

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

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

Student Direction and Progress

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Dept Chairs – English, ESL, Math, Reading, Counseling, Basic Skills Comm. STEM Workgroup	- Take inventory of various strategies already in place campus wide. - For those strategies that have already been assessed: - Discuss results. - Determine additional data desired. - Discuss any changes to be made to achieve desired outcomes. - Determine support needed. - For those strategies that have not yet been assessed: - Discuss data desired. - Determine measurable outcomes (need starting points from IRP, departments will work to determine endpoints and timeline). - Determine support needed. - For each strategy, determine data to be gathered regularly. - Determine goals regarding the scaling up of successful strategies. - Define any new strategies - Develop a timetable for check-ins.	Steps will be completed through Spring 2015.	- Review and add to, if necessary, the list of all activities taking place on campus in support of Objective 1.1 (See SP 2016, Year 1 Progress Report). - The following outcomes will be completed within the departments: - Assessments of strategies completed and discussed. - Plans established for regular data collections and review. - Options/Needs for scaling successful strategies discussed. - New strategies identified. - Timetable established for check-ins.

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

Student Direction and Progress

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	CTE Transitions Group. Career Pathways Pilot Project (STEM), Career Center Director, Department Chairs	1. Identify two additional Industry Sectors from Statewide Career Pathways publications and do research and collect data for target careers in programs offered at Palomar. 2. Develop marketing plan and marketing brochure templates to promote Industry Sectors career pathways in programs offered at Palomar and integrate with 3SP outreach/marketing group. 3. Use marketing materials and brochures in Spring schedule to communicate career pathways. 4. Work with 3SP orientation group to support classroom or “career and open house” activities or events that promote career pathway learning opportunities for students.	1. Spr 2014 2. Spr 2014 3. Fall 2014 4. Fall 2014	1. Career pathways defined for two Industry Sectors and data gathered for marketing materials. 2. Draft templates for marketing plan and brochures developed and implemented for use. 3. Templates used in Spring schedule. 4. Career and open house activities/events planned, funded, implemented.

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

Assessment, Analysis, and Planning/Decision-making

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	IPC	1. Review feedback from Spring 2014 focus groups on Comprehensive Program Review and Planning process for 2013-14 2. Modify PRP 2014-15 process based on focus group recommendations 3. Implement and provide training on PRP process for Years 2-3	1. Fall 2014 2. Fall 2014 3. Fall 2014, Spring 2015	1. Focus group feedback discussed on Comprehensive PRP process 2. PRP Years 2-3 process modified and implemented 3. Training conducted, PRPs submitted, IPC reviews and allocates resources

Goal 1: Student Learning: Support excellence in teaching and academic programs and services to improve student learning.				
<u>Assessment, Analysis, and Planning/Decision-making</u> <i>Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	SSPC	1. Identify lead SAO coordinator 2. Establish SAO workgroup 3. Review progress units have made on their SAOACs 4. Identify SAO research support needs. 5. Align SAO cycle with PRP timeline.	1. Fall 2014 2. Spr 2015 3. Spr 2015 4. Spr 2015, 5. Spr 2015 and ongoing	1. SAO Coordinator named 2. Workgroup convened and meeting 3. Review of all SAO cycles completed 4. Research and support plan developed 5. Timeline established and documented that aligns SAO cycles with PRPs (note PRPs and SAOs are currently integrated – cycles need to be aligned).

Goal 1: Student Learning: Support excellence in teaching and academic programs and services to improve student learning.				
<u>Assessment, Analysis, and Planning/Decision-making</u> <i>Objective 1.3: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS	HRSPC	1. Review PRP; identify SAOACS. 2. Align SAOACS with PRP outcomes and revise outcomes as required. 3. Identify resources required. 4. Secure resources and allocate. 5. Assess outcome progress/achievement.	1. Fall 2013 2. Spr 2015 3. Spr 2015 4. Fall 2015, Spr 2016 and ongoing	1. Established relationship between SAOACS, PRP, and resource allocations. 2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model. 3. Demonstrated progress toward achieving SAOACS.

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Assessment, Analysis, and Planning/Decision-making

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPFAS	FASPC	1. Review PRP; identify SAOACS. 2. Align SAOACS with PRP outcomes and revise outcomes as required. 3. Identify resources required. 4. Secure resources and allocate. 5. Assess outcome progress/achievement.	1. Fall 2014 2. Spr 2015 3. Spr 2015 4. Fall 2015, Spr 2016 and ongoing	1. Established relationship between SAOACS, PRP, and resource allocations. 2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model. 3. Demonstrated progress toward achieving SAOACS.

