



Strategic Plan 2009

Learning for Success





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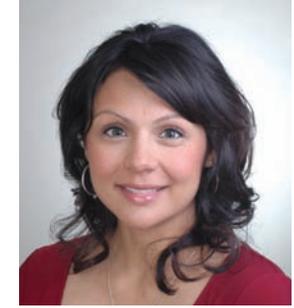
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**Michelle Eichelberger
Student Trustee**

Palomar College was founded in 1946, and thus celebrated its 60th anniversary in 2006 – looking back and also forward. The Palomar Community College District includes more than 2,555 square miles and within its boundaries lives approximately 25 percent of San Diego County's population. The College's San Marcos campus is joined by an Education Center in Escondido and seven smaller sites throughout north county: at Mt. Carmel, Poway, Camp Pendleton, Fallbrook, Ramona, Pauma, and Borrego Springs. Palomar is the largest of eight community colleges in San Diego County and, with enrollment of approximately 31,000 students, is one of the largest of the 109 community colleges in California. Palomar offers more than 300 degree and certificate programs as well as noncredit community development and personal enrichment classes for lifelong learning. The College's five academic divisions are Arts, Media, Business and Computing Systems; Career, Technical and Extended Education; Languages and Literature; Mathematics and the Natural and Health Sciences; and Social and Behavioral Sciences.

Palomar College is the college of opportunity. We are accessible to the public at many levels, opening our arms to the wide ranges of their interests, ambitions, skill levels, capabilities, ages, and ethnicities. Our doors are open at the San Marcos campus, our Escondido Center, and our other sites -- almost around the clock and in the classroom, online, on TV, and at community center and business partner locations. Palomar is inclusive.

Palomar College continually adapts and adjusts to its changing environment in north San Diego County and to local, state, national, and international educational needs, trends, and issues. We add new degree and certificate programs. We expand in fields that are growing or in demand and curtail in fields that are not. We scan the external and internal environments and assert our places in them. We team with adjacent institutions and businesses. We add class sections each semester to meet student needs and to make completion of course sequences easy. We provide quality education at relatively minimal costs.

As Superintendent/President, I look forward to leading College representatives through annual processes toward fulfillment of the goals of this Strategic Plan 2009. We will move forward in measures to implement and attain student success, provide exemplary teaching and learning environments and experiences, develop organizationally and professionally, gain and utilize resources efficiently and effectively, and enhance facilities.

I encourage you to join me in the work of the critical years ahead.

Sincerely,



Robert P. Deegan
Superintendent/President



Planning Process

It was in 2002 that Palomar College published its Strategic Plan 2005. Created by a 73-member task force, that plan helped set the College's priorities for action in serving its community. As part of the planning process, the task force revised and updated the vision, mission, and values for the College. Further, the task force completed an internal and an external scan.

The internal scan included review of student demographics; elements of internal and external student success; Partnership for Excellence outcomes and goals; student satisfaction survey data; and staff, faculty, and administration priorities survey data. The external scan included projected population growth and forecasts for San Diego's North County from the San Diego Association of Governments (SANDAG), discussions with educational partners from high schools and four-year universities, and presentations from business and industry representatives.

As the time frame for Strategic Plan 2005 came to a close, Palomar began work to update the objectives listed in that plan. To complete the update, the Strategic Planning Council, in collaboration with its four constituent planning councils, reviewed the vision, mission, values, and planning assumptions for the College. Also, during a workshop, the councils reviewed and discussed supplemental information related to the internal and external scans. The information reviewed by the councils included a study of enrollment, the new accreditation standards, and results from the Community College Survey of Student Engagement. Finally, to help identify and update the College priorities, the Strategic Planning Council sought input from all constituent groups through a campus-wide survey. The resulting Strategic Plan 2009 was approved by the Strategic Planning Council in November 2005.



