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	1. Evaluate current strategies designed to increase student completion of remediation. 2. Discuss results. 3. Determine additional data desired. 4. Discuss any changes to be made to achieve desired outcomes. 5. Determine support needed 6. Determine goals regarding the scaling up of successful strategies. 7. Define any new strategies 8. Develop a timetable for check-ins. 9. Develop ongoing reports/research for continued evaluation.	Steps will be completed through Spring 2016.	• 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 Coordinator, VPI, Director Enrollment Svcs, Dean Counseling, Faculty, Dir Occ & Noncredit, Counselors	1. Develop Palomar College Dual Enrollment policies and implementation plan. 2. Inventory high school and adult education programs of study within the Palomar service area. 3. Engage faculty in the creation of programs of study within their discipline. 4. Develop a common program of study template.	1. Spr 2016 2. Spr 2016 3. Spr 2016 4. Spr 2016	1. Dual enrollment policies and procedures defined 2. Dual enrollment courses schedule Sp 16 & F17 3. MOU's developed w/HS's 4. Inventory of high school and adult education programs 5. Discipline LMI data produced for faculty 6. Faculty meet with HS and AE faculty 7. Program of Study Template

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

Student Direction and Progress
Objective 1.3: Ensure adequate tutorial support for distance education.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Dean of LL Tutoring Committee ATG Coordinator PD Coordinator	1. Pilot online tutoring process with English and Math with online and Camp Pendleton classes. 2. Expand online tutoring to more disciplines in Spring / Summer terms. 3. Evaluate, modify, and expand in Fall. 4. Explore additional approaches to provided tutorial (or academic) support for distance education students.	1. Fall 2015 2. Spr 2016 3. Fall 2016 4. Fall 2015	1. Online tutoring is in place with a minimum of five disciplines participating. 2. Additional approaches to providing academic support for distance education students are implemented and serving students.

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

Student Direction and Progress

Objective 1.4: Provide students at Camp Pendleton accessible student services commensurate with the offerings at the San Marcos and Escondido site.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Dean of CTE / Dean LL, CPPEN Site Mgr Counseling, Tutoring, Enrollment Services	1. Identify services that need strengthening. 2. Attempt to influence facilities rennovations to provide space for improved student support. 3. Increase counseling presence on site. 4. Increase access to financial aid. 5. Increase student access to DRC services. 6. Establish tutoring services on site and through online access.	1. Fall 2015 2. Fall/Spr 2015-16 3. Fall/Spr 2015-16 4. Fall/Spr 2015-16 5. Spr 2016 6. Spr 2016	1. Appropriate services identified. 2. Attempt to influence Facilities plans to provide improved student support services. 3. Minimum of one counselor present during CPPEN site operating times. 4. Delivery of Financial Aid services and workshops scheduled and completed. 5. Improved access to DRC services. 6. Onsite and online tutoring services established and available to students.

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

Objective 1.5: 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 workshops. 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. Schedule an annual presentation to ASG and Governing Board. 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.	1. Fall 2015 2. Fall 2015, Spr 2016 3. Fall 2015, Spr 2016 4. Fall 2015, Spr 2016 5. Spr 2015, Spr 2016 6. Spr 2015,Fall 2015, Spr 2016 7. Fall 2015, Spr 2016	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 students and Governing Board. 7. Inform faculty and administration in order to support program review and improve student academic and employment success.

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

Assessment, Analysis, and Planning/Decision-making
Objective 1.6: 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.

<u>**Student Direction and Progress**</u>
Objective 2.1: Implement a coordinated outreach and retention plan that employs internal and external outreach and retention strategies.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	Division of Student Services, Instructional Deans SSPC	Outreach and Retenion 1. Hire Outreach Manager and establish outreach budget 2. Establish outreach and retention team to review and coordinate outreach activities. 3. Improve reporting, tracking, and communication systems for perspective and current students. 4. Revamp outreach to increase engagement and follow-up. 5. Review college outreach strategies to provide for multiple targeted recruitment and retention activities. 6. Implement strategic outreach and retention strategies. 7. Evaluate new outreach and retention strategies. Marketing and Messaging 1. Identify what makes Palomar "unique" (Marketing Needs Assessment). 2. Evaluate current marketing and messaging strategies for alignment with Step 1. 3. Develop and implement marketing and messagin plan. 4. Evaluate current branding to ensure consistency of use and presentation.	1. Spr 2016 2. Spr 2016 3. Fall 2016 4. Fall 2016 5. Fall 2016 6. Spr 2017 7. Sum 2017 1. Spr 2016 2. Spr 2016 3. Fall 2017 4. Fall 2017	Outreach and Retention 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 6. Increased enrollment and retention. Marketing and Messaging 1. Comprehensive evaluation of Palomar College's current and potential marketing/messaging strategies 2. Marketing plan developed, strategies identified and implemented. 3. Increased enrollment and retention.

