PALOMAR COLLEGE
Learning for Success

Strategic Plan 2016
End of Year Progress Report for Action Plan Year One
2013-14
DRAFT

April 29, 2014

Palomar College 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 community 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 helping our students achieve the learning outcomes necessary to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and ever-changing world.

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Strategic Goal 1

Student Connections, Pathways, Learning, and Success:

Integrate and Implement Effective Pathways, Academic Programs, and Support Services to Improve Student Access, Progress, Learning, and Achievement of Goals

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Objective 1.7: *Objective 1.7: Engage in college-wide conversations about further implementation, including timelines, of the Student Success Task Force recommendations.*
Person Responsible: VP Instruction, VP Student Services, Faculty Senate President

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.7

2. **<u>Briefly</u> describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   a. A Student Success and Support Program (3SP) Task Force was established through the shared governance process and was formally approved by the Strategic Planning Council. The 3SP Task Force is chaired jointly by the VP of Instruction, the Faculty Senate President, and the VP of Student Services.
   b. Work groups were established to address the primary requirements of the 3SP Plan, they included: outreach and marketing, assessment, orientation, counseling and advising, follow-up services, and policies and procedures. Each workgroup established their work meeting schedules and were tasked with developing services and activities that would be included in the 3SP Plan.
   c. A Student Equity presentation outlining the state requirements was made to several shared governance groups and campus committees including: the Strategic Planning Council, Student Services Planning Council, Instructional Planning Council, the Faculty Senate, the Basic Skills Committee, the 3SP Task Force, and at a meeting of Instructional Department Chairs and Directors. This presentation also outlined a plan of action to ensure completion of the Student Equity Plan.

3. **<u>Briefly</u> describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   a. Completed
   b. Workgroups are scheduled to meet through the month of April with final recommendations for services and activities due at the end of the month. A summary of emerging strategies will be presented to SPC, the Faculty Senate and the Governing Board in May. The final recommendations will be developed into a formal 3SP plan during the summer and brought through the shared governance process at the start of the Fall 2014 term. The final 3SP plan will be submitted to the Chancellor's Office no later than October 15, 2014.
   c. At Student Equity workgroup will be convened in the summer to review student equity data and develop services and strategies to address any areas of disproportionate impact. The final recommendations of the workgroup will be developed into a formal Student Equity plan and brought through the shared governance process at the start of the Fall 2014 term. The final Student Equity plan will be submitted to Chancellor's Office no later than November 21, 2014.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   The 3SP Task Force consists of the following members: two non-instructional faculty members, two instructional faculty members, one faculty union representative, one classified union representative, one administrative association representative, one confidential and supervisory team representative, one student representative, the dean of counseling, one instructional dean representative, and the director of institutional research. Workgroups were then established to address the required areas of the 3SP plan. Membership included faculty, staff and administrator from all areas of the college.

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Objective 1.7 (Cont'd)

5. **What resources is your group applying to this objective? What impact are they having?**
   Staff time is the primary resource being applied to this objective. Workgroup participants are reporting

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   No SPPF funds for this effort.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   As this year was focused on developing the 3SP and Student Equity plans, the College should consider continuing with a similar objective that is focused on the implementation of services and activities related to 3SP.

   The College should also explore how the work of the Student Equity Committee, the Matriculation and Transfer Committee and perhaps the Basic Skills Committee can be better integrated and coordinated to maximize efforts and minimize duplication of activities.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   Once the 3SP and Student Equity Plans are finalized, it may be necessary to redirect 3SP, Student Equity and/or general fund dollars to specific goals and activities outlined in each plan.

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Objective 1.5: *Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within three years.*
Person Responsible: VP Instruction

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.5

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.** To date, no official meeting has been called to discuss this objective or to determine the measurable outcomes. The groups involved are Department Chairs from English, ESL, Math, and Reading; the Basic Skills Committee; and the STEM Workgroup. The TLC Workgroup meets regularly as well to discuss matters related to this objective as well.

English
- The English Department is offering Write On through the Summer Bridge program for the first time in Summer 14.
- The department offered for the first time on its main campus a scheduling option that allowed students to take an English 10 and English 50 in one semester with the goal of increasing the percentage of students who enroll in English 50 after successfully finishing English 10. This scheduling option shows promise in that except for one student (who was barred from enrolling in English 50 due to financial aid issues), every other student who passed the English 10 course enrolled in the subsequent English 50 course. Those students, then, who are successful in English 50 will have completed both semesters of developmental English in one semester. The department plans to offer this scheduling option once again in Spring 2015.