1. As the central part of San Diego County builds out, the unincorporated areas around San Marcos and the areas in the northern part of the county will continue to experience strong population growth.
2. Projections from SANDAG in 2002 indicate that within 10 years, traffic volume on the I-15 corridor is expected to increase approximately 22 percent.
3. State funding resources will continue to decrease while the demands placed on community colleges will increase. Therefore, community colleges must increase their efforts to secure alternative funding sources, such as grants, partnerships, and fundraisers.
4. The community college environment encompasses a diverse student population with diverse needs; therefore, flexibility and variety in offerings and services are important while a focus on quality instructional programs is maintained.
5. Student services should be maximized to address the needs of Palomar College's diverse student population.
6. Based on age, students falling within the 18-21-year-old age category are the most "at risk" when considering academic performance and retention.
7. An emphasis on student outcomes and learning (for example, Partnership for Excellence, new accreditation standards) will require all educational institutions to provide evidence of student learning.
8. Basic employer skill requirements include the following: computation skills, computer skills, reading skills, workplace attitudes, and writing skills.
9. In addition to the basic skill requirements, employers emphasize the value of lifelong learning, general business acumen and ethics, and interpersonal skills.
10. San Diego County has comprehensive post-secondary options for high school graduates, including community colleges, public universities, and private universities; however, some high schools focus on sending their graduates to four-year universities and do not place a high value on attending a community college.
11. An opportunity exists for the community college to facilitate transition of students from high schools to the universities because some of the San Diego County public and private universities (in particular UCSD) accept a smaller number of freshman applicants.
12. As the implementation of the high school exit exam begins to impact students, the demand for community college basic skills courses, college preparatory courses, and vocational programs will increase.



Learning for Success

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 strategic goals organized under five subject matter headings: Student Success, Teaching and Learning, Organizational and Professional Development, Facilities Improvement, and Resource Management. The goal statements follow.

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

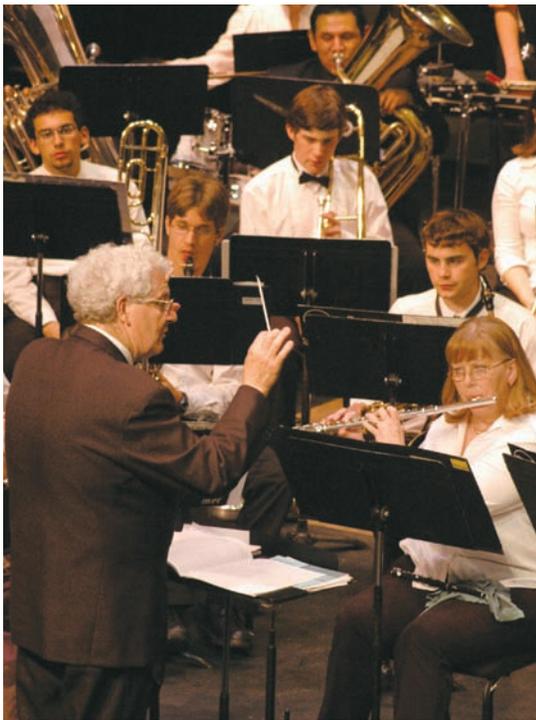
- Increase instructional faculty's awareness and referral of students to services that support student success.
- Define and communicate classroom and college expectations of students that foster shared responsibility for learning outcomes.
- Develop and implement an institution-wide plan that includes strategies to improve retention (course completion) and persistence (semester to semester attendance and completion).
- Increase student awareness and use of services that support student success.
- Align scheduling, course and program offerings to meet the needs of students.
- Advance curriculum alignment with area high schools at the discipline level and within student services.
- Develop protocols for maximizing efficient use of technology for communicating with students.
- Enhance the faculty advisory program through the use of technology.
- Increase the number of full-time faculty while recognizing the need to increase the diversity among full-time faculty.





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

- Provide up-to-date technology and related technical and equipment support for instructional purposes.
- Provide comprehensive technology training for instructional purposes.
- Initiate dialogue related to best practices in online teaching.
- Continue the dialogue and the implementation efforts to assess student learning outcomes.
- Assess and review information competency skills of students.
- Provide financial and institutional support to facilitate faculty skill development, knowledge, research, and innovation in on- and off-campus venues.
- Develop a new faculty-to-faculty mentoring program.
- Offer training in curriculum and new course development.



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

- Establish and fund ongoing employee training programs for technical and professional skills to assess needs, assure competencies, and use of appropriate delivery methods.
- Establish a website that includes all information related to professional development, staff development, and training offerings available to Palomar College employees.
- Evaluate formal communication channels and improve the vertical and horizontal communication within the governance structure.
- Continue to promote and support health and wellness activities.



