PALOMAR COLLEGE

STRATEGIC PLAN 2013

VISION

Learning for Success

MISSION

Our mission is to provide an engaging teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. As a comprehensive college, we support and encourage students who are pursuing transfer-readiness, general education, basic skills, career and technical training, aesthetic and cultural enrichment, and lifelong education. We are committed to promoting the learning outcomes necessary for our students to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and changing world.

VALUES

Palomar College is dedicated to achieving student success and cultivating a love of learning. Through ongoing planning and self-evaluation, we strive to improve performances and outcomes. In creating the learning and cultural experiences that fulfill our mission and ensure the public's trust, we are guided by our core values of

- **Excellence** in teaching, learning, and service
- **Integrity** as the foundation for all we do
- **Access** to our programs and services
- **Equity** and the fair treatment of all in our policies and procedures
- **Diversity** in learning environments, philosophies, cultures, beliefs, and people
- **Inclusiveness** of individual and collective viewpoints in collegial decision-making processes
- **Mutual respect** and **trust** through transparency, civility, and open communications
- **Creativity** and **innovation** in engaging students, faculty, staff, and administrators
- **Physical presence** and **participation** in the community

STRATEGIC GOALS AND OBJECTIVES

Goal 1: Implement an integrated planning, review, and evaluation model that provides for the allocation of resources on the basis of department/unit and college-wide priorities.

Objective 1.1: Update existing Educational Master Plan, Facilities Plan, and Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's Integrated Planning and Resource Allocation Model.

Objective 1.2: Establish a method in each planning council to evaluate the effectiveness of the previous year's allocations and to prioritize current year allocations.

Objective 1.3: Modify the budget development process, ensuring that Program Review and Planning, Strategic Planning and Master Planning priorities are the basis of resource allocation decisions.

Objective 1.4: Annually evaluate the extent to which the college's Integrated Planning Model reflects the college's mission and results in improvement.

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Objective 2.1: Open a Teaching and Learning Center on the San Marcos campus, as identified in the college's basic skills plan.

Objective 2.2: Examine the processes by which students progress through English, mathematics, reading, and ESL sequences.

Objective 2.3: Implement the GRAD (Goal, Responsibility, Attitude, Determination) campaign which encourages students to take responsibility for achieving their educational goals.

Objective 2.4: Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Services Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness.

Objective 2.5: Establish processes to ensure the quality of distance education offerings.

Approved by SPC 2/9/2010

Goal 3: Ensure that the college's shared governance structure operates effectively and that the processes for decision-making are clearly defined and participatory.

Objective 3.1: Create a glossary of governance terms.

Objective 3.2: Develop and implement an annual orientation program on college governance.

Objective 3.3: Create a centralized archive documenting institutional history: major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures.

Objective 3.4: Develop and implement a method for assessing the effectiveness of the shared governance process.

Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students.

Objective 4.1: Complete an EEO plan.

Objective 4.2: Develop a staffing plan that identifies minimum and optimum staffing levels throughout the district.

Objective 4.3: Evaluate the extent to which staffing plans and decisions reflect the needs expressed in the Council and College-wide priorities.

Goal 5: Ensure that existing and future facilities support learning, programs, and services.

Objective 5.1: Develop and implement a plan for opening the North Education Center.

Objective 5.2: Consider space for student engagement and interaction in the design of new and renovated buildings.

Objective 5.3: Identify and purchase a site for future development of another Education Center in accordance with the Master Plan.

Goal 6: Optimize the technological environment to provide effective programs and services throughout the district.

Objective 6.1: Update Technology Master Plan 2005 to address:
- Access
- Training
- Evaluation
- Disaster preparedness and data security
- Ongoing technology, maintenance and replacement