Strategic Plan 2016
Action Plan Year Two 2014-2015
End of Year Progress Report

May 4, 2015

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Strategic Goal 1
Student Learning:
Support excellence in teaching and academic programs and services to improve student learning

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.1: Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within 3 years.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   Requests for tutoring data are with IRP and with those involved in the TLC, FYE, Summer Bridge, and Learning Communities. We will meet at some point in the summer to analyze the research, assess current activities and strategies, and modify or identify new strategies, as needed. This process may carry over into the fall, depending upon the availability of key people in the summer.

   Data from the Basic Skills Progress Tracker shows the following:

   - From F10-F13, of the 711 students who took English 10, 192 had successfully completed English 100 (27%).
   - From F11-F14, of the 694 students who took English 10, 222 had successfully completed English 100 (31.9%).
   - From F10-F13, of the 960 students who took Math 15, 60 had successfully completed transfer-level math (100+) (6.25%). 24% had completed Math 56 or 60.
   - From F11-F14, of the 884 students who took Math 15, 72 had successfully completed transfer-level math (100+)(8%). 26.1% had completed Math 56 or 60.
   - From F10-F13, of the 78 students who took ESL 101, 35 had successfully completed English 100 (44.9%).
   - From F11-F14, of the 75 students who took ESL 101, 30 had successfully completed English 100 (40%).

3. **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.**

   Please refer to our answer in #2.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. This particular objective should be ongoing so that we can gauge our success (over the course of several years) at increasing the number of students completing their basic skills in a timely manner.

5. 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.

I'm sure that it will not come as a surprise that we could always use more time.

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.2: Develop and implement a model for establishing career pathways for all disciplines and programs.

2. **Review the Mid-Year Check-In report for the report you recently provided.** <u>**If necessary,**</u> **please describe any updates on plans or progress.**

   CCPT Update: The $15 million California Career Pathways Trust (CCPT) grant focusing on STEM careers was chosen for an interview and the awards will be released by mid-May. All of the County high schools and community colleges participated in two submissions. The second application was for a $6 million Healthcare grant. The grants will be used to create programs of study in high schools that articulate with programs of study in the community colleges. Additionally, the grant will support stronger relationships with business and industry and foster work-based learning opportunities for students. Receiving a career pathways award will influence the development of Palomar's career pathways design.

   Departments on the Palomar campus are also embracing the career pathways model. In particular we are working with various departments on campus to align the noncredit, certificate and AA degree STEM careers with the transfer STEM programs. The Nursing and EME departments are partnering to create noncredit curriculum that will support new and existing students that want to succeed in the two programs. CTEE and MNHS are partnering to create two new programs to promote entrance into STEM careers. Preparation for Careers in Technology and Engineering Technology are two new programs that will be developed for consideration in the fall 2015 curriculum cycle. We are also working with other County colleges to enhance Palomar's advanced manufacturing program.

   Palomar College is working with the other San Diego County community colleges within the SB 1070 Statewide Career Pathways initiative to develop policy recommendations for aligning CTE curriculum, dual enrollment, articulation, and matriculation for CTE students in a career pathway. Legislation that comes from the SB 1070 recommendations may help guide our dual enrollment efforts in the future.

   Palomar is currently working with San Marcos and Vista school districts to implement a math course for seniors that will be equivalent to our MATH 50/60. If students pass the course they will be eligible to register for any of our college level math courses in Fall 2016 when they come to Palomar College. This process is articulation with placement rather than for credit. San Marcos Promise program will offer students that pass the course a scholarship to Palomar College. This

experimentation is a precursor to developing dual enrollment courses with San Marcos High School and other high schools.

3. **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**.

   No. The career pathways project is a systemic approach to exposing students to careers beginning in middle school, expanding programs of study opportunities in high school, and articulating with programs of study in community college or four year post-secondary. The foundation of the program is to have closer relationships with business and industry to determine the employment needs within the College service area. California has invested $500 million in the program to date and the Governor has proposed three successive installments of $250 to build the infrastructure to support career pathways programs of study. Palomar will benefit from better alignment of programs with the high schools and the adult education schools within our district.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   See 3 above. This objective is a work in progress. There is a need for a greater alignment with business and industry and more applied programs of study in the high schools that articulate with Palomar College programs.

