Report of Strategic Planning Survey

Prepared for:
Strategic Planning Committee

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Office of Institutional
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DRAFT

Executive Summary

Overview

A college-wide strategic planning workshop was held on January 14, 2002. The purpose of this meeting was to invite input from faculty, staff, and students on the objectives and activities that should be included in Palomar College's Strategic Plan. Through this workshop, participants identified a list of potential objectives on which the College should focus. The Strategic Planning Writing Team compiled this list and placed the objectives in an institution-wide survey available to all employees of the District.

Method

Survey Development

- During a strategic planning workshop, breakout sessions were held for each of the five goals identified in the College's Strategic Plan: Student Success, Teaching and Learning Excellence, Professional and Organizational Development, Resource Management, and Facilities.

- At each breakout session, participants were asked to brainstorm and suggest objectives or activities to include in the Strategic Plan.

- The Strategic Planning Writing Team took all of the items proposed by workshop attendees and created a survey. Redundant, contract negotiable, and activities that the College was already accomplishing were not included in the survey.

- Each survey item was associated with a 5-point scale ranging from "Very Low Priority" to "Very High Priority."

- The final survey included 300 items.

Survey Administration

- The Office of Institutional Research and Planning (IR&P) administered the survey using a web-based survey methodology. However, IR&P also prepared a scanable paper copy of the survey.

- Employees were notified about the survey through a memo sent by email and placed in their mailboxes.

- Of 1,401 requests for participation, 464 participants completed the survey for a response rate of 33.1%. The distribution of participants included: 170 faculty, 163 classified, 57 administrators, 7 other, and 67 declined or failed to state.

Data Analysis

- Overall means and standard deviations were computed for each item.

- Items were sorted in descending order of priority overall and for each goal. A "logical" cut-off score for each item was identified. All items with mean scores greater than or equal to the logical cut-off score were considered high-priority items.

- IR&P completed an initial qualitative analysis and categorized each high-priority item by goal into one of thirty-nine categories.

Brief Review of Results

- Review of the top 10% of the items overall in order of importance shows that one of the items came from Student Success, one of the items came from Teaching and Learning Excellence, four of the items came from Professional and Organizational Development, six of the items came from Resource Management, and eighteen items came from Facilities. See Table 1 on the following page.

- Overall means for Student Success ranged from 1.76 to 3.83. The logical cut-off score was 3.50. Twenty-three items were identified as high-priority items. See Table 3 to view all Student Success items and their scores.

- Overall means for Teaching and Learning Excellence ranged from 2.47 to 4.04. The logical cut-off score was 3.43. Seven items were identified as high-priority items. See Table 4 to view all Teaching and Learning Excellence items and their scores.

- Overall means for Professional and Organizational Development ranged from 2.21 to 4.14. The logical cut-off score was 3.50. Twenty-four items were identified as high-priority items. See Table 5 to view all Professional and Organizational Development items and their scores.

- Overall means for Resource Management ranged from 2.62 to 4.12. The logical cut-off score was 3.43. Twenty-three items were identified as high-priority items. See Table 6 to view all Resource Management items and their scores.

- Overall means for Facilities ranged from 2.24 to 4.22. The logical cut-off score was 3.52. Thirty-eight items were identified as high-priority items. See Table 7 to view all Facilities items and their scores.

Table 1
Top 10% of All Items Listed in Descending Order of Priority

Question	N	M	SD	Goal
Palomar College should:				
1. clean restrooms better.	381	4.22	1.04	FAC
2. increase parking for students, faculty, staff, and visitors at all locations, especially for students during registration periods.	386	4.18	1.05	FAC
3. create a long-term plan for new space.	364	4.16	0.98	FAC
4. create a more timely process for approval of new and replacement positions.	425	4.14	0.94	POD
5. solicit input from users when designing or re-designing buildings.	362	4.13	1.05	FAC
6. all departments to roll budgets into the next fiscal year as an incentive for saving.	376	4.12	1.08	RES
7. provide parking solutions for first few weeks of class.	385	4.11	1.12	FAC
8. make budgets more transparent and easier to read.	380	4.09	1.06	RES
9. provide ongoing training for new and current staff.	436	4.07	0.98	POD
10. provide better security for late-night classes.	376	4.06	1.10	FAC
11. post room numbers clearly inside and outside of every classroom - always in sight in case of an emergency.	379	4.06	1.13	FAC
12. treat students as adults.	385	4.04	1.12	TAL
13. take advantage of land available (on-campus and nearby).	359	4.04	1.10	FAC
14. provide physical directories throughout the campus like the "You are here" signs in the malls.	382	4.01	1.11	FAC
15. establish a comprehensive signage and numbering system for buildings and parking lots at all sites.	369	4.01	1.14	FAC
16. follow-through on recommendations made in committees and provide feedback on the recommendations.	429	3.99	0.93	POD
17. lobby in Sacramento and Washington D.C. for community colleges (e.g., funding legislation).	372	3.98	1.06	RES
18. remodel and renovate buildings.	357	3.95	1.06	FAC
19. improve safety and security at all locations.	375	3.94	1.13	FAC
20. provide appropriate furniture for students, faculty/staff.	370	3.94	1.00	FAC
21. identify ways to remove competitiveness and promote inclusiveness, participation, and collaboration for all groups.	432	3.92	1.14	POD
22. light up crosswalks on Comet Circle.	366	3.89	1.15	FAC
23. maintain the grounds.	369	3.89	1.10	FAC
24. plan for computer hardware and software replacement every three years.	374	3.88	1.14	RES
25. provide more funding and staffing for training.	374	3.87	1.11	RES
26. provide consistent and appropriate climate in classrooms (HVAC).	358	3.84	1.06	FAC
27. make parking lot changes/plans a collegial process: require staff input re. parking lot changes/plans.	377	3.83	1.27	FAC
28. advertise our scholarships better.	360	3.83	1.05	SS
29. provide more facilities staff to get the job done.	390	3.82	1.16	RES
30. clean up and renumber the existing signage of rooms and buildings.	366	3.80	1.23	FAC

