

**Palomar College**  
**STRATEGIC PLAN 2022**  
**YEAR 1**

**Vision**

Learning for Success

**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.

**Values**

Palomar College is dedicated to empowering students to succeed and cultivating an appreciation of learning. Through ongoing planning and self-evaluation we strive for continual improvement in our endeavors. In creating the learning and cultural experiences that fulfill our mission and ensure the public's trust, we are guided by our core values of

- **Excellence** in teaching, learning, and service
- **Integrity** as the foundation for all we do
- **Access** to our programs and services
- **Equity** and the fair treatment of all in our policies and procedures
- **Diversity** in learning environments, philosophies, cultures, beliefs, and people
- **Inclusiveness** of individual and collective viewpoints in collegial decision-making processes
- **Mutual respect** and **trust** through transparency, civility, and open communications
- **Creativity** and **innovation** in engaging students, faculty, staff, and administrators
- **Physical presence** and **participation** in the community

**Palomar College's Strategic Plan 2022 and the California Community College's Vision for Success Goals**

In 2018-19, Palomar College adopted local goals aligned with the California Community Colleges Chancellor's Office Vision for Success. Reflecting targets for increasing student outcomes, these goals represent Strategic Plan's 2022 targeted outcomes. Per the Chancellor's office requirement, all goals were set using the Student Success Metrics (SSM) published by the Chancellor's office. The goals are listed on the following page.

## Palomar College Locally Aligned Vision for Success Goals/Outcomes

### VfS Goal 1: Completion

VFS-1A. Palomar College will increase among all students, the number who earned an associate degree or associate degree for transfer in the selected or subsequent year from 1,484 in 2016-17 to 1,806 in 2021-22.

VFS-1B. Palomar College will increase among all students, the number who earned a Chancellor's Office approved certificate in the selected or subsequent year from 1,463 in 2016-17 to 1,536 in 2021-22.

VFS-1C. Palomar College will increase among all students, the unduplicated count of students who earned one or more of the following: Chancellor's Office approved certificate or associate degree and had an enrollment in the selected or previous year from 1,976 in 2016-17 to 2,118 in 2021-22.

### VfS Goal 2: Transfer

VFS-2A. Palomar College will increase among all students the number who earned an associate degree for transfer in the selected or subsequent year from 304 in 2016-17 to 456 in 2021-22.

VFS-2B. Palomar College will increase among all students, the number who transferred to a four year institution (UC or CSU) from 1,629 in 2016-17 to 1,872 in 2021-22.

### VfS Goal 3: Unit Accumulation

VFS-3A. Palomar College will decrease among all students who earned an associate degree in the selected year and who were enrolled in the previous or selected year, the average number of units earned in the California community college system among students who had completed at least 60 units at any community college from 88 in 2016-17 to 82 in 2021-22.

### VfS Goal 4: Workforce

VFS-4. Palomar College will increase among all students who responded to the CTE Outcomes Survey and did not transfer, the proportion who reported that they are working in a job very closely or closely related to their field of study from 68% in 2016-17 to 72% in 2021-22.

### VfS Goal 5: Equity

VFS-5. For those designated student groups showing disproportionate impact across each Goal 1 through 4 above, Palomar will seek to decrease the equity gap by 40% by 2021-22. (Refer to Appendix A for a list of impacted groups by goal.)

To achieve Palomar's locally aligned Vision for Success targeted outcomes, the College has established five broad Strategic Goals. Each goal has a set of corresponding objectives. The Strategic Planning Council (SPC) will monitor and evaluate progress on the College's Strategic Plan through an annual planning process which includes drawing from other college plans to create an action plan with designated activities and assigned responsibilities. Included in the evaluation will be an annual assessment of progress on the College VfS outcomes.

## Strategic Plan 2022 YEAR ONE Goals and Objectives

### **SP Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps. (Guided Pathways: Get on the Path, Stay on the Path)**

Objective 1: Implement an integrated and comprehensive outreach strategy which includes targeting student enrollment groups from the College's SEM and Master Plans 2022.

Objective 2: Streamline the onboarding process for students, removing barriers to registration and enrollment.

Objective 3: Per the College's Vfs goals and Student Equity and Achievement Plan, implement strategies designed to increase persistence and completion while at the same time decreasing equity gaps by 40%. These strategies may include but not be limited to:

- Redesigning the student support experience to align with the College's guided pathways work.
- Implementing strategies to increase persistence of disproportionately impacted students as identified in the College's Student Equity and Achievement plan.
- Increasing the number of students receiving financial aid.
- Implementing strategies to address our students' basic needs (housing and food insecurities).
- Increasing the number of students employed on campus.

Objective 4: Implement placement recommendations based on high school metrics and appropriate student support to maximize entry and completion of transfer-level English and math coursework in one year.

Objective 5: Operationalize Strategic Plan 2022 goals and objectives, in particular Vfs goals, into the daily work of the college.

### **SP Goal 2: TEACHING AND LEARNING: Implement instructional strategies that strengthen teaching and learning across the college. (Guided Pathways pillars: Clarify the Path, Ensure Learning)**

Objective 1: Implement clear program pathways organized by fields of study (metamajors) for students per the College's Guided Pathways plan.

Objective 2: Integrate career connections within the College's guided pathways work.

Objective 3: Establish communities of practice or similar opportunities for faculty and staff to engage in deeper conversation and activities addressing such topics as equity, student learning, appropriate student placement recommendations and support for students to complete transfer-level English and math in one year.

Objective 4: Align course and program outcomes to promote students' success in subsequent educational, employment, and career goals and use assessment data with an equity lens to make improvements.

**SP Goal 3: COMMUNICATIONS AND COMMUNITY: Strengthen internal and external communications, marketing, and partnerships.**

Objective 1: Assess and implement an internal communication plan with strategies for ongoing communication with current students.

Objective 2: Establish a communication campaign for students as part of the College's guided pathways work.

Objective 3: Implement an integrated and comprehensive approach to marketing that is simple, direct, ensures consistency of brand, and allows the College to target specific markets (targeted student groups) and programs.

Objective 4: Strengthen and grow the College's community connections and partnerships.

Objective 5: Implement improved communication strategies for faculty and staff.

**SP Goal 4: HUMAN RESOURCES: Attract, support, and engage a workforce to meet the needs of the College's diverse student body.**

Objective 1: Per the College's EEO plan, identify and improve recruitment and hiring strategies to support the College's diverse student body.

Objective 2: Provide professional development and training opportunities focused on facilitating practices to improve equity and the student experience.

Objective 3: Provide professional development and training opportunities to strengthen employee skills in utilizing technology and enterprise system functionality and reports.

**SP Goal 5: INSTITUTIONAL EFFECTIVENESS: Improve the institutional effectiveness of the college.**

Objective 1: Complete the IEPI PRT process and implement the College's Innovation and Effectiveness Plan which includes the following:

- Assess and refine the College's governance process to align with state's Vision for Success goals.
- Assess and improve the College's integrated planning and resource allocation process to ensure it aligns with the state's Vision for Success goals.
- Complete a business process analysis of areas within the Finance and Administrative Services division, including a review by FCMAT. Implement recommendations per FCMAT's review.
- Streamline the college's onboarding process. (See Goal 1 Objective 2 above).

Objective 2: Develop and implement a fiscal stewardship plan in response to recommendations arising from FCMAT's Financial Health Risk Analysis which reflects the elements outlined in the Student Centered Funding Formula and addresses the following:

- Revenue and expenditure alignment,
- Compliance requirements,
- Five-year enrollment and fiscal projections,
- Strategic trigger points, and
- Development and implementation of alternative revenue streams.