5. **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.**

   There will be a need for additional resources to support the development of career pathways in the future but that cannot be quantified at this time.

Objective 1.3
Objective Leader: Vice President, Instruction

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

    Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress**.

    IPC has completed its PRP allocations from Block Grant, Fund 41, Lottery, and foundation funds. The SPPF allocation is in progress. The Staffing Plan update has been completed and submitted.

3. **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.**

    Yes

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

    No

5. **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.**

    N/A

Objective 1.3
Objective Leader: Vice President, Student Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No updates.

3. **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.**

   No, we are still in the process of identifying an SAO coordinator.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes, the SAO coordinator will be significant to ensure the efficacy of the program review process.

5. **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.

Objective 1.3
Objective Leader: Vice President, Human Resource Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No updates or changes required.

3. **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.**

   Yes.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   No. This is now an ongoing process for the division.

5. **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.

Objective 1.3
Objective Leader: Vice President, Finance & Administrative Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   None.

3. **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.**

   No. This objective is ongoing.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. This objective is ongoing.

5. **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. Funds for this objective will be requested through the regular SPPF allocation process.

Objective 1.4
Objective Leader: Vice President, Instruction
SLOAC Coordinators

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.4: Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   We continue our progress on the assessment of GE/ILOs. The Written Communication workgroup has met once and will meet again after receiving more information from the office of Research and Planning. We will complete the assessment of Intercultural Competency and Knowledge by the end of the spring 2015 semester.

3. **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 LOC will need to address the following activity in fall, 2015: Examine resources that can provide PC student graduation data from 4-year institutions, as well as employment information; provide a pathway to disseminate information to departments and divisions. We have run out of time to fully address this project this spring.

   Regarding PD workshops, we presented at the Part-time Plenary session in January. We have worked with the SLO Facilitators so that information can more directly and appropriately flow to the faculty.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Student Learning Outcomes are at the core of capturing information about student learning, a critical component of Goal 1, Student Learning: Support excellence in teaching and academic programs and services to improve student learning. It is strongly recommended to continue including this objective in Year 3 of the College's strategic planning.

5. **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 do not anticipate needing any funding to complete this objective.

Objective 1.5
Objective Leader: Superintendent/President

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 1.5: Increase faculty to exceed FON by at least one per year if the budget allows.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   College is still waiting for Governing Board approval of the SERP.

3. **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.**

   No. Faculty hiring process will begin in Fall 2015.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. The work will continue past this academic year.

5. **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.**

   The State needs to provide funding to increase full-time faculty.

Strategic Goal 2

Student Support and Success:
Implement effective pathways that support
student access, progress, and completion

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Objective 2.1
Objective Leader: Vice President, Student Services
Vice President, Instruction, Faculty Senate President

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1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.1: Complete 3SP and Equity plans and align SP 2016 with their strategies

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No updates.

3. **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.**

   Yes.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   No, plans have been completed and we will now move on the implementation.

5. **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.

Objective 2.2
Objective Leader: Vice President, Student Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.2: Implement a coordinated outreach and retention plan that employs internal and external outreach and retention strategies.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No updates.

3. **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.**

   No, a few steps are still in progress as we will be tracking data to review effectiveness of activities.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes, as this ties to the strategic enrollment management.

5. **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, a Manager of Outreach and additional Student Ambassadors will be needed.

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.3: Evaluate and refine the College's intake and orientation process including the Early Acceptance Program

2. **Review the Mid-Year Check-In report for the report you recently provided. <u>If necessary,</u> please describe any updates on plans or progress**.

   No updates.

3. **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.**

   No, a few steps are still in process as they were originally planned to occur during the summer.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes, there will be an ongoing need to implement the 3SP and Student Equity plan.

5. **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.

Objective 2.4
Objective Leader: Vice President, Instruction

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.4: Increase student awareness and use of appropriate support services by expanding the First Year Experience program so that it is available to all incoming students.