ESL
- The ESL Department is in its 2nd year of its offering of a one-year learning community (LEAPstart) designed to help students move from ESL 101/131 and ESL 102/Reading 110 in two semesters with emphasis on accelerating their completion of their ESL coursework.
- One of the ESL faculty members just returned from a sabbatical whose project consisted of redesigning the COR for two ESL courses which could be offered as "accelerated" classes, potentially enabling students to skip a course or two in the sequence. Pending departmental approval, these courses will be offered beginning F15.

Reading
- The Reading Services Department has revamped its curriculum to define more clearly needs by reading grade level so that students are more effectively placed and progress more successfully through the reading sequence of classes within the three-year period.
- The department has been a key player in the Summer Bridge Programs (Math, ESL, and English) in an effort to boost the reading levels of participating students. Reading has also played a significant role in the LeapStart program, offering Reading 110 as part of the 2nd semester learning community.
- Reading Services has also provided support for students in both STEM I and STEM II by creating and presenting workshops in vocabulary and textbook management skills for students, including Reading 50 students, in math and science, including potential STEM scholars.

FYE
One of the stated goals of the FYE program is that students, while in the FYE program, will successfully complete their English, ESL, or math year-long track.

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Objective 1.5 (Cont'd)

Tutoring

English, Reading, ESL, and Math are all heavily involved in coordinating tutoring programs aimed at improving successful completion of courses by all students, including those who place at the basic skills level. More students are accessing tutoring and students who access tutoring are more likely to succeed.

- In 2009-10, 7.6% of the student body accessed tutoring. In2012-13, 12.5% of the student body accessed tutoring.
- In 2012-13, pass rates for students who accessed tutoring were 7.6% higher than those who did not.

Mathematics

- Math 15 Redesign (Numbers Concept). Higher pass rates compared to standard approaches.
  - Math 15 redesign classes have pass rates of 64% compared to 53% for "standard" Math 15 classes.
  - Persistence to Math 50 has been 75% compared to 71% for "standard" Math 15 classes.
- Introduction of Math 54, Algebra for Statistics. Students who pass Math 54 may take statistics courses Math 120 or Psych/Soc 205, rather than the traditional Math 50, Math 60, pathway.
  - The pass rate for Math 54 is 73% over the two semesters it has been offered.
  - Students who have taken Math 120 or Psych/Soc 205 within one year after taking Math 54 is 31%.
  - The pass rate for students taking Math 50 and Math 60, as well as a college level class within one year is 3%.
- Math 2N1 acceleration project for Math 50-60 in one semester. Math 2N1 is a learning community that allows students to complete Math 50 and 60 in one semester with active learning techniques.
  - In its first semester, the pass rate for Math 2N1 was 72%.
  - The pass rate for students taking the traditional Math 50 and 56/60 classes within one year is 25%.
- Accelerated Math Gateway (Math 60-Math 135 in one year) curriculum development underway will begin in fall 2014.

3. **Briefly** describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.

- ESL will continue to offer and refine its LeapStart program as well as its Summer Bridge program (ESL Jam).
- English plans to offer the fast-track sequence again in Spring 2015**.**
- Reading will evaluate its change in curriculum to see how well its new courses (48, 49, and 51) prepare basic skill students for their college-level courses. The department will also continue to provide tutoring to its reading students. Department participation in STEM, Summer Bridge, EAP, FYE, and professional development will provide more contact and referral for students involved in basic skills and instructors of those students in content area classes.
- **FYE** will more than double the number of students accepted for the coming year.
- Tutoring will continue to support students in the basic skills courses.
- Mathematics projects are all in progress.

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Objective 1.5 (Cont'd)

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
Interim Dean, Languages & Literature; English, ESL, Math, and Reading Departments; the BSI Committee; the STEM workgroup; the TLC workgroup; workgroups within the mathematics department addressing the specific projects that are planned or underway; and Dean, Mathematics and the Natural and Health Sciences.