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

<u>**Student Connections and Support (Palomar Access to Student Success or PASS) – KENDYL AND BRIAN HAVE**</u>
Objective 2.2: Evaluate and refine the College's intake and orientation process including the Early Acceptance Program.

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 2016 2. Spr 2016 3. Spr 2016 4. Sum 2017 5. Sum 2017	1. 3SP plan orientation strategies reviewed. 2. Workgroup established. 3. Revised orientation model designed. 4. Model implemented.

Strategic Plan 2016 Year 3 Action Plan

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

Objective 2.3: 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	1. Discuss continued expansion of FYE.
		   - Who to focus efforts on in accordance with student equity plan
		   - Strategies for expansion
		   - Implications for expansion (staffing, space, tracking, follow up, evaluation)
		   - Identify resources needed
		2. Increase student awareness of appropriate support services.
		   - Define appropriate support services
		   - Define groups to identify for marketing FYE
		   - Identify resources needed
		3. Increase student use of appropriate services
		   - Develop strategies
		   - Identify implications for increasing use (staffing, space, tracking, follow up, evaluation).
			Activities will be completed through Spring 2016.	1. Targets for FYE program
				   - 2015-16 – 300 students
				   - 2016-17 – 400 students
				2. List of student groups for focus; presentation of possible strategies with implications and resources needed included
				3. List of services by student group; report on implications and resources needed.
				4. 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 2.4: Develop and implement a enhanced technologies (student portal, an online education planning tool, and an electronic degree audit system)to support student success.**KENDYL AND BRIAN HAVE***

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	Division of Student Services, Instructional Deans, Information Services	1. Rebuild IS resources 2. Develop and implement technology project plan to bring the College's ERP to current version and functionality. 3. Align 3SP and SE plans to establish priorities. 4. Develop a technology project plan that prioritiezes and lists institutional technology needs (new and old) 5. Develop timelines for implementation 6. Begin implementation	1. Spr 2016 (ongoing) 2. Spr 2016 (ongoing) 3. Spr/Sum 2016 4. Spr 2016 5. Spr 2016 6. Sum 2016	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 2.5 Modify the College's website to improve student access to support services.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Dean SBS, PIO ATG	1. Hire webmaster 2. Assess the updated website (e.g., the website developed in 2015 as a bridge until webmaster could be hired) 3. Review Content Management Software (CMS) options 4. Identify optimal CMS 5. Modify website 6. Identify oversight management of website	1. Spr 2016 2. Spr 2016 3. Spr 2016 4. Spr 2016 5. Fall 2016 tent.	1. Webmaster hired 2. Website developed/updated and launched.

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. Meet with Superintendent/Presidents of feeder districts. 2. Identify faculty and counselor liaisons for high schools. 3. Define role of liaisons. 4. Establish a dual enrollment council to build and promote dual enrollment programs at high schools where appropriate. 5. Promote professional development and connection opportunities available through membership in the North County Professional Development Federation.	1. Fall 2015/ Spr 2016 2. Spr 2016 3. Spr 2016	1. Partnerships established between Palomar and High School districts. 2. Active partnerships between K-12 faculty and counselors established. 3. Dual enrollment programs developed and implemented in a min of three high schools

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 2016 2. Spr 2016 3. Spr 2016	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.- **Mollie has edited the Adult Education section. I have edited the others.**