2. **Review the Mid-Year Check-In report for the report you recently provided. <u>If necessary</u>, please describe any updates on plans or progress.**

   By mid-year, we had thoroughly discussed our first two project steps: the expansion of FYE and increasing student awareness of appropriate support services. Our third step involves increasing use of appropriate services. We have discussed the need for a feedback loop in our Early Alert process so that faculty have information as to whether students have availed themselves of recommended resources. As part of our involvement on several committees and councils, in particular the Student Support & Equity Committee, the FYE Coordinator and deans of Counseling, L&L, and MNHS are currently engaged in discussions re: the development of clearly structured student pathways, the technology required to provide access to student progress and notification, the identification and development of activities to effect stronger retention, and the scaling up of our programs.

3. **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 have detailed much of our project's steps and are working towards refining those steps as a part of the larger college-wide discussion surrounding 3SP and Student Equity.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   We would like to see our objective continue into Year 3. Much progress has been made. Our summer bridge and FYE programs have continued to grow.

5. **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.**

   In order to achieve our goal of having the FYE program available to all incoming students, we will need the following:

   - Increased staffing (FA, Counseling, Outreach, IR)
   - Space (computer lab space for registration assistance, large gathering place identified for orientation, designated interactive workshop space)
   - Tracking (regularly run reports)

- Follow up (evaluation of reports, development of a Faculty Advising Program, hiring of 2nd year FYE students to serve as Student Ambassadors, referral of students to appropriate resources; availability of appropriate resources)
- Technology that allows students to apply online, staff to track student progress through pathways as needed
- Funding to provide social and cultural events that connect students and families to our campus and that honor their achievements at key points along their pathway

Objective Leader: Vice President, Student Services,
Vice President, Instruction

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.4: Increase student awareness and use of appropriate support services by expanding the First Year Experience program so that it is available to all incoming students.

2. **Review the Mid-Year Check-In report for the report you recently provided. <u>If necessary</u>, please describe any updates on plans or progress.**

   No updates.

3. **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.**

   No, discussions are continuing in the Student Success & Equity Council.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes, there remains a need to have better coordination and collaboration among different programs.

5. **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.

Objective 2.5
Objective Leader: Vice President, Student Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.5: Develop and implement an enhanced technologies (student portal, an online education planning tool, and an electronic degree audit system) to support student success

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   Through the Student Success and Equity Council a technology task force has been identified to begin work on identifying an early alert software tool.

3. **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.**

   No, there are still technology initiations to be addressed.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes, there are still several technology initiations that need to be addressed.

5. **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.

Objective 2.6
Objective Leader: Public Affairs Officer
Summary provided by chair of Website Revamp Task Force

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 2.6: Modify the College's website to improve student access to support services

2. **Review the Mid-Year Check-In report for the report you recently provided. <u>If necessary</u>, please describe any updates on plans or progress.**

   In August of 2014, the Blue Ribbon Task Force led by the PAO (with the Dean of SBS, and members the ATRC and IS) met to discuss the status of the Web Redesign as discussed in the strategic plan. At the end of that meeting, we determined that a web redesign project was extremely costly and that perhaps the district was not yet ready for a full-fledged redesign of the District Web Presence. Dean Kahn worked with members of the ATRC to propose a (Phase I) Web Revamp Task Force (through SPC) that would include members from several constituencies and utilize our current Content Management System (WordPress) to do a student-centered revamp of the site that would be easy to navigate, organized, and have a common look and feel for the district.

   The Web Revamp Task Force began meeting in September of 2014 to meet these objectives. The group identified optimal sites for comparison, reviewed the strengths of our current Management System, examined data on current use of the Palomar Website and created a timeline to create a new HomePage template, subsite template, and process for evaluating exceptions to the use of the subsite template. Over the last 6 months, the committee was able to create a draft of the Homepage and subsite which was released to the campus community for feedback on April 13th. Over the course of the next couple weeks, feedback was gleaned via web form and focus groups to better understand how users feel about the proposed drafts and their overall look and usability. In May, the group intends to incorporate needed changes to the draft and then to work with representatives in charge of websites to transition to the new templates by July 1, 2015.