Table 2
Top 5 Objectives Listed in Descending Order by Goal

		N	Mean	SD
Student Success				
1.	advertise our scholarships better.	360	3.83	1.05
2.	schedule classes at times more convenient for students.	357	3.73	1.18
3.	offer complete instructional programs both day and night.	356	3.72	1.12
4.	create a better way to process students through cashier.	340	3.71	1.17
5.	improve articulation between high schools and the college for English and Math classes.	352	3.70	1.10
Teaching and Learning Excellence				
1.	treat students as adults.	385	4.04	1.12
2.	stress the importance of providing and following accurate syllabus.	389	3.68	1.06
3.	ensure consistent curriculum standards.	367	3.60	1.07
4.	make degree completion possible in 4-5 semesters.	381	3.59	1.17
5.	stress continuity in counseling.	362	3.57	1.16
Professional and Organizational Development				
1.	create a more timely process for approval of new and replacement positions.	425	4.14	0.94
2.	provide ongoing training for new and current staff.	436	4.07	0.98
3.	follow-through on recommendations made in committees and provide feedback on the recommendations.	429	3.99	0.93
4.	identify ways to remove competitiveness and promote inclusiveness, participation, and collaboration for all groups.	432	3.92	1.14
5.	recognize, value, and celebrate our people across the board.	414	3.79	1.23
Resource Management				
1.	allow departments to roll budgets into the next fiscal year as an incentive for saving.	376	4.12	1.08
2.	make budgets more transparent and easier to read.	380	4.09	1.06
3.	lobby in Sacramento and Washington D.C. for community colleges (e.g. Funding, legislation, etc.)	372	3.98	1.06
4.	plan for computer hardware and software replacement every three years.	374	3.88	1.14
5.	provide more funding and staffing for training.	374	3.87	1.11
Facilities				
1.	clean restrooms better.	381	4.22	1.04
2.	increase parking for students, faculty, staff, and visitors at all locations, especially for students during registration periods.	386	4.18	1.05
3.	create a long-term plan for new space.	364	4.16	0.98
4.	solicit input from users when designing or re-designing buildings.	362	4.13	1.05
5.	provide parking solutions for first few weeks of class.	385	4.11	1.12

Goal 1
Student Success

Means for Student Success items ranged from 1.76 to 3.83. The overall mean for this category was 3.34. The logical cut-off was 3.50. Items rated 3.50 and higher were considered high-priority. The 23 items considered high-priority for student success tended to cluster under 14 categories:

Advertise Scholarships (1 item)
Course Scheduling (2 items)
Cashier Process (2 items)
Customer Service (1 item)
Curriculum Consistency (1 item)
Communication with High Schools (2 items)
Counseling Efficiency and Consistency (2 items)
Child Care Center Capacity (1 item)
Vocational Classes (1 item)
Transfer Programs (advertise, track, develop, increase) (3 items)
Information Centers and Directories (1 item)
New Learning Strategies (1 item)
Communication with Students (Internet, email, etc.) (4 items)
Business and Community Associations (1 item)

Table 3
STUDENT SUCCESS
Strategic Planning Survey
Mean Responses by Survey Question
In Descending Order

