended list of new faculty hires for the following fiscal year.

Products:
- Recommendations of new faculty hires to the Superintendent/President for the next fiscal year.

Reporting Relationship: Instructional Planning Council

Meeting Schedule: As needed

Chair: VPI – Voting Member

Members:
- Five (5) Instructional Deans
- Seven (7) Faculty Members (one each from the five instructional divisions, Library, and Student Services appointed by Faculty Senate)
- One (1) Faculty Member who is also on the Faculty Senate appointed by the Faculty Senate
- One SLOAC Coordinator
- One Faculty Member appointed by PFF

Reviewed by Strategic Planning Council:

**Associated Student Government
of Palomar College, Shared Governance
Committee, Present:**

Palomar College Overnight Parking Program

A first step in addressing homelessness amongst our student body.

Authored by: Anthony White, with contributions from Linus Smith, Malik Spence and the ASG board.

Overview

Over the last several months there has been increasing attention to the needs of the California Community College (CCC) Students, and the plight faced by many in a world of increasing costs of living, coupled with the inherent costs of pursuing higher education in America. According to the comprehensive HOPE Labs survey conducted in March of 2019, data shows that approx 50% (or 1.1 million) of CCC students faced food insecurity and hunger within the last 30 days, and 19% (or 399,000 students) faced homelessness last year.[1]

It is the intention of the Palomar College ASG to advocate for more basic needs programs to be initiated to address this growing issue. While the well established Anita and Stan Maag Food & Nutrition center helps to tackle food insecurity, we are left with many students still facing basic need challenges, namely housing insecurity and homelessness. It has been to this end that the ASG passed Resolution SB-2018-S3, advocating for the establishment of a basic needs and homelessness resource office on campus, as well as an overnight parking program to be started to assist students living in their vehicles while Palomar potentially builds student housing. This program

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[1] Goldrick-Rab, Sara, et al. "California Community Colleges #RealCollege Survey." *Www.hope4college.Com*, Mar. 2019, hope4college.com/wp-content/uploads/2019/03/RealCollege-CCCCO-Report.pdf.

can be initiated and maintained to assist students living in their vehicles as a primary response to housing insecurity, until such time it can work in conjunction with adequate and accessible student housing on campus.

Recently proposed state legislation has drawn light to the need for programs such as these to be implemented as soon as possible to begin facilitating more equitable practices on college campuses. Providing this service will also be instrumental in ensuring student success and retention. CCC's may soon be facing this as a requirement across the state. It is for this reason that the ASG proposes the following plan in efforts to begin offering this **urgently** needed assistance to our students in the immediate time, giving Palomar the freedom to use appropriate discretion in how it intends to operate and manage this program in a successful way.

During the creation of this plan, roughly 5% of Palomar students responding to The Scion Group survey indicated they were either homeless or facing housing insecurity .

Goals

1. **Create a culture of advocacy on our campus:** Palomar College's motto is "Better Together 2.0," and serving our low-income population by advocating for basic needs on campus is a necessity if we truly mean to live up to that motto. Palomar College needs to begin working toward making all of its students feel comfortable coming forward to seek assistance or resources. This can be accomplished in various ways:

   a. Including language in the course syllabi similar to information for DRC students, noting the availability of Basic Needs support on campus (i.e. Maag Center, Parking program, Mental health, resource referral).

   b. Using De-Stigmatizing language and attitudes when addressing students, Basic Needs, and support services available. (i.e, a food and nutrition center sounds better than a food bank, Temporary Housing sounds better than shelter).

   c. Introducing students to basic support services early on, while registering for classes, interacting with financial aid officers, counselors etc... as well as through on and off campus advertising and awareness events.

2. **Designating an office responsible for resource distribution to students and establish a physical location on campus (The HUB):** Palomar College needs a well established center for basic needs advocacy and resource program management, where students can be directed to or seek directly, appropriate basic needs support services. This office would be responsible for the following;

    a.   Assessing a students basic needs and connecting them with appropriate ON-campus and/or OFF-campus support service, as well as overseeing basic need support programs as associated.

    b. Creating and managing a Palomar tailored basic needs intake program to allow for data collection regarding students success in overcoming their challenges, tracking student referrals to OFF-campus services, and for appropriate Local, State or Federal reporting as required.

    c. Offering a safe environment for students to feel comfortable in an unbiased environment while working with staff and counselors to successfully navigate the program.