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)	**Adult Education** 1. Establish governance structure 2. Designate Palomar representative 3. Develop year-one and three year planning documents 4. Develop year one budget 5. Receive AE Block Grant funding 6. Implement year-one activities **Community Partnerships** 1. Increase the number of community partnerships. **HSI / STEM / NSF** 1. Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants. 2. Submit grant applications if determined appropriate. **DOL** 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.	**Adult Education** 1. Governance Structure established 2. Board assigned designee 3. One-year and three-year planning documents completed and submitted to CCCCO 4. Budget developed and submitted to CCCCO 5. Year-one planning activities implemented **Community Partnerships** 1. Community partnerships increased by X% **HSI / STEM / NSF** 1. Grant proposal developed and submitted Spring 2016. **DOL** 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: 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 2015-Spr 2016 2. Fall 2015 – Spr 2016 3. Fall 2015-Spr 2016 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 4.2: 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. Review current technology training offered by the college that aligns with the results of the completed needs assessment. 4. Identify and develop programs and training to address training needs. 5. Schedule and implement training schedule. 6. Re-assess training needs	1. Completed 2. Completed 3. Completed 4. Fall 2015 5. Spr 2016 6. Spr/Sum 2016	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%.

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: Implement professional development opportunities that support faculty innovation in teaching and learning. **SENT to Kelly Falcone***

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)	Strategy 1 1. Fall 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 4.4: Create an environment that includes the participation of all employees in participatory governance and appropriate councils, committees, subcommittees, task forces, and workgroups.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome

Supt/Pres, VPs	Planning Councils	1. VPs and Councils review accreditation recommendation related to this objective.
		2. Working within the current governance structure, improve communication and the flow of information to and from councils and committees.
		  - Integrate Comet Information Exchange into Council operations to establish a one-stop tool for communicating highlights and actions of all councils.
		  - Implement alternative ways to communicate and seek input into the work of the councils and college (e.g., Google hangouts)
		  - Emphasize the role of constituent groups in the governance process.
		3. Create an environment where individuals are encouraged to participate in governance councils, committees, task forces, and workgroups.
		  - Ensure managers and supervisors support and encourage staff participation in the governance process.
		  - Ensure part-time faculty and classified staff are provided the opportunity to participate in planning activities of the college (e.g., program review and planning, mid-range and long-range planning)
		4. Re-assess constituent group perception regarding their ability to participate in participatory governance.
			1. Fall 2015
			
			2. Fall 2015
			
			3, Fall 2015
			
			4. Spr 2016
				Results of an end of year assessment will show improvements over the accreditation self-evaluation findings on participatory governance.

Strategic Plan 2016 Year 3 Action Plan

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. Establish South Center implementation team. 2. Hold public forums to seek input from community regarding the educational services to be offered at the South Center. 3. Meet with educational partners regarding educational services to be offered at the South Center. 4. Develop organizational structure for the center. 5. Identify and prioritize faculty and staff positions to flesh out organizational structure. 6. Recruit faculty and staff for projected Fall 2017 center openings.	1. Fall 2015 2. Fall 2015 3. Spr 2016 4. Spr 2016 5. Spr 2016 6. Fall 2016-Spr 2017	1. Appropriately-staffed centers opening in Fall 2017

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	1. Construction Start STEM Renovation 2. Occupancy STEM Renovation 3. Construction Start A Building Renovation / Veteran's Center 4. Occupancy A Building Renovation / Veteran's Center 5. Occupancy Child Development Center (CDC) 6. Construction Start South Education Center 7. Construction Start Lot 12 Parking Structure & Police 8. Construction Start M & O Facility 9. Occupancy Library 10. Occupancy Lot 12 Parking Structure & Police 11. Occupancy M & O Facility 12. Construction Start LL Renovation 13. Construction Start Athletics Complex 14. Occupancy LL Renovation 15. Occupancy Athletics Complex	1. Spr 2016 2. Spr 2016 3. Spr 2016 4. Fall 2016 5. Spr 2016 6. Spr 2016 7. Sum 2016 8. Fall 2016 9. Fall 2017 10. Spr 2018 11. Spr 2018 12. Fall 2017 13. Spr 2018 14. Spr 2019 15. Fall 2019	1. Construction Start STEM Renovation 2. Occupancy STEM Renovation 3. Construction Start A Building Renovation / Veteran's Center 4. Occupancy A Building Renovation / Veteran's Center 5. Occupancy CDC 6. Construction Start South Education Center 7. Construction Start Lot 12 Parking Structure & police 8. Construction Start M & O Facility 9. Occupancy Library 10. Occupancy Parking Structure & Police 11. Occupancy M & O Facility 12. Construction Start LL Renovation 13. Construction Start Athletics Complex 14. Occupancy LL Renovation 15. Occupancy Athletics Complex