5. **What resources is your group applying to this objective? What impact are they having?**
   - Funds for tutoring, release time, curriculum development (sabbatical), professional development.
   - Impact is generally positive—faculty collaborating and considering new approaches to teaching.
   - FYE – the program in its first year of operation, half of which took place before the completion of its home (the TLC), saw 87% of its students from Fall 13 to Spring 14.
   - Tutoring – we are seeing a consistently positive impact on student success tied to tutoring. For example, for data from Fall 2013, 88% of students enrolled in ESL 45 who came for ESL tutoring passed compared with 71% of students who did not receive tutoring. Similar numbers are seen for students all the way through the ESL sequence.
   - Mathematics--positive impacts on student success in Math 15, and Math 54-Math 120 pathway
   - Summer Bridge
     a. ESL Jam 2013 – 22 of the 27 students enrolled in ESL Jam 2013 enrolled in an ESL class in Fall 13. 86% of those students passed their ESL course.
     b. Math Jam 2013 – 72 of the 123 students enrolled in Math Jam 2013 enrolled in a math class in Fall 13. 56% of those students, 16 of whom remained at Math 15, passed their math class.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** None of the groups have received SPPF for this year.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?** Yes. SSSP requires early entry into Basic Skills classes, and activities to date show promise for increasing student success in basic skill classes in a timely manner.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.** Not at this time, However, as grant funds expire, successful practices should be identified and supported. The deans will meet with individual departments to continue to provide support as needed.

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Objective 1.6: *Define career pathways for all disciplines and programs*
Person Responsible: VP Instruction

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.6

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.** We have made significant progress defining the engineering pathway and building a website template for students. The second pathway is CSIT and research on employment skillsets and programs of study is in progress.   The plan is to build the Engineering and Design and Information Technology pathways to use as a demonstration for the potential for other Palomar programs.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.** We would like to begin developing a template for the marketing plan, but it seems that this should not be something separate from the Outreach/marketing discussions that are occurring within 3SP. We recommend that we proceed with creating the content for the brochure and work with the marketing staff to integrate into the overall marketing plan under 3SP.   With regard to project step #3 "career and open house" activities, it is recommended that we work with the 3SP group addressing Orientation. It would seem practical to dovetail career and open house activities with the "general orientation" sessions as they are defined by the 3SP workgroup.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?** The Career Pathways committee whose members include Mollie Smith, Rosie Antonecchia, Glyn Bongolan, Jennifer Nelson, Maria Gutierrez, Shayla Sivert, Dan Sourbeer, Maria Zapien, and Wilma Owens, is addressing this objective.

5. **What resources is your group applying to this objective? What impact are they having?**   STEM II funding is support the full-time STEM supervisor position, currently held by Jennifer Nelson. Her full-time commitment to this project is vital for planning and moving activities forward. Mollie Smith devotes a significant amount of her time to this objective and its activities.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**   No SPPF funding was allocated for Objective 1.6

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?** Yes. There is significant work to be done in developing career pathways for Palomar's many disciplines and programs. It is an essential step needed to align with the expectations of the 3SP initiative and helping students define their career path early on in their studies and helping them remain focused on achieving the certificate, degree, or transfer towards their goal.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.** STEM funding is available for the next two years and funding from the San Diego Regional Consortium is anticipated. However, to sustain the activities that are put into place, general funding will be needed at some time in the next one to three years. The resources will support staffing and all the relevant activities associated with the career pathways programs.

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Objective 1.8: *Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*
Person Responsible: VP Instruction

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.8

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.** A significantly modified PRP process for academic programs was implemented in 2013-14 as planned. The PRP form was strengthened to include more correlation between student learning outcomes and assessment results, program planning, goal setting, and resource requests. Five informational training sessions were held in Fall 2013 on October 25, 29, and 30 and on November 5 and 6, 2013. Approximately 125 faculty, administrators, and support staff attended the training sessions. The Division Deans also provided specific feedback on draft PRPs to the faculty before the final documents were submitted to IPC. The effectiveness of the modified PRP is still being discussed in IPC. Two focus group sessions scheduled on April 16 and April 22 are providing the opportunity for feedback on the effectiveness of the process. IPC is currently discussing and allocating resources to the PRP requests and expects to complete this work at its last meeting on April 30.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.** Project Step One has been completed, Step two will be completed by the end of this Spring semester, and Step Three will likely be completed early this Summer. The feedback received from the two focus group sessions and IPC will have been gathered and a small group of IPC members will utilize this information to modify the form as well as modify the "update" form for Years 2 and 3 of the PRP process for academic programs. IPC has determined that the more comprehensive, modified form used this year will serve as the foundation for Year 1 of the PRP process and Years 2 and 3 will focus on an update of progress on the Year 1 goals.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
The primary participating group is IPC as well as SLOAC Coordinators & LOC with support from R&P.