Question	N	Min	Max	Mean	SD	Category
advertise our scholarships better.	360	1	5	3.83	1.05	24
schedule classes at times more convenient for students.	357	1	5	3.73	1.18	25
offer complete instructional programs both day and night.	356	1	5	3.72	1.12	25
create a better way to process students through cashier.	340	1	5	3.71	1.17	26
improve articulation between high schools and the college for English and Math classes.	352	1	5	3.70	1.10	27
develop alternative ways to pay for tuition and fees; online.	336	1	5	3.64	1.14	26
have each student meet with a counselor to develop an Educational Plan.	361	1	5	3.63	1.30	13
post faculty office hours information on the Web.	358	1	5	3.63	1.23	32
ensure availability of counseling and advising.	355	1	5	3.61	1.20	13
publicize hours for students regarding open computer labs.	346	1	5	3.59	1.08	32
have a real person answer the phone in all departments.	363	1	5	3.58	1.29	6
develop a list of high school contacts for recruitment in high schools.	348	1	5	3.57	1.19	27
increase Child Care Center capacity.	342	1	5	3.57	1.20	28
develop more Transfer Guarantee Admission programs.	337	1	5	3.57	1.17	30
incorporate skills needed for the work world in course offerings.	352	1	5	3.56	1.13	12
offer more vocational classes to support the trades.	353	1	5	3.55	1.17	29
track students for persistence, completion, transfer, and success.	350	1	5	3.55	1.16	30
advertise Transfer Programs to new students.	344	1	5	3.54	1.14	30
provide information centers near parking areas and entrances.	353	1	5	3.53	1.19	31
encourage E-mail contact with students.	362	1	5	3.53	1.19	32
develop more ways to get information out to students..	340	1	5	3.53	1.05	32
find ways to respond quickly to business and industry.	348	1	5	3.52	1.16	19
maintain flexibility to try new learning strategies and give them a chance to succeed.	332	1	5	3.50	1.10	10
provide more money for scholarships.	358	1	5	3.49	1.14	
develop indicators of student success and publicize them.	346	1	5	3.49	1.14	
develop new ways to support financially strapped students.	355	1	5	3.48	1.11	
showcase departmental successes.	332	1	5	3.48	1.15	
increase articulation between feeder high schools and Palomar.	334	1	5	3.48	1.17	
make sure our outreach is all inclusive, not just high school.	340	1	5	3.47	1.16	
staff departments at all times, especially during the day to answer student questions.	350	1	5	3.47	1.15	
increase staffing for open computer labs.	330	1	5	3.46	1.14	
maintain CalWorks and Matriculation services.	340	1	5	3.46	1.26	

Question	N	Min	Max	Mean	SD	Category
improve tutor training.	325	1	5	3.46	1.12	
create a computerized assessment center.	334	1	5	3.45	1.21	
develop and support a mentoring program for "at risk" students.	366	1	5	3.45	1.14	
aggressively advise students into developmentally sequenced courses.	344	1	5	3.44	1.05	
expand early alert system to identify all students who are at risk.	349	1	5	3.44	1.14	
gather and advertise success stories of students using a variety of media.	347	1	5	3.44	1.15	
increase hours for counseling at Centers.	342	1	5	3.44	1.23	
create a flow chart to show students how to progress through the system.	351	1	5	3.43	1.19	
support the complete instructional program if Palomar offers it.	312	1	5	3.42	1.11	
develop a freshman or 1st-time-attendee experience program.	371	1	5	3.41	1.21	
increase support for the tutoring program.	335	1	5	3.41	1.11	
increase student services for evening, Saturday, intersession, and summer classes.	341	1	5	3.40	1.21	
standardize student load terminology to fit financial aid regulations, i.e., full-time, part time, remedial, basic skills.	326	1	5	3.40	1.16	
tie class offerings to identified student goals.	331	1	5	3.37	1.17	
offer practical work preparation classes (how to get a job, be on time).	361	1	5	3.37	1.23	
offer more instructional support for students with disabilities.	339	1	5	3.37	1.08	
expand on-line course offerings.	353	1	5	3.36	1.24	
balance liberal arts studies and work force training offerings.	347	1	5	3.35	1.20	
have students make counseling appointments prior to PAR, during off season.	337	1	5	3.34	1.25	
mandated orientation for all students including information on services.	376	1	5	3.34	1.30	
provide more student services at Centers.	337	1	5	3.33	1.18	
encourage more hybrid classes (On-line combined with in-class).	344	1	5	3.33	1.20	
hold campus wide open house to highlight campus programs.	377	1	5	3.33	1.21	
publicize our student health care plan.	343	1	5	3.33	1.10	
develop a re-entering students program.	373	1	5	3.32	1.19	
pre-enroll students to match room size with numbers of students wanting course.	327	1	5	3.32	1.24	
create a Faculty assessable database of student retention and transfer information.	343	1	5	3.32	1.16	
create an architecture that will increase communication with faculty, students or services.	331	1	5	3.31	1.15	
increase faculty involvement for student support services.	326	1	5	3.30	1.15	
provide digital bulletin boards for student information.	332	1	5	3.30	1.13	
provide orientation for students for specific disciplines.	353	1	5	3.29	1.20	
improve math assessment.	317	1	5	3.29	1.17	
improve counselor-to-student ratio.	351	1	5	3.29	1.29	
tie basic skills to vocational goals.	328	1	5	3.28	1.16	
enhance Student Ambassador program to help other students during peak times.	332	1	5	3.27	1.12	
provide faculty mentors for students.	335	1	5	3.26	1.15	
require instruction for all students in How to Succeed in College.	381	1	5	3.26	1.31	
develop a more comprehensive health care plan that students can purchase.	336	1	5	3.25	1.24	
conduct an exit interview to give us feedback as to every student's college experience.	357	1	5	3.25	1.33	

