

Palomar College Strategic Plan 2013 - YEAR 2 Action Plan 2011-2012

Goal 1: Implement an integrated planning, review & evaluation model that provides for the allocation of resources on the basis of department/unit & college-wide priorities.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 1.1 Annually evaluate the extent to which the college's Integrated Planning Model reflects the college's mission and results in improvement.</i>				
Supt / President	SPC	1. CCSSE results shared with constituent and planning groups as part of IE tracking and monitoring. 2. Planning Councils complete Year 2 formative evaluation. 3. SPC complete Year 2 formative evaluation.	1. Fall 2011 2. Spr 2012 3. Spr 2012	* Completed planning council and group evaluations. * Completed SPC evaluation.
<i>Objective 1.2: Communicate the college's planning models, vision, mission, values, and goals.</i>				
Supt / President	SPC	1. Identify strategies for communicating planning models. 2. Implement strategies.	1. Fall 2011 2. Spr 2012	* Communication strategies defined and carried out. * Follow up indicates that college community is aware of planning models and documents.

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Goal 2: Strengthen programs and services in order to support our students' educational goals.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Objective 2.1 Open a Teaching and Learning Center on the San Marcos campus, as identified in the college's basic skills plan.				
VPI, BSI/HSI Coordinators, Dean Lang. & Lit.	BSI, English, Math, Reading, ESL, Tutoring	<ol style="list-style-type: none"> 1. Evaluate Escondido TLC successes for replication at San Marcos TLC. 2. Define administrative structure and staffing plan for inclusion in the 2011-2012 Staffing Plan update. 3. Research and develop furniture, fixtures, and equipment needs for TLC. 4. Recruit and hire staff. 5. Order Furniture Fixtures and Equipment. 6. Open San Marcos TLC. 	<ol style="list-style-type: none"> 1. Fall 2011 2. Fall 2011 3. Spr 2012 4. Fall 2012 5. Fall 2012 6. Spr 2013 	*TLC Opens Spring 2013.
Objective 2.2 Examine the processes by which students progress through English, mathematics, reading, and ESL sequences.				
VPI, Dept Chairs/Dir (English, ESL, Math, Reading)	IPC, English, Math, Reading, ESL depts	<ol style="list-style-type: none"> 1. Evaluate data. 2. Prepare summary of evaluation and results. 3. Develop recommendations for changes. 4. Secure resources for changes, if needed. 5. Implement changes. 	<ol style="list-style-type: none"> 1. Fall 2011 2. Fall 2011 3. Spr 2012 4. Fall 2012 5. Fall 2013 	Each department will write a summary/evaluation of results with recommended changes, identify and secure resources for changes, and then implement.
Objective 2.3 Implement the GRAD (Goal, Responsibility, Attitude, Determination) campaign which encourages students to take responsibility for achieving their educational goals.				
President Faculty Senate	Faculty Senate, ASG	<ol style="list-style-type: none"> 1. Establish working group to track results of GRAD program and to discuss the implementation and effectiveness of instructional strategies learned in On Course workshops. 2. Evaluate student GRAD program; revise and update the program if needed. 3. Distribute GRAD materials on campus (in departments and other locations). 4. Continue to offer On Course workshop(s) to faculty. 5. Complete implementation of Academic Advising Module. 	<ol style="list-style-type: none"> 1. Fall 2011 2. Fall 2011 3. Spr 2012 4. Fall 2011- Spr 2012 5. Spr 2012 	<ul style="list-style-type: none"> * Student survey before and after GRAD campaign. * Track the number of student contracts. * Number of participants in workshop, evaluation of impact of workshops. * Academic Advising module implemented.