5. **What resources is your group applying to this objective? What impact are they having?**
There were no resources allocated to Objective 1.8

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** N/A

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?** Yes. It is important to continue the focus on the PRP process and to continue strengthening its linkages to student learning outcomes and assessment results and to Palomar's Strategic Plan goals and objectives.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.** Some resources could be used to compensate faculty for meetings needed in the Summer to complete the revisions of the PRP forms in order to bring them to IPC at the beginning of the Fall 2014 semester.

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Objective 1.8: *Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*
Person Responsible: VP Student Services

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.8

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   a. 100% of submitted PRPs have been reviewed by SSPC and all contained an identifiable SAO.
   b. Each of SAOs that were included in the PRPs are currently being reviewed by SSPC to ensure alignment to the strategic plan. It is anticipated that this review will be completed by the end of the Spring 2014 term.
   c. Each of the SAOs included in the PRPs are currently under review to ensure that there is an evaluation plan. It is anticipated that this review will be completed by the end of the Spring 2014 term.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   It is anticipated that the SSPC will complete a review of the SAOs which were submitted as part of a PRP. With the exception of prioritizing resource allocation, we anticipate that all project steps will be completed.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   All members of the SSPC are participating in this assigned objective.

5. **What resources is your group applying to this objective? What impact are they having?**
   Work is being completed during the SSPC meetings, thus no additional resources are being applied.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** Did not receive SPPF funds.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes, the identification, review and analysis of outcomes should be an ongoing process of for SSPC.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   Not at this time.

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Objective 1.8: *Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*
Person Responsible: VP Human Resources

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.8

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**

   Objective 1.8: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.
   1. Review PRP; identify SAOACS: The 2012-14 Program Review and Plan has been reviewed and is in the process of being updated. The current PRP as well as the 2014-16 update is focused on the Human Resource Services Service Area Outcomes.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   Year 1 activities should be complete by the end of the 2013-14 academic year.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   HRS staff is participating in work PRP update, which is reviewed by HRSPC

5. **What resources is your group applying to this objective? What impact are they having?**
   We are applying internal staffing resources with appropriate progress on the objective.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   We anticipate spending SPPF funding in academic year 2014-15, and the first part of academic year 2015-16 due to the late approval of SPPF funding in 2013-14.

   SPPF funds are not required for this action item.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes, the integrated planning process and service area outcomes should be part of the college's ongoing objectives.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   Additional resources are not required for this planning item.

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Objective 1.8: *Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.*

Person Responsible: VP Finance & Administrative Services

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.8

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   A survey was sent out to Faculty/Staff to determine satisfaction with all F&AS areas/services which verified progress toward established goals.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   Division will continue to monitor and review established goals, designating areas in need of resource allocation in support of strategic plan.

   No. All project steps have not been completed. Assessing outcome progress/achievement will continue on an ongoing basis.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   Ron Ballesteros-Perez, Vice President, Finance & Administrative Services
   Chris Miller, Director, Facilities
   Phyllis Laderman, Director, Fiscal Services
   Don Sullins, Director, Information Services

5. **What resources is your group applying to this objective? What impact are they having?**
   SPPF funds are being used to upgrade the PeopleSoft financial system, in line with the goal to automate for greater service and efficiency.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   Yes. The funds will be expended by the end of the year.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes, this objective is ongoing and will require continuous assessment and review.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   No.

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Objective 1.9: *Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students.*
Person Responsible: VP Instruction, LOC Co-Leaders Nelson and Furch

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 1.9

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.** There has been broad communication with faculty and the administration regarding Institutional Learning Outcomes this year. The LOC co-chairs have spoken frequently about ILOs at department meetings, Faculty Senate, Faculty Plenaries, Curriculum Committee, and Chair/Directors' meetings. We are assessing Quantitative Literacy this semester and have discussed ILOs at training sessions for the faculty participating in this assessment.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.** The stated activities are divided into spring 2014 and fall 2014. All of the activities listed for spring will be achieved. We anticipate completing a newsletter, updated website, and a self-reflective progress report toward our SLOAC goals by the end of the semester. The last LOC meeting agenda for the spring semester includes a report from the administration regarding accreditation and program review. As a follow-up to the assessment, a workgroup of faculty and administrators, including the Office of Research and Planning, will analyze, discuss, and act on the assessment data over the summer of 2014.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?** The Learning Outcomes Council, the LOC co-chairs, the participating faculty in the assessment of the GE/ILO Quantitative Literacy, the Office of Research and Planning.