Question	N	Min	Max	Mean	SD	Category
encourage students to be part of a larger community through extra-curricular activities.	353	1	5	3.23	1.20	
outreach beyond recruitment.	325	1	5	3.23	1.15	
increase departmental/instruction responsibility for retention/advising.	344	1	5	3.23	1.18	
bridge faculty involvement with outreach in K-12.	324	1	5	3.22	1.16	
Create a card with important phone numbers to give to students at orientation.	348	1	5	3.21	1.25	
develop assessment instruments to show how students are successful.	337	1	5	3.21	1.23	
assist students purchasing text books.	346	1	5	3.20	1.24	
provide more fulltime contract to work at the front desk in counseling.	329	1	5	3.14	1.25	
set up a Math, Engineering, Science Assistance (MESA) program at Palomar College.	300	1	5	3.13	1.22	
write more grants for supplementing outreach services.	326	1	5	3.10	1.17	
foster mentoring with alumni and new students.	343	1	5	3.09	1.18	
revisit the University Studies degree.	321	1	5	3.03	1.36	
set up financial aid for students who have gone over the limits.	326	1	5	3.02	1.27	
offer short term loans not based on income.	351	1	5	3.02	1.33	
provide cap-stone experience such as a portfolio for students to demonstrate their mastery of knowledge and skills.	315	1	5	3.02	1.25	
implement a follow-up process that includes calling students who do not return.	366	1	5	2.93	1.24	
set up an advisory committee for Student Success.	315	1	5	2.93	1.17	
provide an advisory committee for programs district wide.	304	1	5	2.92	1.17	
make more campus tours available.	331	1	5	2.91	1.16	
give students a CD with all college information when they register.	340	1	5	2.90	1.41	
do a computerized interest inventory that would go with our offerings as an outreach tool.	306	1	5	2.89	1.14	
advertise that Palomar is a Vanguard College.	338	1	5	2.89	1.38	
hire more bi-lingual support staff.	326	1	5	2.84	1.28	
offer Puente and Summer Bridge (block) program for students.	278	1	5	2.82	1.26	
provide 1st Friday session for special topics.	302	1	5	2.81	1.18	
develop a student Bill of Rights.	321	1	5	2.70	1.22	
provide Awards for students: reentry student of the year, transfer student of the year, etc.	332	1	5	2.63	1.31	
do not offer classes that meet only once a week.	342	1	5	1.76	1.15	

Student Success   410   1   5   3.34   0.75

Goal 2
Teaching and Learning Excellence

Means for Teaching and Learning Excellence ranged from 2.47 to 4.04. The logical cut-off was 3.43. Items with a mean greater than or equal to 3.43 were considered high-priority. Seven items were considered high-priority. These seven items could be subsumed under four discrete categories:

Curriculum Consistency (3 items)
Customer Service (2 items)
Counseling Continuity (1 item)
Degree Completion Within a Reasonable Time Frame (1 item)

Table 4
TEACHING AND LEARNING EXCELLENCE
Strategic Planning Survey
Mean Responses by Survey Question
In Descending Order

Question	N	Min	Max	Mean	SD	Category
treat students as adults.	385	1	5	4.04	1.12	6
stress the importance of providing and following accurate syllabus.	389	1	5	3.68	1.06	12
ensure consistent curriculum standards.	367	1	5	3.60	1.07	12
make degree completion possible in 4-5 semesters.	381	1	5	3.59	1.17	14
stress continuity in counseling.	362	1	5	3.57	1.16	13
treat students as customers.	379	1	5	3.53	1.41	6
teach Information competency across the curriculum.	354	1	5	3.43	1.13	12
assess the benefits of part time instructors on instruction.	367	1	5	3.34	1.16	
distribute meaningful research results.	344	1	5	3.33	1.17	
develop standard language for syllabi to deal with special needs, grades, student conduct, classroom policies and procedures	373	1	5	3.32	1.23	
offer more opportunities for exchange/discourse/collaboration between faculty members.	362	1	5	3.30	1.00	
solicit faculty input to define and fund exemplary teaching environments.	356	1	5	3.30	1.10	
create a Testing Center.	363	1	5	3.28	1.25	
develop accepted campus-wide standards of English usage and publish guide.	365	1	5	3.28	1.25	
create incentives for students to participate in student orientation.	364	1	5	3.27	1.21	
create faculty/counseling partnerships.	361	1	5	3.27	1.14	
publish Core skills in the catalog.	351	1	5	3.23	1.20	
develop and implement a comprehensive program to consistently and authentically assess student outcomes in the core skills and respond to the results.	347	1	5	3.23	1.20	
emphasize essay writing across the curriculum.	376	1	5	3.22	1.21	
publicize core skills to faculty.	350	1	5	3.19	1.13	
support innovative curriculum not tied to requirements of four-year institutions.	364	1	5	3.18	1.17	
establish stability in time of courses.	328	1	5	3.17	1.17	
require online instructors to take a certificate program in distance education methodology.	392	1	5	3.08	1.32	
encourage and support an increased number of learning communities.	357	1	5	3.08	1.21	
increase faculty participation in evaluation criteria used for placement.	338	1	5	3.07	1.12	
provide more resources for students to meet outside class.	360	1	5	3.05	1.18	
expand College Success classes.	345	1	5	3.05	1.18	
develop Entrance/Exit competencies.	349	1	5	3.03	1.24	
formalize faculty advisement.	351	1	5	3.03	1.11	
survey student engagement.	336	1	5	3.02	1.17	