3. **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.**

   Yes

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes

5. **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

Strategic Goal 3

Partnerships
*Strengthen educational, business, and
community partnerships to increase college
connections and student learning experiences*

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

    Objective 3.1: Establish faculty councils with high school partners to improve alignment of curriculum and student transition

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

    No updates

3. **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 general project steps have been completed. However, there is still much work to be done to further develop the partnerships and curriculum discussions.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

    Yes. On-going collaboration and an understanding of what K-12 is doing with curriculum impacts the students coming to us and how we teach and adjust our curriculum. Our new membership in NCPDF will help facilitate on-going dialogue.

5. **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. Resources could be used to bring faculty together for curriculum discussion and the sharing of changing pedagogy strategies in the classroom to help improve student learning and success.

Objective 3.2
Objective Leader: Superintendent/President

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 3.2: 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.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   Postponed pending selection of the new superintendent/president.

3. **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.**

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   No

5. **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

Objective 3.3
Objective Leader: Superintendent/President

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

Objective 3.3: Increase external funding through grants and partnerships within the community.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

Since completing and submitting our Regional Comprehensive Plan for Adult Education in March, our Consortium has continued to meet bimonthly. We have requested that our Planning Grant be extended through the 2015-16 fiscal year to help cover the gap that may develop between the planning and implementation periods. We continue to gather and analyze data on education and employment in our region and facilitate the work of faculty groups to align curriculum between the Adult Education and Community College Systems.

We continue to implement a number of grants: Title V HSI Collaborative (year 5 of 5), Title III STEM (year 4 of 5), NSF STEP (year 4 of 5), and are partners on two other NSF ATE Grants.

3. **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.**

Column 3 reads as follows as it relates to the MNHS Division: HSI / STEM / NSF 1. Grant proposal developed and submitted Spring 2015.

The Director of Institutional Research and Planning, the Dean of Math and the Natural and Health Science (MNHS), Victor Rocha Co-Director OTRES (CSUSM), the VP of Student Services and others are currently working on a Collaborative Title V HSI grant with CSUSM with a STEM theme, as well as a Title V HSI individual grant with a more general focus. We are also potential partners in an NSF Grant with Scripps Institute; an NSF iUSE grant with several partner institutions in Northern and Southern California; and Career Pathways Initiatives with partners in San Diego and Orange County. These grants have at least minor focus on establishing a STEM Core Curriculum that accelerates the traditional timeline to STEM majors or careers. They also focus on recruiting cohorts of students (particularly veterans and active military personnel) into these pathways, keeping them in these pathways, and feeding them into internships.

No, as stated above, Adult Education Alignment between the K-12 and CC is a multi-year project.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

    Yes, this work will continue.
    Yes. We may fail in these initiatives and should always be on the look for more.

5. **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.**

    Funding resources for planning are allocated by the State through this year. In the future, implementation funds may be allocated by block grant.

    Yes. We lack the human resources to do the job, quite frankly. We need a Dean of grants and supporting personnel to write and manage these many grants.

<u>Strategic Goal 4</u>

Human Resources and Professional Development:
Recruit, hire, and support a diverse faculty and staff
who are committed to student learning and achievement

Objective 4.1
Objective Leader: Vice President, Instruction

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016, if the budget allows.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   IPC completed its annual Staffing Plan update, utilizing positions requested in the 2014-15 PRP process. Twenty-four (24) positions were prioritized, although a total of 46 positions were submitted.

3. **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.**

   No

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes

5. **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.**

   Resources to hire staff will continue to depend on the District's fiscal situation, including its ability to achieve it FTES cap.

Objective 4.1
Objective Leader: Vice President, Student Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016, if the budget allows.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No updates.

3. **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.**

   Yes.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes, there are several staffing changes that will likely result from the SRP and normal attrition.

5. **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.

Objective 4.1

Objective Leader: Vice President, Finance & Administrative Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016, if the budget allows

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   Staffing priorities may change pending SRP approval.

3. **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.**

   No. This objective is ongoing.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. This objective is ongoing.