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

Assessment, Analysis, and Planning/Decision-making

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI / SLOAC Coordinators	LOC	1. Present information at Faculty Plenary in Fall 2015. 2. Attend department and division meetings to discuss ILOs and assessment. 3. PD workshop. 4. Write annual GE/ILO Assessment report - present to Faculty Senate, Curriculum, Strategic Planning Council, and post online. 5. Continue to assess GE/ILOs and recruit & train faculty. 6. Once-a-semester report to LOC from division deans, VPI, & VP Student Services, research & planning activities related to outcomes assessment across the College. 7. 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. 8. Schedule an annual presentation to ASG and Governing Board.	1. Fall 2014 2. Spr/Fall 2015 3. Fall 2014, Spr 2015, Fall 2015 4. Spr 2015, Fall 2015 5. Spr 2015, Fall 2015 6. Spr 2015 7. Spr 2015 8. Spr 2015	1. Provide information to faculty 2. Provide information to faculty and administrators and encourage discussion. 3. Provide information and resources to faculty. 4. Report for college community, stimulate dialog for planning and resource allocation. 5. Continue to assess each GE/ILO. 6. Provide information to faculty and administrators. 7. Inform faculty and administration in order to support program review and improve student academic and employment success. 8. Provide information to students and Governing Board.

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

Assessment, Analysis, and Planning/Decision-making

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres	VPs	1. Review 2015-16 Approved Budget and identify available funding 2. Compute FON requirements for 2016-17 3. Select positions from faculty hiring priority list to exceed the 2016-17 FON by at least one position 4. Repeat cycle each year, exceeding the previous year's target hiring by at least one faculty position if allowed by the budget.	1. Fall 2015 2. Fall 2015 3. Fall 2015 4. Fall 2016 & ongoing	Faculty hiring exceeds FON by at least one position for Fall 2016, and by one additional position in subsequent years if the budget allows.

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS, VPI, Faculty Senate President	3SP and Equity Plan Workgroups IR&P (for SP2016)	1. 3SP and Equity plans developed and accepted through shared governance processes. 2. Submit 3SP and Equity plans to Chancellor's office. 3. Establish linkages between the Strategic Plan, 3SP, and Equity Plan.	1. Fall 2014 2. Fall 2014 3. Fall 2014	1. Completed plans. 2. Plans submitted. 3. Clear links established.

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.				
Student Direction and Progress <i>Objective 2.2: Implement a coordinated outreach and retention plan that employs internal and external outreach and retention strategies.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	Division of Student Services, Instructional Deans SSPC	1. Establish outreach and retention team to review and coordinate outreach activities. 2. Implement student ambassador program. 3. Revamp outreach to increase engagement and follow-up. 4. Review college outreach strategies to provide for targeted recruitment and retention activities. 5. Implement strategic outreach and retention strategies. 6. Evaluate new outreach and retention strategies.	1. Fall 2014 2. Fall 2014 3. Fall 2014 4. Spr 2015 5. Sum 2015 6. Sum 2016	1. Team established. 2. Ambassador program established and goals for program developed. 3. Current outreach activities revamped. 4. Review completed and coordinated plan established. 5. Plan implemented and evaluated.

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.				
Student Connections and Support (Palomar Access to Student Success or PASS) <i>Objective 2.3: Evaluate and refine the College's intake and orientation process including the Early Acceptance Program.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	Division of Student Services, Instructional Deans	1. Utilize 3SP plan to develop new strategies for orientation. 2. Establish work group that includes student services and instruction. 3. Design/revise orientation model. 4. Implement model. 5. Evaluate new model.	1. Spr 2015 2. Spr 2015 3. Spr 2015 4. Sum 2015 5. Sum 2016	1. 3SP plan orientation strategies reviewed. 2. Workgroup established. 3. Revised orientation model designed. 4. Model implemented.

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.				
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.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS / VPI	Dean L&L, FYE Coord, Dean Counseling	- Discuss expansion of FYE. - Who to focus efforts on - Strategies for expansion - Implications for expansion (staffing, space, tracking, followup, evaluation) - Identify Resources needed - Increase student awareness of appropriate support services. - Define appropriate support services - Define groups to identify for marketing FYE - Identify resources needed - Increase student use of appropriate services - Develop strategies - Identify implications for increasing use (staffing, space, tracking, followup, evaluation).	Activities will be completed through Fall 2014/Spr 2015	- Targets for FYE program 2013-14 – 100 students 2014-15 – 275 students 2015-16 – 350 students - List of student groups for focus; presentation of possible strategies with implications and resources needed included - List of services by student group; report on implications and resources needed. - List of strategies; report on implications and resources needed.