Question	N	Min	Max	Mean	SD	Category
have longer Friday hours at Admissions.	352	1	5	2.91	1.34	
define "scholarly discourse" and classroom participation.	339	1	5	2.90	1.16	
convert to an IP phone system.	266	1	5	2.85	1.32	
never cancel classes that appear in schedule.	381	1	5	2.73	1.41	
continue First Friday meetings.	322	1	5	2.68	1.23	
develop and Expand Portfolio assessment projects.	308	1	5	2.66	1.15	
have master teachers visit all classrooms.	357	1	5	2.65	1.27	
offer more ESL classes.	354	1	5	2.64	1.20	
increase student input in curriculum decisions.	363	1	5	2.56	1.13	
discourage Scantron use in testing.	356	1	5	2.47	1.31	

Teaching and Learning Excellence   426   1   5   3.20   0.70

Goal 3
Professional and Organizational Development

Means for Professional and Organizational development ranged from 2.21 to 4.14. The logical cut-off was determined to be 3.50. Items within this category greater than or equal to 3.50 were considered high-priority items. Twenty-four items were considered high-priority. There were 12 discrete categories under which these items tended to cluster.

Hiring Practices (1 item)
Training (7 items)
Committees (1 item)
Teamwork (2 items)
Employee Recognition and Appreciation (1 item)
Customer Service (1 item)
Full-time, Part-time Faculty Ratio (1 item)
Awareness and Communication of Policies and Procedures (4 items)
Safety and Security (1 item)
New Learning Strategies (2 items)
Grant Writing (1 item)
Organizational Structure (2 items)

Table 5
PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT
Strategic Planning Survey
Mean Responses by Survey Question
In Descending Order

Question	N	Min	Max	Mean	SD	Category
create a more timely process for approval of new and replacement positions.	425	1	5	4.14	0.94	1
provide ongoing training for new and current staff.	436	1	5	4.07	0.98	2
follow-through on recommendations made in committees and provide feedback on the recommendations.	429	1	5	3.99	0.93	3
identify ways to remove competitiveness and promote inclusiveness, participation, and collaboration for all groups.	432	1	5	3.92	1.14	4
recognize, value, and celebrate our people across the board.	414	1	5	3.79	1.23	5
have a trainer available for one-on-one help with PeopleSoft and other software applications.	433	1	5	3.76	1.18	2
establish a customer service standard across the institution.	426	1	5	3.76	1.23	6
promote cross-functional teamwork.	419	1	5	3.74	1.12	4
achieve 75/25 ratio of full-time to part-time faculty	407	1	5	3.73	1.25	7
develop a user-friendly curriculum process.	410	1	5	3.71	1.06	10
post consistent policies and procedures available on the Internet for all functional areas.	431	1	5	3.68	1.14	8
define the district's organizational structure.	422	1	5	3.67	1.07	39
provide clear guidelines on how decisions are made (I.e. information used).	425	1	5	3.66	1.07	8
pursue grant opportunities that will provide professional development dollars.	409	1	5	3.65	1.12	11
address instructor safety and how to deal with problem students.	416	1	5	3.65	1.03	9
ensure that any new governance structure does not include more layers.	402	1	5	3.61	1.20	39
assist faculty with the integration of new learning techniques into the classroom.	415	1	5	3.60	1.05	10
educate staff about student services.	431	1	5	3.59	1.16	2
define and establish competencies for all employees.	426	1	5	3.58	1.20	2
use technology to facilitate "on demand" training.	416	1	5	3.55	1.07	2
provide management training.	418	1	5	3.53	1.21	2
establish policy and procedure handbooks for divisions and departments.	427	1	5	3.50	1.18	8
create a glossary of terms to go with documents so everyone understands on the same level.	439	1	5	3.50	1.15	8
use multi-media to facilitate training/learning.	423	1	5	3.50	1.11	2
have faculty define student outcomes.	387	1	5	3.45	1.18	
provide cross-training job opportunities.	423	1	5	3.43	1.16	
post meeting locations, times, and minutes on the Internet.	423	1	5	3.43	1.11	
develop a "thank you" campaign to recognize employees.	419	1	5	3.41	1.29	
establish a discussion board or similar resource for asking questions where responses from administration are timely and public.	422	1	5	3.41	1.10	
provide additional resources for attendance at conferences.	410	1	5	3.39	1.20	
establish a college-wide mentor system for new adjuncts.	417	1	5	3.34	1.15	