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

- Identify and provide appropriate levels of funding to support and ensure implementation of the facilities plan and the ongoing maintenance of buildings and grounds.
- Complete the master signage plan for all district facilities.
- Continue efforts to maximize the efficiency of parking lots to accommodate the needs of students, faculty, staff, and the community.
- Develop a schedule to maintain and replace classroom furniture, equipment, and facilities to best serve students.
- Continue to develop procedures to respond to emergency situations.
- Strengthen efforts to improve safety and security throughout the district.

Multidisciplinary Instructional Building *Projected cost \$36 million *70,009 assignable square feet *March 2010 completion



Library/Learning Resource Center *Projected cost \$59 million *83,000 assignable square feet *Fiscal Year 2011/2012 completion



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

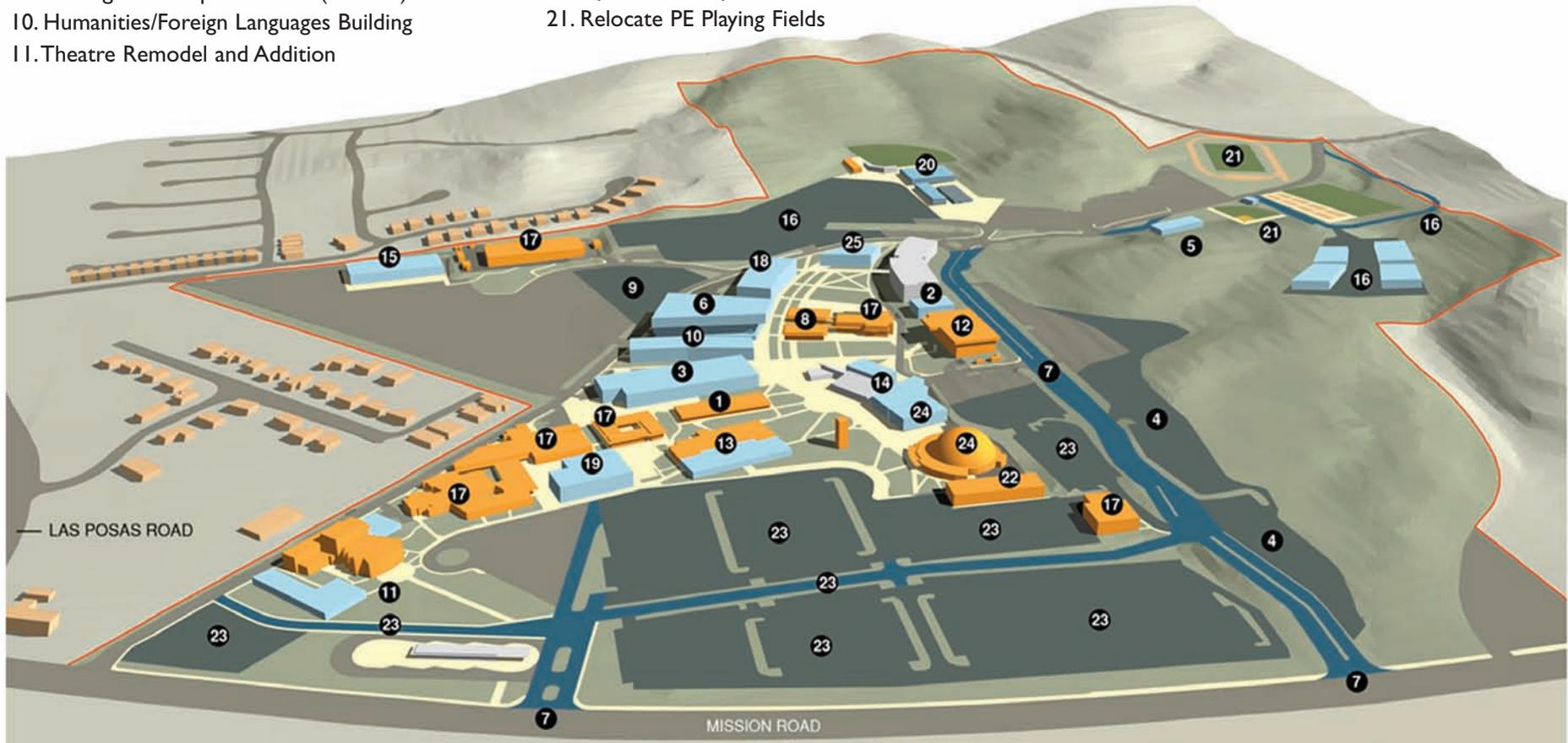
- Develop and implement processes that result in the identification, pursuit, and receipt of additional funds.
- Develop and implement a process for submitting, approving, and managing grants.
- Continue efforts to simplify budgeting processes.
- Provide ongoing training and support for fiscal reporting tools.
- Develop protocols that maximize the effective use of facilities.
- Develop a process that takes into account the total cost of each purchase, including maintenance, upgrades, and licensing.
- Develop a comprehensive process that addresses the financial implications of program development.