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.				
Objective 2.5: Develop and implement enhanced technologies (student portal, an online education planning tool, and an electronic degree audit system) to support student success.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	Division of Student Services, Instructional Deans, Information Services	- Establish workgroup - Utilize 3SP and SE Plans to establish priorities. - Develop and implement timelines to address priorities	- Spr 2015 - Spr 2015 - Ongoing	Enhanced technology implemented and available to all students.

Goal 2: Student Support and Success: Implement effective pathways that support student access, progress, and completion.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
PIO	Dean SBS, PIO	1. Evaluate current website for usability and content management 2. Identify optimal sites for comparison 3. Review Content Management Software (CMS) options 4. Identify optimal CMS 5. Identify resources necessary for development, implementation and ongoing management.	1. Spr 2015 2. Spr 2015 3. Spr 2015 4. Spr 2015 5. Fall 2016 tent.	Introduce new website

Goal 3: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Chairs and Directors, Counseling	1. Identify existing collaborations between Palomar faculty/disciplines and high school partners relevant to curriculum alignment discussions. 2. Identify one or two faculty/disciplines interested in curriculum collaborations with high school partners and identify specific high school and contact person. 3. Promote professional development and connection opportunities available through membership in North County Professional Development Federation.	1. Fall 2014 2. Spr 2015 3. Spr 2015	1. Discussions documented and future curriculum plans identified. 2. Initial meeting scheduled between Palomar faculty and high school partners. 3. NCPDF workshops attended by Palomar faculty and connections made for possible curriculum discussions with local high school partners.

Goal 3: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.

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.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Sup / Pres.	Reps from Deans, Chairs and Directors, and Dir Foundation	1. Establish objectives of council. 2. Identify and invite participants. 3. Hold initial meeting.	1. Spr 2015 2. Spr 2015 3. Spr 2015	1. Purpose of council clearly defined. 2. Council established and meeting by end of academic year.

Goal 3: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Sup / Pres.	Deans CTE and LL (Adult Ed Planning Grant/ Dept Labor grant) Dir. Foundation (community partnerships) Dean MNHS/LL & Dir. Research (HSI /STEM)	<u>Adult Education</u> 1. Secure planning grant. (Completed) 2. Establish consortium. (Completed) 3. Form Program Area Councils (PAC) 4. Hold Community Planning Summit 5. Develop comprehensive plan <u>Community Partnerships</u> 1. Increase the number of community partnerships. <u>HSI / STEM / NSF</u> 1. Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants. 2. Submit grant applications if determined appropriate. <u>DOL</u> 1. Assess and evaluate need and purpose of a DOL grant. 2. Submit grant application if determined appropriate.	Timelines dependent on Federal and State established timelines. Planning should occur prior to release of the RFP.	<u>Adult Education</u> 1. Planning grant awarded 2. Consortium established 3. Comprehensive plan developed and submitted. <u>Community Partnerships</u> 1. Community partnerships increased by X% <u>HSI / STEM / NSF</u> 1. Grant proposal developed and submitted Spring 2015. <u>DOL</u> 1. Need and purpose of DOL grant identified.

Goal 4: 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: Rebuild staffing levels to support priorities identified in Staffing Plan 2016, if the budget allows.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPs	Planning Councils	1. Prepare staffing master plan year 5 update. 2. Identify resource allocation to support staffing priorities. 3. Recruit and hire prioritized positions. 4. Repeat each year.	1. Fall 2014- Spr 2015 2. Spr 2015 3. Fall 2015 4. Ongoing	1. Completed year 5 update document. 2. Budgeted prioritized position replacements and new positions. 3. On-board prioritized hires. 4. Ongoing.

Goal 4: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.

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.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS, Faculty Senate President	HRSPC, Faculty Senate, EEO Advisory Committee	1. Collect and analyze data on applicant and hiring demographics. 2. Identify correlation between hiring policies and procedures and hiring demographics. 3. Revise hiring processes as indicated by analysis. 4. Implement revised hiring processes and monitor results.	1. Fall 2013-Spr 2014 2. Fall 2014 3. Spr 2015-Fall 2015 4. Fall 2015 and ongoing	1. Changes in employee demographics over time that reflect increased diversity, as compared to the employee diversity in Fall 2013.