3. **Establish an overnight parking lot:** As the aforementioned study reveals, hundreds of thousand of students are currently facing homelessness with at least 20% (79,800) of those (399,000) CURRENT students living in their vehicles. Evenly divided across all 114 college would result in over 700 students sleeping in their vehicles across each campus within the past 12 months.

    a. Students facing homelessness are far less successful than their peers who are in a stable living environment. This affects retention, transfer, and completion for students which adversely affects college educational standing as well as funding based on the new funding formula for California Community Colleges.

    b. A safe parking lot for students to be able to sleep in a protected environment greatly reduces stress and helps to alleviate another factor in perpetual homelessness.

      c. Ensure students are connected with appropriate resources to assist in transitioning into ongoing stable housing and continue to work with students until completion or transition.

4. **Housing Reservations:** As this recent report and several years of data have revealed, homelessness and basic need insecurities among college students is a growing problem in California. With the North County Area continuing to see an increase in living costs combined with the lack of affordable housing being developed creates a situation which exasperates homelessness and housing insecurity, especially among college students. As Palomar considers the future of our students in relation to potential housing projects, this factor should be weighed heavily in the conversation.

      a. Any on campus housing development should be student centric with priority of the student body's needs addressed as the top priority for availability, affordability, and accessibility with appropriate equity practices applied.

      b. Continuing Special Reservation's need to be made for students facing crisis in which would result in immediate homelessness, for students appropriately identified as currently facing homelessness[2] or appropriate housing insecurity and that these reservations shall remain cost free for these students.

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[2] "Homeless student" means a student enrolled at a California Community Colleges, who, at the time of application to the college or subsequently, meets the definition of homeless as defined in paragraph (2) of Section 725 of the federal McKinney-Vento Homeless Assistance Act (42 U.S.C. Sec. 11434a(2)), except the definition shall not be limited to children and youth and will not consider age as a limiting factor in support

Implementation

Consultation with overnight parking coordinators, college administrators, campus police, and other parties has revealed that the biggest concern for the students and the college is safety. Safety not only for our students but also for the College and the community Because of this, we have outlined the following information as it pertains to the initial obstacles and concerns currently raised. These steps, while not 100% comprehensive, establish to date the best identified approach to implementation of the overnight parking program.

1. **Introduction**

    a. The initial stages of this projects implementation have been established through the efforts of the ASG working along with Faculty, and Staff. The first step as Palomars' ASG overnight parking resolution. These initial steps include outlining the intentions of this project, the creation of this plan, and the willingness to participate in this shared governance process.

    b. Working with shared governance committees to identify initial comments, concerns, risks, and questions about logistics of program.

    c. Research viability of program through contact with off-campus established programs, coordination with homeless advocacy experts, and through data compiled through various studies released.

2. **Planning**,

    a. **Where**- Parkings Lots #1 and #2 have been identified as the most ideal locations for the program. This Lot already has much of the needed

infrastructure that this program demands, such as space, lights, controlled access, and proximity to bathroom facilities. This location is also far enough removed from visibility from neighborhoods, so as to respect the needs and wants from the local community as well. Secondary considerations include the temporary dirt lot located adjacent to Mission Rd.

b. **Staff**- One to two case managers to conduct check in and check out for students participating in the program, as well as 2 unarmed security officers available for security during parking hours, all covering 7 days a week with split shifts.

c. **Project Management** - this program would be overseen by the designated Staff, or appropriate Director, in conjunction with the OSA and Student Services.