San Marcos campus

1. Building "S" Remodel
2. Planetarium/Multimedia Lab
3. Multidisciplinary Building "A"
4. Parking/Road Improvements (Phase 1)
5. Child Development Center
6. Library/Learning Resource Center
7. Campus Loop Road / Entry Improvements
8. Building "P" Remodel
9. Parking/Road Improvements (Phase 2)
10. Humanities/Foreign Languages Building
11. Theatre Remodel and Addition
12. Library Building (LL) Remodel
13. SSC Building Remodel and Addition
14. Student Union (Phase 2)
15. Industrial Technology Center
16. M&O Facilities /Road/Parking
17. Remodel Remainder of Buildings
18. Multidisciplinary Building "B"
19. Digital Arts/Communications Building
20. Gymnasium/Physical Education Facilities
21. Relocate PE Playing Fields
22. Remodel Building "O" for Campus Police
23. Parking/Road Improvements (Phases 3 & 4)
24. Remodel Dome and Auxiliary Services Building
25. General Instruction Building

- Buildings to be Remodeled
- New Buildings
- New/Remodeled Parking Lot
- New/Remodeled Road



Robert Deegan
Superintendent/President

Berta Cuaron
Asst. Superintendent/Vice President,
Instruction

Wilma Owens
Dean, Instruction

Joe Madrigal
Asst. Superintendent/Vice President,
Student Services

Lynda Halttunen
Dean, Counseling Services

Bonnie Ann Dowd, Ed.D.
Asst. Superintendent/VP, Finance and
Administrative Services

Michelle Barton
Director, Research/Planning

John Tortarolo
Asst. Superintendent/Vice President,
Human Resource Services

Bruce Bishop
Director, Student Affairs

Brent Gowen, Ph.D.
President, Faculty Senate

Patrick O'Brien
Faculty Coordinator,
Professional Development

Molly Faulkner, Ph.D.
Past President, Faculty Senate (or designee)

Theresa Hogan Egkan
Faculty Member appointed by
Faculty Senate

Jose Fernandez
Faculty Member appointed by
Faculty Senate

Shannon Lienhart
Co-President, Palomar Faculty Federation

Julie Ivey
Co-President, Palomar Faculty Federation

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Employees/AFT

Tricia Frady
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Michelle Eichelberger
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Renie Colwell
Interim Executive Director, Foundation

Chris Miller
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Strategic Planning Council Role, Products, and Reporting Relationships

The Strategic Planning Council, representing all constituent groups of Palomar College, implements the strategic plan, develops or revises governance policies, and communicates with the respective groups. The strategic planning process guides budget priorities. Recommendations made by the Strategic Planning Council will reflect the values and support the mission of the College and will be in the best interest of improving student success and serving the community.

Role: The Strategic Planning Council, as the recognized participatory governance body of the College, creates the processes for recommending College policies and governance committee structures. The Strategic Planning Council reviews actions, recommendations, and requests of planning groups and task forces. The Strategic Planning Council amends and guides the planning processes and recommends policies and procedures to respond to the changing needs of the student population and the internal and external environments. The Strategic Planning Council develops, implements, evaluates continuously, and revises, if necessary, the District's plans and initiatives, both long term and short term. A three-year planning cycle is used to implement the Strategic Plan. An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year. Communication with individual constituencies and participation in the Council meetings are the primary responsibilities of the Strategic Planning Council members.

Products: Palomar College's Strategic Plan, Annual Implementation Plans, Criteria for Annual Evaluation of the Planning Outcomes, Annual Progress Report, and Policies and Procedures Recommendations.

Reporting Relationship: Superintendent/President

Publication Production

Mark Oggel
Director, Communications

Margie Adcock
Print Services

Melinda Finn
Photography



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Mission Statement

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