



Strategic Plan 2005

Vision

Learning for Success

Mission

Palomar College is an educational leader committed to quality learning. We provide our community the knowledge, information, skills, and aesthetic appreciation necessary to live responsibly, effectively, and creatively in an interdependent and changing world.

Values

Palomar College is a learning community dedicated to achieving student success and cultivating a love of learning. We strive to improve performance and outcomes based on evidence. To provide the highest quality learning and cultural experiences, we are guided by our core values of

- Achieving **excellence** in teaching, learning, and service;
- Fostering **integrity** as the foundation for all we do;
- Providing **access** to our programs and services;
- Ensuring **equity** and fair treatment in all policies, processes, and procedures;
- Celebrating **diversity** in people, philosophies, cultures, beliefs, programs, and learning environments;
- Supporting **inclusiveness** of individual and community viewpoints in collaborative decision-making processes;
- Promoting **mutual respect** and trust through open communication and actions;
- Supporting **innovation** to enhance and enrich learning environments and services.

Strategic Goals

To achieve the mission of quality learning, Palomar College will focus District efforts on these strategic goals:

Student Success

Facilitate student learning and goal attainment by providing comprehensive educational programs and services in diverse, accessible formats and locations.

- ✚ Increase scholarship recipients and donors through improved processes and procedures
- ✚ Provide comprehensive and innovative class scheduling options to improve accessibility and timely program and degree completion
- ✚ Create and implement a system to improve student fee collection and related services
- ✚ Improve articulation with area high schools at the discipline level and within student services
- ✚ Increase the number of students who develop a formal education plan
- ✚ Develop and implement policy and procedures that use technology to communicate relevant information to existing and potential students
- ✚ Develop and implement a comprehensive plan to increase the options for and availability of counseling and advising
- ✚ Develop options for increasing child care capacity
- ✚ Develop and implement programs and services to increase persistence, completion, and transfer
- ✚ Identify key skills necessary for employment and incorporate them across the curriculum
- ✚ Improve processes for identifying and responding to the educational needs of business and industry

Teaching and Learning Excellence

Provide exemplary teaching and learning environments and experiences to meet student needs through relevant curricula, innovation, partnerships, technology, research, and evaluation.

- ✚ Foster a learning culture that promotes institutional and student expectations, responsibilities, and respect
- ✚ Implement a user-friendly curriculum process
- ✚ Develop and implement standardized course syllabus content
- ✚ Develop and implement strategies to assure accuracy and continuity in counseling
- ✚ Integrate information competency skills across the curriculum
- ✚ Initiate a program to encourage, support and evaluate the use of innovative learning strategies

Organizational and Professional Development

Improve internal operations through effective communication and inclusive governance structures; strengthen and maintain professional development programs.

- ✦ Implement a more timely process for approval and filling of new and replacement positions
- ✦ Establish and fund on-going employee training programs that assess needs, assure competencies, and use appropriate delivery methods
- ✦ Formalize a governance process that assures appropriate evaluation of, and response to, committee recommendations
- ✦ Promote a culture of inclusiveness, participation, collaboration, and mutual respect that recognizes and celebrates the value of contributions
- ✦ Establish the standards to create a service-oriented institutional climate
- ✦ Promote cross-functional training and education to improve institutional understanding and teamwork
- ✦ Continue efforts to achieve a 75/25 full-time to part-time faculty ratio
- ✦ Develop and implement guidelines for identifying and distributing necessary and useful information to staff
- ✦ Delineate and integrate the District's organizational and governance structures
- ✦ Pursue professional development grant opportunities
- ✦ Develop and implement a plan to address staff safety and security concerns
- ✦ Expand professional development opportunities for using new learning techniques in the classroom

Resource Management

Utilize existing human, physical, technological, and fiscal resources efficiently and effectively and increase external funding.

- ✦ Explore options for flexible multi-year departmental budget planning
- ✦ Continue efforts to make budget reports user-friendly
- ✦ Develop and implement institutional strategies to lobby for community college interests and funding
- ✦ Develop and implement a long range budget plan for computer hardware and software upgrades and/or replacement
- ✦ Strengthen business and community partnerships and relationships to increase funding sources and support
- ✦ Develop protocols to allow departmental flexibility in achieving efficiency goals
- ✦ Centralize facilities budgets for classroom standardization, maintenance, and repairs
- ✦ Update and implement the Technology Master Plan
- ✦ Define and provide the appropriate level of services at all centers
- ✦ Develop protocols for maximizing the efficiency of classroom utilization
- ✦ Create a full-time grant writer position with appropriate support
- ✦ Evaluate and address resource requirements and impacts prior to hiring personnel

Facilities Improvement

Enhance the aesthetic appearance, functionality, cleanliness, accessibility, and safety of current facilities, while effectively planning for future needs based on educational programs and services.

- ✚ Develop and fund an on-going district-wide maintenance plan for buildings and grounds that demonstrates the commitment to a clean, attractive learning environment
- ✚ Complete and begin implementation of the Educational and Facilities Master Plan
- ✚ Develop and implement a flexible parking plan that accommodates the needs of students, faculty, staff, and the community
- ✚ Evaluate and improve facilities-related safety and security throughout District
- ✚ Complete and implement a Master Signage Plan for all District facilities
- ✚ Develop a schedule based on the Educational and Facilities Master Plan to remodel and renovate buildings
- ✚ Create and implement a District Landscape Plan
- ✚ Develop strategies to address adjunct faculty office space needs
- ✚ Develop and implement uniform Facilities Use Policy and Procedures