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<i>Objective 2.4 Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Service Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness.</i>				
VPI / CoCoord LOC	LOC / IPC	1. Implement a timeline with relevant activities and targeted goals toward ACCJC "Proficiency" level 2. Complete assessment cycle for all courses and programs a. Confirm 75% of courses and programs have completed SLOAC. b. Confirm 100% of courses and programs have completed SLOAC. 3. Complete assessment plans for all GE SLOs. 4. Assess three (3) GE SLOs. 5. Evaluate status of satisfying "Proficiency criteria".	1. Ongoing 2.a. Fall 2011 2.b. Spring 2012 3. Spring 2012 4. Spring 2012 5. Spring 2012	*Timeline of SLOAC activities implemented *100% of courses and program SLOs identified and assesses with evidence that assessment results are used for reflection and planning *Assessment plans approved and in place for all GE/Institutional SLOs *First set of GE/Institutional SLOs assessed with assessment results completed and evaluated *Palomar College meets ACCJC "Proficiency" criteria for SLOACs
VPSS	SSPC	1. Complete SLOs for all Counseling and Athletics courses. 2. Complete assessment cycle for at least one SLO for each course. 3. Continue with current timeline for implementation of SAO assessment cycles for all of Student Services.	1. Fall 2010 2. Fall 2011 3. Ongoing	Step #1 completed last year. Percent rate of course SLOs completed; SAO assessment plans identified; assessment cycle completed for courses and programs.
VPFAS	FASPC	1. Review and update Year 2 SAOs and complete SAOACs for the F&AS Division. 2. Implement identified outcomes and conduct assessments for each in accordance with defined timelines to meet SP2013 goals and objectives for Year 2. 3. Evaluate process on an annual basis in accordance with ACCJC standards.	1. Fall 2011 2. Fall 2013 3. Annual process	* Complete and receive approval from FASPC of template outlining F&AS Division's SAOs. * Conduct identified assessment method to evaluate the SAOs as defined in template report. * Complete all SAOs and SAOACs by end of SP2013.
VPHR	HRSPC	1. Identify SAOs and linkages to accreditation standards and SP 2013. 2. Define SAO evaluation methodology. 3. Implement SAOs. 4. Evaluate and assess. 5. Plan for change as appropriate.	1. Spr 2010 2. Fall 2010 3. Spr 2011 4. Spr 2012 5. Fall 2012 and ongoing	Steps 1, 2, and 3 completed last year. HRS Service Area Outcomes that are relevant to SP 2013, are evaluated regularly, and updated as necessary.

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Goal 2: Strengthen programs and services in order to support our students' educational goals.				
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<i>Objective 2.5 Establish processes to ensure the quality of distance education offerings.</i>				
VPI, Faculty Senate President	Curric. Comm., ATC, TERB	<p>1. Curriculum Committee</p> <p>a) established a workgroup who created a policy on regular effective student contact in courses taught on line.</p> <p>b) recommended changes in curricunet and in the review process for the distance ed component in COR.</p> <p>2. TERB</p> <p>a) Conduct a "demonstration project for the evaluation of online instructors, to preview new EvaluationKit software and new surveys developed by the TERB (in consultation with the Faculty Senate Academic Technology Committee (ATC).</p> <p>b) Review and modify (if necessary) that delivery method and content.</p> <p>c) Develop new online course observation protocols.</p> <p>d) Submit new process plans and forms to the District and the PFF for negotiation.</p> <p>3. Develop online class validation checklist including</p> <p>a) Online organization and design.</p> <p>b) Interaction.</p> <p>c) Appropriate use of technology.</p> <p>d) Universal Access.</p> <p>e) Assessment and evaluation.</p> <p>f) Develop training modules to prepare individual faculty to develop and accomplish online classes.</p> <p>g) Complete/Field test Modules 1, 2 & 3, deliver to Senate, respond to Senate requests for modifications, prepare final report</p> <p>4. Integrate data student achievement comparison data for distance ed. versus on campus into Program Review and Planning (PRP) process</p> <p>a) modify the PRP forms.</p> <p>b) fully implement assessment of distance ed versus on campus courses as part of PRP process.</p>	<p>1.a Completed</p> <p>1.b Completed</p> <p>2.a Spr 2010</p> <p>2.b Spr 2010</p> <p>2.c F2009/S2010</p> <p>2.d F2009/S2010 & ongoing</p> <p>3. a-f Fall 2010</p> <p>3. g Fall 2011</p> <p>4.a Completed</p> <p>4.b Fall 2010</p>	<p>* Policies are established and changes have been made in curricunet and the review process</p> <p>* Policies and protocols are established and evaluations are being conducted without interruption in the cycle.</p> <p>The rate of participation in online evaluation improves.</p> <p>* Updated PRP forms / Assessment of online vs. on campus integrated into PRP process</p>

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<i>Objective 2.6 Increase student retention, success, and completion by identifying and implementing academic and non-academic student support strategies designed to reach more students.</i>				
VPI, VPSS	IPC, SSPC	1. Establish work group to include instruction and student services faculty, admin, and staff. 2. Review research on effective retention and success strategies. 3. Assess scalability of existing grant funded/categorical activities that target student success and retention. 4. Identify recommendations for funding significant strategies.	1. Fall 2011 2. Fall 2011 3. Spr 2012 4. Spr 2012	Recommendations for implementing significant strategies for increasing student retention and success.
<i>Objective 2.7 Working through the planning process, support innovative teaching and learning projects that directly impact student learning and success.</i>				
VPI, VPSS	IPC, SSPC	1. Planning councils develop process for reviewing and funding innovative teaching and learning projects that directly impact student learning and success.	1. Fall 2011	Process defined and implemented