d. **Cost** - Some costs will have to be initially assumed by the college for infrastructure supporting safety for the students and campus such as additionally lighting, cameras or supplies. These initial costs have been estimated to be approximately between \$2,500 and \$8,000[34]. In addition, regular costs for maintenance and management would include the following (annually occurring):

    i.   Approx \$30,000-\$60,000 in salaries for staffing

        1.   This cost could potentially be offset by staffing interns to conduct check in/out

    ii.   Approx \$48,000-\$60,000 for security staff costs

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[3] SMITH, A. (n.d.). How Much Does a School Security Camera System Cost? Retrieved April 29, 2019, from https://www.kompareit.com/business/security-camera-school-costs.html
[4] Learn how much it costs to Install a Surveillance Camera. (n.d.). Retrieved April 30, 2019, from https://www.homeadvisor.com/cost/safety-and-security/install-a-surveillance-camera/

1. This cost could potentially be offset by rotation of existing staff to evening shift as allowable by daytime security requirements and would only require unarmed security presence

   iii. Approx $1,500 for supplies as required

      1. To include administrative tools, paper, etc

While Palomar will be incurring a new expenditure with the overseeing and implementation of this program, these costs are mitigated by California's new funding formula which emphasizes student success and retention, especially in regards to those who are low-income.

3. **Executing**
   a. This program would provide Palomar College the opportunity to reach out to our students faced with a lack of Basic Need Resources. Basic Need Intake Forms would be provided to the participants to identify and address specific basic needs, to ensure educational retention. In addition, students will be enrolled in the basic needs program through the HUB to help in managmening resource referral and to track student success in transition to sustainability.
   b. In order for this program to be most effective, implementation needs to take place during a period when the most benefit can be utilized. Full support for this program should be in place by the start of the fall 19/20 year, which also helps to establish effective and appropriate practices prior to potential mandated legislation.
      i. **Phase 1**
         1. Advertisement
            a. Within OSA/ASG operated areas

      b. With established campus partners (LRC, EOPS, etc.)

ii.   Phase 2

    1. Enrollment of qualified students

      a. Qualified students will have to complete the basic needs intake form offered in the HUB and participate in the Basic Needs Recovery program.

iii.   Phase 3

    1. "First Week" (Work out kinks)

      a. During the first days and weeks of operating the program it is essentially that we maintain a critical eye in identifying opportunities to improve efficiency as well as to observe and reduce risks.

iv.   Phase 4

    1. Continued operation

      a. Evaluation of program performance must be conducted regularly to ensure that students are successfully navigating the program as well as to ensure continued safety as potential demand increases.

      b. Student feedback should be regularly requested to continue improving the programs efficacy.

      c. Community involvement should be encourage in order to rebuild relationships amongst our local community and our students as well as to help destigmatize and demystify ideas of homelessness in effort to

encourage the development of additional basic needs programs off campus.

4. **Controlling**

a. **Safety**- There will be a part-time officer located at the entrance and a HUB staffer to check students in from 10 p.m. to midnight, and check students out from 5 a.m. to 6 a.m. to ensure compliance with the program. There will also be regular safety patrols conducted by Campus Security to ensure that no alcohol or drug use is occuring, and those found in violation of regulations will be removed from the program.

b. **Risk** - It is important to note that the risks associated with implementing this program are often overestimated, as similar programs have found that the total amount of violent and drug incidents over the course of several years have been negligible. The students who will be utilizing this program will be the same students in our classrooms. By and large, they are respectful, orderly, and fully functioning members of society.

c. **Reporting** (how to we manage student data and success)
   i. Data will be compiled and managed by appropriate staff from the HUB in accordance with privacy and safety regulations regarding student's Personally Identifiable Information (PII). This data will include demographics, socio-economic status, and other information as necessary to properly track students and particular groups in similar fashion to regularly reported state and local data for homelessness.

ii. Palomar currently does not have a system for tracking student homelessness or basic needs in general. As such, it would be necessary to utilize one of the following methods to track and properly manage student data.

　　1. Integration with an existing Homeless Information Management System (HMIS) under a local Continuum of Care (CoC)[5].

　　2. Development of palomar specific information database with directive for required information from the Chancellor's office and the State.