5. **What resources is your group applying to this objective? What impact are they having?** To support this objective, we have allocated funding to support the faculty participation in the assessment of Quantitative Literacy. Researchers from the Office of Research and Planning have played a critical role in the assessment processes.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** We expect to expend all of the funding by the end of fall semester, 2014.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?** The heart of this objective speaks strongly toward the College's mission to meet the educational goals of all of our students. We are still working through the definitions of Institutional Learning Outcomes and General Education Learning Outcomes. Continued broad discussions will lead to better understanding of what those outcomes are and what they might lead to in the future.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.** Our funding is sufficient to complete this objective.

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Goal 2

Partnerships: Strengthen Educational, Business, and Community Partnerships to Increase College Connections and Student Learning Experiences.

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Objective 2.1: *Establish faculty councils with high school partners to improve alignment of curriculum and student transition.*
Person Responsible: VP Instruction

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report**? 2.1

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.** One meeting was held with San Marcos Unified School District (SMUSD) in Fall 2013. While there was strong interest in collaborating, SMUSD felt its faculty are pressed for time with the implementation of the Common Core curriculum. There was agreement to keep the communication channels open and to encourage collaboration wherever possible.
There is also interest among some faculty and administrators to explore membership with the North County Professional Development Federation (NCPDF), as this organization includes K-12 membership as well as CSUSM. The feeling is that relationships can be built through this organization which can facilitate faculty collaboration on curriculum and student preparedness activities.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.** A meeting to discuss the feasibility of becoming a member of NCPDF will be scheduled to discuss the pros and cons of the membership. This meeting will likely happen late this Spring semester or early in Fall 2014. The steps of this objective are in progress and will not be completed by the end of this academic year.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?** Discussions have been primarily with the Division Deans and the Professional Development Coordinator.

5. **What resources is your group applying to this objective? What impact are they having?** There are currently no resources being applied to this objective.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** No SPPF funding was allocated to this objective.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?** Yes. Building relationships between faculty is essential as we continue to work towards improving student preparedness and successful transition from K-12 to Palomar College or to the four-year institution. This objective also connects with the 3SP initiative.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.** Additional resources may be needed in the future if it is determined that membership in NCPDF is beneficial to creating K-12 partnerships and collaboration with our local school districts.

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Objective 2.2: *Establish an advisory council made up of business and community members in order to learn how the college's programs and services can best serve the community.*
Person Responsible: Superintendent/President

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 2.2

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.** See item 3 below.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.** Objectives of the council and identification of council participants is scheduled to occur by end of Spring term, beginning of Summer.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?** Superintendent/President, Director of Foundation.

5. **What resources is your group applying to this objective? What impact are they having?** None to date. Staff time expected when council begins to meet.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** NA

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?** Yes.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.** No.

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Objective 2.3: *Increase external funding through grants and partnerships within the community.*

Person Responsible: Superintendent/President

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 2.3

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   We have formed a consortium of seven community partners and secured a planning grant for $385,690 to improve the delivery of programs and services to adults.
   Title V eligibility proposal was developed, submitted and approved. A small workgroup met to discuss the development of a Title V grant around technology. Goals and proposed activities were drafted. Unfortunately, the timeline for submitting did not allow for the completion of the grant proposal.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   By the end of the Spring term, we expect to have completed the first draft of a comprehensive plan.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   The AB 86 Consortia is made up of representatives from Palomar, Borrego Springs, Escondido, Valley Center, Poway, Vista and San Marcos Districts.

5. **What resources is your group applying to this objective? What impact are they having?**
   State/Grant funds. It is too early to measure the impact.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   NA

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes, year 2 will be an implementation year.
   Yes, the College should consider submitting the Title V grant and workplan for next year's competition.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   We are securing funds from the State and other grantees.