Question	N	Min	Max	Mean	SD	Category
work with other institutions to solve regional problems.	406	1	5	3.33	1.09	
evaluate the department chair structure.	410	1	5	3.33	1.26	
explore technology to ensure other district's locations can participate.	417	1	5	3.33	1.16	
define "faculty empowerment."	404	1	5	3.31	1.23	
link professional development activities to the teaching/learning goals for success.	394	1	5	3.20	1.13	
train faculty to the needs of ESL students.	411	1	5	3.16	1.23	
provide a workshop on "shared" governance – define, describe, discuss, and dialogue.	425	1	5	3.12	1.13	
establish a college hour that everyone can attend.	428	1	5	3.10	1.31	
define and teach cultural competence.	392	1	5	3.10	1.25	
bring back the Wellness Team for faculty and staff.	410	1	5	2.91	1.28	
prioritize commitment to professional development in the area of remedial education teaching.	387	1	5	2.91	1.10	
increase professional development library.	393	1	5	2.84	1.10	
establish an internship program for faculty for administrative positions.	408	1	5	2.73	1.15	
film committee meetings so others can understand discussion/decisions that were made.	416	1	5	2.21	1.15	

		N	Min	Max	Mean	SD	
Professional and Organizational Development		455	1.333	5	3.48	0.62	

Goal 4
Resource Management

The range of means for Resource Management items was from 2.62 to 4.12. Items greater than or equal to 3.43 were considered high-priority. Thirteen discrete categories could be identified from the 23 high-priority resource management items. They were:

Budget, Departmental and Institutional (5 items)
Community College Lobbying in Sacramento and D.C. (1 item)
Technology (5 items)
Training (1 item)
Staffing (1 item)
Business and Community Associations (2 items)
Class Size Average (1 item)
Classroom Assignment Allocation (2 items)
Afternoon Courses (1 items)
Curriculum Consistency (with community employment needs) (1 item)
Course Offerings (more input from centers) (1 item)
Course Scheduling (1 item)
Grant Writer (1 item)

Table 6
RESOURCE MANAGEMENT
Strategic Planning Survey
Mean Responses by Survey Question
In Descending Order

Question	N	Min	Max	Mean	SD	Category
allow departments to roll budgets into the next fiscal year as an incentive for saving.	376	1	5	4.12	1.08	15
make budgets more transparent and easier to read.	380	1	5	4.09	1.06	15
lobby in Sacramento and Washington D.C. for community colleges (e.g. Funding, legislation, etc.)	372	1	5	3.98	1.06	16
plan for computer hardware and software replacement every three years.	374	1	5	3.88	1.14	17
provide more funding and staffing for training.	374	1	5	3.87	1.11	3
provide more facilities staff to get the job done.	390	1	5	3.82	1.16	18
explore innovative scheduling and semester length options to meet the needs of students.	369	1	5	3.76	1.16	25
increase business and community partnerships.	369	1	5	3.76	1.09	19
develop and standardize budget and procedures for replacing instructional equipment.	350	1	5	3.73	1.07	15
support innovation with new technology.	352	1	5	3.71	1.13	17
aggressively communicate with and utilize the business community.	372	1	5	3.70	1.12	19
allow departments to "class size average" by discipline/ course.	361	1	5	3.67	1.21	20
centralize facilities budgets for classroom standardization, maintenance and repairs.	335	1	5	3.66	1.13	15
implement District Technology Plan.	322	1	5	3.63	1.10	17
provide budget support for full services at all centers.	349	1	5	3.61	1.16	15
invest in technology for students with disabilities.	365	1	5	3.58	1.09	17
develop an efficient protocol for classroom assignment allocations.	340	1	5	3.53	1.19	21
offer more afternoon classes.	362	1	5	3.52	1.11	22
ensure that curriculum matches community employment needs.	368	1	5	3.52	1.18	12
create a full-time grant writer position with support staff.	367	1	5	3.50	1.30	11
solicit more input from centers in offering courses.	351	1	5	3.47	1.12	23
enhance distance education technology.	355	1	5	3.47	1.12	17
convert single discipline computer labs to multi-discipline computer labs.	357	1	5	3.43	1.35	21
connect district high schools using T-l lines to Palomar databases and services (e.g., assessment, orientation, career center services).	338	1	5	3.37	1.23	
provide e-mail accounts for students and all staff.	376	1	5	3.36	1.41	
distribute indirect costs from grants to the programs that are providing services.	313	1	5	3.36	1.17	
increase accountability for the use of funds based on outcomes and services.	341	1	5	3.36	1.18	
agree on standardized technology platforms.	333	1	5	3.35	1.26	
employ "wireless" technology.	337	1	5	3.34	1.24	
develop a Handbook of policies and procedures for submitting, writing and managing grants.	353	1	5	3.33	1.18	
improve Palomar College main number menu.	359	1	5	3.32	1.24	