Goal 4: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS, VPI / Prof. Development Coordinator	Staff Dev. Comm. PD Comm.	1. Conduct a needs assessment to identify training needs of staff. 2. Review existing data on technology training interests of faculty. 3. Assess current technology training offered throughout the college. 4. Develop technology training plan inclusive of all employees 5. Identify programs and training to address training needs. 6. Schedule and implement training schedule. 7. Re-assess training needs	1. Fall 2014-Spr 2015 2. Fall 2014 – Spr 2015 3-5. Spring 2015 6. Fall 2015-Spr 2016 7. Fall 2016 and ongoing	1. Set of programs and training identified to address training needs in technology. 2. Programs and training offered and deliver. 3. Satisfaction of programs and training delivered will be at or greater than 80%.

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Goal 4: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.				
Objective 4.4: Implement professional development opportunities that support faculty innovation in teaching and learning through action-based research.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI / VPSS / Prof. Development Coordinator	IPC, SSPC, PD Comm.	Action Plan Strategy 1 1. Implement IPC's and SSPC's processes for funding innovative projects with Strategic Planning Priority Funds (SPPF). Action Plan Strategy 2 1. Identify professional development opportunities focused on innovation in teaching and learning. 2. Schedule and deliver professional development opportunities. 3. Assess PD offerings through the PD needs assessment.	Strategy 1 1. Fall 2014 Strategy 2 1. Fall 2014 2. Spr 2015 3. Spr 2015	Strategy 1 1. Evaluation of innovative ideas completed and funded, if approved, through IPC and SSPC. Strategy 2 1. PD offered and assessed.

Goal 4: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.				
Objective 4.5: Develop and implement more comprehensive and effective methods for encouraging participation and communicating the discussions and outcomes of the shared governance and planning process.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres, VPs	Planning Councils	1. Dialogue with Planning Councils 2. Quantify project plan to implement improvements and identify resources needed 3. Budget resources 4. Implement project plan 5. Assess effectiveness of methods implemented, and revise as necessary	1. Fall 2014- Spr 2015 2. Spr 2015- Fall 2015 3. Spr 2016 4. Fall 2016- Spr 2017 5. Fall 2017 and ongoing	1. 50% improvement in positive responses in 2016-17 planning council assessment.

Goal 5: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.				
Objective 5.1: Develop operational plans for opening the South Education center.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Sup/ Pres. & Vice Presidents	IPC, SSPC, FASPC, HRSPC, SPC	1. Develop organizational structure for each center. 2. Identify and prioritize faculty and staff positions to flesh out organizational structure. 3. Recruit faculty and staff for projected Fall 2017 center openings.	1. Fall 2014- Spr 2015 2. Fall 2015 3. Fall 2016- Spr 2017	1. Appropriately-staffed centers opening in Fall 2017

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Goal 5: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Sup /Pres. / VPFAS / Dir. Facilities	FRC, FASPC, SPC	- Occupancy Teaching Learning Center (TLC) - Construction Start Baseball Field - Construction Start Child Development Center (CDC) - Occupancy Humanities - Construction Start Library - Occupancy Baseball Field - Occupancy Child Development Center (CDC) - Construction Start Lot 12 Parking Structure - Construction Start South Education Center - Occupancy Library	- Spr 2014 - Fall 2014 - Fall 2014 - Sumr 2014 - Spr 2015 - Spr 2015 - Spr 2016 - Sumr 2017 - Spr 2016 - Sumr 2017	- Occupancy TLC - Construction Start Baseball Field - Construction Start CDC - Occupancy Humanities - Construction Start Library - Occupancy Baseball Field - Occupancy CDC - Construction Start Lot 12 Parking Structure - Construction Start South Education Center - Occupancy Library

Goal 5: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPFAS	FASPC, Safety and Security	- Identify staff to manage Emergency Preparedness Plan - Create timeline for Emergency Preparedness Plan revision - Revise Emergency Preparedness Plan - Secure funding for Emergency Preparedness Plan - Create timeline for Emergency Preparedness Plan training - Conduct Emergency Preparedness Plan training	- Fall 2013 - Fall 2013 - Fall 2014 - Spr 2014 - Fall 2013 - Begin Spr 2014 - ongoing	- Hired Supervisor, E. H. & S. - Hired consultant to assist with plan revision and implementation. - Applied for and obtained SPPF funding. - Timeline finalized for Emergency Preparedness Training. - Implementation of ICS-402 Overview, SEMS, Emergency Operations Center Course, NIMS 700 and ICS 100, and Site Command Team Training.

Goal 5: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPFAS	Budget Committee	- Identify available resources outside of General Fund revenues - Establish annual resource allocation allotment for 2014/2015 - Implement annual technology replacement funding plan	- Fall 2014 - Spr 2015 - Begin Spr 2014 ongoing	- Review all sources of revenue and make recommendations to SPC. - Allocation of funds. - Review/modify technology replacement funding plan based on current needs and availability of funds.