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Goal 3

Human Resources and Professional Development:

Recruit, Hire, and Support A Diverse Faculty And Staff Who Are Committed To Student Learning and Achievement

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Objective 3.1: *Rebuild staffing levels to support priorities identified in Staffing Plan 2016.*

Person Responsible: VP Human Resources /VP Instruction/ VP Student Services/ VP Finance & Admin Svcs

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 3.1

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   Objective 3.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016.
   a. Prepare staffing master plan year 4 update: The Staffing Master Plan Year 4 Update has been completed and has been presented to SPC as an information item on April 15, 2014. The Plan will be on the SPC agenda as an information item again on April 29, 2014.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   Year 1 activities should be complete by the end of the 2013-14 academic year.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   Planning councils, superintendent/ president group, HRS staff, and HRSPC.

5. **What resources is your group applying to this objective? What impact are they having?**
   We are applying internal staffing resources and are making appropriate progress on the objective.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   SPPF Funds are not required for this action item.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   No. The item will be completed this year.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   Additional resources are not required for this planning item.

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Objective 3.2: *Assess the effectiveness of the faculty and staff hiring processes, and identify recommendations to strengthen the college's ability to attract and recruit diverse candidates for employment.*

Person Responsible: VP Human Resources/ Faculty Senate President

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 3.2

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   Objective 3.2: Assess the effectiveness of the faculty and staff hiring processes, and identify recommendations to strengthen the college's ability to attract and recruit diverse candidates for employment.
   1. Collect and analyze data on applicant and hiring demographics (Spring 2014).
   HRS has analyzed 5 years of hiring and diversity data, and will present the information to the Governing Board at the May 2014 meeting.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   Year One project steps will be completed by the end of this term.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   HRS staff, EEO Advisory Committee, and HRSPC are participating in work on this objective.

5. **What resources is your group applying to this objective? What impact are they having?**
   We are applying internal staffing resources supported by Institutional Research and Planning. The resources are achieving appropriate progress in the action plan.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   SPPF funds were not requested or received for this objective.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   It would be appropriate to continue including the objective because the dialogue to review and potentially modify the faculty hiring process will continue through the 2014-15 academic year.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   At this time additional resources are not needed.

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Objective 3.3: *Increase professional development opportunities to strengthen the technological knowledge and skills of staff and faculty.*

Person Responsible: VP Human Resources/ VP Instruction/Professional Dev Coord

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 3.3

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   Objective 3.3: Increase professional development opportunities to strengthen the technological knowledge and skills of staff and faculty: Conduct needs assessment: Funding for the assessment and for classified staff training and development was requested through SPPF, and was approved in early 2014. The Staff Development and Training Committee has been reconstituted, and membership solicited from the constituent groups. Assessment support has been arranged through Institutional Research and Planning. It is anticipated that the new Committee will meet beginning in the Fall 2015 academic semester. Institutional Research and Planning will work with HRS staff in the development of an assessment tool during summer 2014.

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   Due to the relatively late approval of SPPF funds this year, the needs assessment development will be continued into the 2014-15 academic year.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   HRS staff and the faculty professional development coordinator have taken initial steps in the staff development issue. Members of constituent groups have been identified who will participate in the Staff Development and Training committee.

5. **What resources is your group applying to this objective? What impact are they having?**
   Institutional Research and Planning has agreed to support the assessment development. We will utilize the SPPF funding for staff development and training for assessment and training implementation in academic year 2014-15. These resources are supporting appropriate progress.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** We anticipate spending SPPF funding in academic year 2014-15, and the first part of academic year 2015-16 due to the late approval of SPPF funding in 2013-14.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes, because the assessment and implementation will continue into Year 2 and possibly Year 3 of the plan.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   No additional resources are needed at this time.

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Objective 3.4: *Implement opportunities for faculty that support innovation, implementation, evaluation, and follow-up of teaching, student support, and learning strategies.*

Person Responsible: VP Instruction/ VP Student Services / Professional Development Coordinator

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 3.4

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   Action Plan Strategy 1: Planning Councils continued to implement process for evaluating and selecting innovative ideas to forward for SPPF allocation process.
   Action Plan Strategy 2: None

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   Action Plan Strategy 1: Councils forwarded proposals to SPC. SPC allocated SPPF to two proposals. Groups receiving funding are implementing their activities. A report of impact is expected.
   Action Plan Strategy 2: This strategy will be addressed when new Faculty Professional Development Coordinator assumes her role.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   Planning Councils and Professional Development Coordinator.