Question	N	Min	Max	Mean	SD	Category
increase student employment assistance.	348	1	5	3.29	1.08	
routinely evaluate and eliminate low-demand classes, programs and services.	372	1	5	3.28	1.25	
increase supervised tutoring to generate non-credit funding.	329	1	5	3.22	1.12	
tie departmental and district-wide funding to growth.	338	1	5	3.22	1.25	
create a Comprehensive Enrollment Management Plan.	329	1	5	3.15	1.17	
move toward a "paperless office".	362	1	5	3.13	1.36	
offer courses based on data /statistics.	341	1	5	3.11	1.18	
expand alumni outreach/fundraising.	346	1	5	3.08	1.17	
create a reward/incentive program for technology mentors.	335	1	5	3.07	1.16	
revisit the staff award program for money-saving ideas.	342	1	5	3.05	1.25	
do continuous external scans to assess how others view us.	345	1	5	3.05	1.19	
invite faculty and staff to provide fund raising information or referrals to the Foundation Office.	339	1	5	3.03	1.12	
develop a plan to make the faculty-to-classified ratio at centers proportional to the San Marcos campus.	340	1	5	3.03	1.25	
Invite all staff to fund raising events.	356	1	5	3.00	1.24	
apply only for grants that fit within the departmental or institutional strategic plan and that cover indirect costs.	330	1	5	2.99	1.28	
move toward "zero-based" budgeting.	262	1	5	2.86	1.27	
auction off naming buildings to corporations.	359	1	5	2.62	1.44	

| Resource Management | 423 | 1 | 5 | 3.49 | 0.69 | |

Goal 5
Facilities

      Means for this goal ranged from 2.24 to 4.22. Items that were greater than or equal to 3.52 were considered high-priority items. Thirty-eight facilities items were considered high-priority and tended to cluster under nine discrete categories.

Campus Appearance (5 items)
Parking (3 items)
Space (10 items)
Solicitation of Input from Employees (2 items)
Safety and Security (8 items)
Information Centers and Directories (4 items)
Instruction Office Informed About Classroom Changes (1 item)
Course Schedule Standardization (1 item)
Building Maintenance and Infrastructure (4 items)

Table 7
FACILITIES
Strategic Planning Survey
Mean Responses by Survey Question
In Descending Order

Question	N	Min	Max	Mean	SD	Category
clean restrooms better.	381	1	5	4.22	1.04	33
increase parking for students, faculty, staff, and visitors at all locations, especially for students during registration periods.	386	1	5	4.18	1.05	34
create a long-term plan for new space.	364	1	5	4.16	0.98	35
solicit input from users when designing or re-designing buildings.	362	1	5	4.13	1.05	36
provide parking solutions for first few weeks of class.	385	1	5	4.11	1.12	34
provide better security for late-night classes.	376	1	5	4.06	1.10	9
post room numbers clearly inside and outside of every classroom – always in sight in case of emergency.	379	1	5	4.06	1.13	31
take advantage of land available (on campus and nearby).	359	1	5	4.04	1.00	35
provide physical directories throughout the campus like the "You are here" signs in the malls.	382	1	5	4.02	1.11	31
establish a comprehensive signage plan and numbering system for buildings and parking lots at all sites.	369	1	5	4.01	1.14	31
remodel and renovate buildings.	357	1	5	3.95	1.06	33
improve safety and security at all locations.	375	1	5	3.94	1.13	9
provide appropriate furniture for students and faculty/staff.	370	1	5	3.94	1.00	9
light up crosswalks on Comet Circle.	366	1	5	3.89	1.15	9
maintain the grounds.	369	1	5	3.89	1.10	33
provide consistent and appropriate climate in classrooms (HVAC).	358	1	5	3.84	1.06	38
make parking lot changes/plans a collegial process; require staff input re. parking lot changes/plans.	377	1	5	3.83	1.27	36
clean up and renumber the existing signage of rooms and buildings.	366	1	5	3.80	1.23	31
place functional phones or buttons for emergencies and immediate dispatch located strategically in parking lots and in every classroom.	374	1	5	3.79	1.23	9
provide faculty members appropriate office space.	362	1	5	3.77	1.15	35
keep Instruction office staff informed about change of classrooms.	350	1	5	3.77	1.11	37
improve appearance of campus.	371	1	5	3.76	1.22	33
conduct on-going inventory and institutional assessment of safety/security issues to ensure that all facilities are safe for students and staff .	359	1	5	3.73	1.11	9
add stories to existing buildings to create more room.	356	1	5	3.70	1.25	35
provide hot water in restrooms.	370	1	5	3.69	1.34	38
assess existing electrical power for all buildings.	330	1	5	3.68	1.17	38
explore shuttle solutions for distant parking lots for students and staff.	383	1	5	3.66	1.31	34
design or re-design classrooms needs to reflect a learning atmosphere.	358	1	5	3.61	1.16	35
trim hazardous plants that over-hang and creep over sidewalks .	353	1	5	3.59	1.23	9