5. **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.**

   N/A

Objective 4.2
Objective Leader: Vice President, Human Resource Services,
Vice President, Instruction, Professional Development Coordinator
Summary provided by Vice President, Human Resource Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.2: 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.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   Please add the following to the Mid-Year Check-In (Column 4)

   The College's first Diversity Plan will be presented to the Governing Board at the April 28, 2015 workshop.

3. **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.**

   No. While non-faculty hiring processes have been reviewed and updated, the faculty hiring procedures for full-time and part-time faculty are still being developed and reviewed. It is anticipated that procedure completion, review, and agreement between the administration and the Faculty Senate on the procedures will be completed in the Fall 2015 semester, and implemented in the Spring 2016 semester. Monitoring progress will be an ongoing, long-term activity.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. It is recommended that this objective be included in Year 3, until procedural agreement is reached and the faculty hiring procedures implemented.

5. **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, no additional resources are needed. Additional resources have already been included in the FY 2015-16 District budget.

Objective 4.3
Objective Leader: Vice President, Human Resource Services,
Vice President, Instruction, Professional Development Coordinator
Summary provided by Vice President, Human Resource Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.3: Increase professional development opportunities to strengthen the technological knowledge and skills of faculty and staff.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No changes required.

3. **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.**

   No. Focus groups will be completed in mid-April and data available from them in late April, 2015. The Staff Development and Training Committee will need several sessions to accomplish steps 4-6 of the project. We anticipate that this objective should be completed and in the ongoing reassessment phase by the end of FY 2015-16.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. Work on the project will continue into FY 2015-16, and the objective should be carried forward. Spending of the SPPF funding for the project should also be extended by one year because of the updated implementation timeline.

5. **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, no additional resources are needed.

Objective 4.4
Objective Leader: Vice President, Instruction,
Vice President, Student Services, Professional Development Coordinator

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.4: Implement professional development opportunities that support faculty innovation in teaching and learning through action-based research

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

3. **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.**

   Yes

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. Providing support for faculty to explore and implement innovative strategies in their teaching and student support areas are a vital element to on-going growth for Palomar.

5. **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 annual SPPF dollars are necessary to promote innovation.

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 4.5: Develop and implement more comprehensive and effective methods for encouraging participation and communicating the discussion and outcomes of the shared governance and planning process.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No changes required.

3. **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.**

   HRSPC will have completed its discussion of the Action Plan steps by the end of the Spring 2015 Semester.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. The project steps extend into Fall 2015.

5. **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 part-time staff resources may be required to expand communications capabilities, depending on workgroup recommendations.

Strategic Goal 5

Facilities and Infrastructure:
Ensure that existing and future facilities and
infrastructure support student learning, programs, and services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 5.1: Develop operational plans for opening the South Education Center.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   No changes required.

3. **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.**

   No. These activities will be accomplished beginning with the work on the 2016 Staffing Master Plan, in Fall 2015.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. The project steps extend into Fall 2015 and beyond.

5. **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.

Objective 5.2
Objective Leader: Superintendent/President,
Vice President, Finance & Administrative Services, Director, Facilities
Summary provided by Vice President, Finance and Administrative Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 5.2: As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   None**.**

3. **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.**

   No. This objective is ongoing.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   Yes. Ongoing Prop M construction in accordance with Master Plan 2022.

5. **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**.**

Objective 5.3
Objective Leader: Vice President, Finance & Administrative Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 5.3: Continue to review, update, and plan to fund the emergency preparedness plan.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   Plan is complete with ongoing training conducted by Emergency Health & Safety supervisor.

3. **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.**

   Yes.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   No.

5. **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.

Objective 5.4
Objective Leader: Vice President, Finance & Administrative Services

1. **For which objective in Strategic Plan 2016 Year 2 Action Plan are you providing this report?**

   Objective 5.4: Develop and implement a budget Mechanism for the replacement of technology equipment.

2. **Review the Mid-Year Check-In report for the report you recently provided. If necessary, please describe any updates on plans or progress.**

   None.

3. **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.**

   Yes.

4. **Would you recommend that SPC consider including your objective or something similar in Year 3 of the college's Strategic Plan 2016? If so, why?**

   No.

5. **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.