5. **What resources is your group applying to this objective? What impact are they having?**
   SPPF funding is used to support innovative practices of faculty. (INSERT INFO FROM FUNDED ACTIVITIES)

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** SPPF will be expended by the end of this year.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes. Faculty innovation should be encouraged and supported through the strategic planning process.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   None for current project funded. SPC should continue to implement planning council process for funding innovative faculty projects through SPPF.

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Goal 4

Facilities and Infrastructure:

Ensure That Existing and Future Facilities
and Infrastructure
Support Student Learning, Programs, and Services

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Objective 4.1: *Develop operational plans for opening the North and South Education centers.*

Person Responsible: Superintendent/President and Vice Presidents

The timeline for this objective, as stated in SP 2016 ACTION PLAN 2014-15, specifies a start date for the work to begin as of Fall 2014. However, the current year's staffing plan update asks planning councils to begin considering the staffing needs for the South Education center as they begin their next year's planning process.

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Objective 4.2: *As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus.*

Person Responsible: Superintendent/President & VP Finance & Admin Svcs/Director Facilities

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 4.2

2. **Briefly describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
   Occupancy of the Teaching Learning Center (TLC) occurred in Spring 2014, along with construction starts for the Baseball Field and Child Development Center (CDC).

3. **Briefly describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
   The construction of the Humanities building will near completion and occupancy will take place in Summer 2014.

   All of the project steps in column three will not be complete as this is Year 1 of a three year plan.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
   Ron Ballesteros-Perez, Vice President, Finance & Administrative Services
   Chris Miller, Director, Facilities
   Phyllis Laderman, Director, Fiscal Services
   Don Sullins, Director, Information Services

5. **What resources is your group applying to this objective? What impact are they having?**
   Prop M funds are being used for the planned facilities projects.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?**
   No SPPF funds received for this objective.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
   Yes. This is a three year objective and will continue into 2017.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
   No.

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Objective 4.3: *Continue to review, update, and plan to fund the emergency preparedness plan*

Person Responsible: VP Finance & Admin Svcs

1. **For which objective in Strategic Plan 2016 Year One Action Plan are you providing this report?** 4.3

2. **<u>Briefly</u> describe the progress made up until now on your assigned objective. Describe your progress based on your assigned objective's measurable outcomes listed in the fifth column of Strategic Plan 2016 - Action Plan Year 1 2013-2014.**
    - Hired Supervisor for Environmental Health & Safety
    - Hired consultant to assist with plan revision/implementation
    - Applied for and obtained $25,000 SPPF funding to assist with plan implementation
    - Timeline finalized for Emergency Preparedness Training
    - FEMA Emergency Preparedness Training was completed by PCCD team
    - ICS 402 Overview, ICS100 and NIMS trainings were completed
    - Began conducting monthly emergency notification system tests.

3. **<u>Briefly</u> describe the progress you expect to make on your assigned objective from now until the end of the Spring term. Will you have completed all of the Project Steps currently listed in column three of the Action Plan by the end of this term? If not, why.**
    - Update of emergency procedures guide for display in all classrooms will be completed
    - Site Command Team training will be forthcoming

    No. All project steps have not yet been met. This is an ongoing project.

4. **Who (individuals and/or groups) is participating in the work to address your assigned objective?**
    Ron Ballesteros-Perez, Vice President, Finance & Administrative Services
    Chris Miller, Director, Facilities
    Derrick Johnson, Supervisor, Environmental Health & Safety
    Don Sullins, Director, Information Services

5. **What resources is your group applying to this objective? What impact are they having?**
    SPPF funds were obtained in the amount of $25K. These funds will be utilized for Emergency Preparedness supplies, materials, and training.

6. **If you received SPPF, will you have expended it by the end of this year? If not, when do you expect to expend it?** Yes. SPPF funds will be expended this year.

7. **Would you recommend that SPC consider including your objective or something similar in Year 2 of the college's Strategic Plan 2016? If so, why?**
    Yes. The Emergency Preparedness plan will continue implementation next year.

8. **In order for you and the assigned groups to complete the work on this objective, are additional resources needed? If yes, describe the resources and how they would be used.**
    Yes. Funding will be required for annual emergency training.

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