5. **Continuation**

　a. **Scale-** One of the challenges in addressing homelessness is to get those experiencing it to come forward and seek help. There is strong reason to assume that once this program is fully operational, we will see an increase in the number of students we support as it becomes less stigmatizing to seek help and self identify as homeless. As such it will eventually become necessary to expand the availability of the program to stay ahead of the need.

　　i. 2 counselors for 30 cars at minimum with one additionally staffer for every 30 additional cars

　　ii. Support up to 30-50 students, potentially scale up to 100 by the beginning of the Spring 2021

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[5] Homeless Management Information System (HMIS). (n.d.). Retrieved from https://www.rtfhsd.org/hmis/

        iii.   Offering the parking garage for overnight parking as new security features make the garage a more secure environment while also offering some level of protection from the elements

b. **Transition**- Our goal for all students facing homelessness is for them to transition into stable and long term housing, and it is with the ultimate goal in mind that we offer the support of this program . This can be directly reported through various means and will ultimately determine this programs success, keeping in mind that this transaction could be a lengthy process and that immediate results may not be readily reportable.

        i.   Collection of data will show students are successfully navigating the program and show which methods achieve greatest success in rehousing students

        ii.   Academic tracking will show that Palomar is striving to place retention, graduation and transfer are the highest priorities through assistance in overcoming life challenges keeping in line with the goal of CCC's new Guided Pathways plan.

c. **Further community support** - The often overlooked aspect of Community College is within the name itself, "community", and it will be with community support that Palomar and its students will have a greater chance of success. Too often being homeless means being in a community without being a *part* of that community. Inviting current basic needs advocates from the community onto campus will have a tremendous impact in rebuilding that sense of support and community relationships. This could include;

        i.   CalFresh and Medi-Cal representatives to assist in applying for support

ii. Speakers who have experience similar situations that have
     successfully overcome these challenges to remind students
     they have a chance to succeed

iii. Job Fairs to increase opportunity for students to gain meaningful
     and sustaining employment with local community members and
     businesses providing more financial independence to seek housing
     options

iv. Expand culture of basic needs advocacy through off-campus
     efforts and in working with community leaders to help increase the
     support in place for those facing these challenges and advocate for
     awareness and change

d. **Basic needs subcommittee** - As more attention is turned to addressing
    basic needs it has become increasingly necessary to continuously grow
    and expand the support we can offer our students. This effort requires a
    multifaceted strategy that will consist of multiple levels of staff and
    administrators in order to be effective in communication and the shared
    responsibility to our students. The formation of a Basic Needs
    Subcommittee by Palomar would be the most appropriate way to facilitate
    continued success in this and future programs. Members would likely
    include;

    i.   Campus Police
    ii. Facilities
    iii. Student Services
    iv. Office of Student Affairs
    v.   Health Services
    vi. ETC.

Closing remarks:

It is the hope of the Palomar ASG that Palomar will someday have all the means we would ever need to support the struggles of our students but until such time, it is small steps like these that will lead to eventual long term change on our campus. The potential positive impact of this program for our students cannot be overstated. Basic needs are some of the most fundamental aspects of an individual's success not only in education but in life. The students who benefit the most from these programs are members of the LGBTQ community, minorities and people of color, woman, and our veterans who face a higher probability of homelessness then any other college group in California[6], as well as those who may not have otherwise not have the opportunity to attend college because of their living situation. Parking in a parking lot may sound like a simple solution, and that's because it really is. Homelessness is a large topic to tackle, but if we are constantly open to and encourage creative and ingenuitive ways to face it, it won't be long before Palomar Community College is recognized as beacon of hope for those who wish to enhance the opportunities of their lives.

 Homelessness shouldn't be a barrier to education, and at Palomar it doesn't have to be.

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[6] Goldrick-Rab, Sara, et al. "California Community Colleges #RealCollege Survey." *Www.hope4college.Com*, Mar. 2019, hope4college.com/wp-content/uploads/2019/03/RealCollege-CCCCO-Report.pdf.
"Students who served in the military were more likely to experience homelessness (25%) than students who did not (19%)." pg. 19