Question	N	Min	Max	Mean	SD	Category
create a campus landscape plan and follow it.	346	1	5	3.58	1.21	33
make campus entrance less dangerous.	350	1	5	3.57	1.25	9
provide consistent access to office space for adjunct faculty.	356	1	5	3.57	1.19	35
require planning and implementation for appropriate facilities before hiring.	347	1	5	3.56	1.16	35
locate classes, instructor offices, and department offices for geographic continuity (close connection between class, faculty office, and dept. office).	359	1	5	3.55	1.24	35
update "use of facilities" policy.	319	1	5	3.55	1.15	35
consider configuration of rooms relative to classes taught.	352	1	5	3.54	1.13	35
keep "temporary" Redwood City facilities better maintained in order to keep them intact.	341	1	5	3.54	1.20	38
develop a class schedule with uniform starting times/days for better classroom utilization.	340	1	5	3.52	1.34	25
make repairs to Dome gymnasium to provide better safety .	347	1	5	3.49	1.16	
provide multi-purpose meeting rooms.	353	1	5	3.48	1.18	
increase amount of study space, especially at Escondido center.	330	1	5	3.48	1.17	
create standards, policies and procedures for classroom conversions.	338	1	5	3.47	1.13	
remove ragged-looking flags currently hanging from light posts.	354	1	5	3.47	1.38	
make computer classes more ergonomically correct.	350	1	5	3.46	1.16	
lower parking costs for students who elect to park further away.	367	1	5	3.46	1.38	
provide a fresh coat of paint for the entire campus.	354	1	5	3.45	1.38	
make every classroom a "smart" classroom.	346	1	5	3.44	1.21	
build a parking structure.	365	1	5	3.43	1.46	
develop and implement a plan to modify classroom space to make it flexible and open to innovative uses.	337	1	5	3.42	1.14	
use a universal design to provide ADA access for buildings, classes, and offices	333	1	5	3.35	1.18	
provide barrier to prevent baseballs from hitting cars on Mission Blvd .	342	1	5	3.32	1.33	
purchase land for parking such as by the gas station.	356	1	5	3.31	1.43	
have an expert environmental and safety person assess office space.	343	1	5	3.30	1.25	
develop a campus standard for paint color.	351	1	5	3.30	1.41	
lease portable rooms for all areas as a short-term solution.	343	1	5	3.21	1.29	
base design decisions on published guidelines.	321	1	5	3.21	1.15	
accommodate carts so there would be a way to get to buildings without going down the main sidewalk.	338	1	5	3.20	1.37	
improve staff lounges at all locations.	356	1	5	3.18	1.29	
create a bounty program for trash removal.	314	1	5	3.15	1.31	
establish a Poway center.	331	1	5	2.98	1.44	
students should be required to carry student I.D.s.	352	1	5	2.95	1.50	
make better use of office space by having faculty share offices.	354	1	5	2.92	1.50	
build a stadium for our football team.	365	1	5	2.55	1.51	
provide non-designated parking spaces.	342	1	5	2.32	1.32	
have staff accommodate student/visitor parking first 2 weeks of class by parking further away.	359	1	5	2.24	1.41	
Facilities	414	1.18	5	3.62	0.69	

Qualitative Analysis
Categories Within Each Goal

Student Success	Code
1. Advertise Scholarships	24
2. Course Scheduling	25
3. Cashier Process	26
4. Communication with High Schools	27
5. Counseling	13
6. Child Care Center Capacity	28
7. Offer More Vocational Classes	29
8. Transfer Programs (advertise, track, develop more)	30
9. Information Centers and Directories	31
10. New Learning Strategies	10
11. Communication with Students (Internet, email, etc.)	32
12. Business and Community Associations	19
13. Customer Service	6
14. Curriculum Consistency	12

Teaching and Learning Excellence

	Code
1. Curriculum Consistency (standards and information consistency)	12
2. Customer Service	6
3. Counseling Continuity	13
4. Degree Completion	14

Professional and Org. Development

	Code
1. Hiring	1
2. Training	2
3. Committees	3
4. Teamwork	4
5. Employee Recognition and Appreciation	5
6. Customer Service	6
7. Full time, Part time Faculty Ratio	7
8. Awareness and Communication of Policies and Procedures	8
9. Safety and Security	9
10. New Learning Strategies	10
11. Grant Writing	11
12. Organizational Structure	39

Resource Management

	Code
1. Budget, Departmental and Institutional	15
2. Community College Lobbying in Sacramento and D.C.	16
3. Technology	17
4. Training	3
5. Staffing	18

6. Business and Community Associations	19
7. Class Size Average	20
8. Classroom Assignment Allocation	21
9. Afternoon Courses	22
10. Curriculum Consistency (with community employment needs)	12
11. Course Offerings (more input from centers)	23
12. Course Scheduling	25
13. Grant Writer	11

Facilities

1. Campus Appearance	33
2. Parking	34
3. Space	35
4. Solicitation of Input From Employees	36
5. Safety and Security	9
6. Information Centers and Directories	31
7. Instruction Office Informed About Classroom Changes	37
8. Course Schedule Standardization	25
9. Building Maintenance and Infrastructure	38