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Goal 3: Ensure that the college's shared governance structure operates effectively and that the processes for decision-making are clearly defined and participatory.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 3.1 Create a centralized archive documenting institutional history: major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures.</i>				
Supt / President	SPC	1. Review current practices and determine methods for centralizing documentation of major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures. 2. Develop archive.	1. Fall 2011 2. Spr 2012	Archive developed.
<i>Objective 3.2 Develop and implement a method for assessing the effectiveness of the shared governance process.</i>				
Supt / President	SPC	1. Review current survey for assessing effectiveness of planning councils and governance groups. 2. Establish working group. 3. Review process, revise survey instrument if necessary. 4. Implement. 5. Integrate results into orientation program. 6. Evaluate, modify if necessary. <i>Current evaluation will be conducted until this work is completed</i>	1. Fall 2011 2. Fall 2011 3. Fall 2011 4. Spr 2012 5. Fall 2012 6. Spr 2013	* Initial assessments, evaluation, and reflection completed. * Responsive steps taken to address results.
<i>Objective 3.3 Engage in focused dialogue to clarify and communicate the college's shared governance and decision-making process.</i>				
Supt / President	SPC	1. Incorporate discussion of Palomar's governance and decision-making process into SPC's annual orientation. 2. Engage in focused dialogue on governance at SPC every Spring 3. Integrate results of shared governance evaluation into annual orientation.	1. Fall 2011 2. Spr 2012 3. Fall 2013 and ongoing	*Orientation completed. * Discussions held. *Evaluation completed and discussed as part of annual orientation process.

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Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 4.1 Complete an EEO plan.</i>				
VPHR	EEO Advisory Comte.	<ol style="list-style-type: none"> 1. Review System Model Plan and Title 5 2. Review EEO Plan for compliance with revised Title 5 regulations 3. Finalize Draft EEO plan 4. Review Draft EEO Plan with shared governance committees and councils 5. Recommend plan adoption to Governing Board 6. Implement Plan 7. Assess plan effectiveness and/or as indicated by revised Title 5 8. Revise plan as necessary and or as indicated by revised Title 5 	<ol style="list-style-type: none"> 1. Fall 2009 2. System-wide writing commit. est. Spr 2011 3. Spr 2011- Fall 2011 4. Fall 2011- Spr 2012 5. Spr 2012 6. Fall 2012 and/or as indicated by revised Title 5 7. As necessary and/or as indicated by revised Title 5 	EEO Plan implemented.

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Goal 5: Ensure that existing and future facilities support learning, programs, and services.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 5.1a Develop and implement a plan for opening the <u>North</u> Education Center.</i>				
VPI, VPSS, VPFAS	All VPs, Deans, Chairs & Directors	<ol style="list-style-type: none"> 1. Convene planning workgroup for the center. 2. Hire Architect for the center. 3. Convene the user work group from Instruction, Student Services, Administrative Services, and Human Resource Services. 4. Begin construction. 5. Develop class schedule, identify administrative and student support services needed at the site, and incorporate the required staff needs into the college's staff plan. 6. Hire and train staff. 7. Open Center. 	<ol style="list-style-type: none"> 1. Fall 2012 2. Fall 2012 3. Fall 2012 4. Fall 2013 5. Fall 2013 6. Beg Fall 2013; Complete Spr 2014 7. Fall 2015 	<ul style="list-style-type: none"> * Class schedule for first operating year to generate and support 1,000 FTES. * Staff and resource plans updated. * Staff hired and trained; other resources secured. * Center opened and operating.
<i>Objective 5.1b Develop and implement a plan for opening <u>South</u> Education Center, obtain education center status for the South Center.</i>				
VPI, VPSS, VPFAS	All VPs, Deans, Chairs & Directors	<ol style="list-style-type: none"> 1. Convene planning workgroup for the center. 2. Hire Architect for the center. 3. Convene the user work group from Instruction, Student Services, Administrative Services, and Human Resource Services. 4. Obtain Center status approval. 5. Begin construction. 6. Develop class schedule, identify administrative and student support services needed at the site, and incorporate the required staff needs into the college's staff plan. 7. Hire and train staff. 8. Open Center. 	<ol style="list-style-type: none"> 1. Fall 2011 2. Fall 2011 3. Fall 2011 4. Beg Fall 2011; complete by Fall 2013 5. Fall 2012 6. Fall 2012 7. Beg Fall 2012; Complete Spr 2013 8. Fall 2014 	<ul style="list-style-type: none"> * Class schedule for first operating year to generate and support 1,000 FTES. * Center Status approval. * Staff and resource plans updated. * Staff hired and trained; other resources secured. * Center opened and operating.

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Goal 5: Ensure that existing and future facilities support learning, programs, and services.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 5.2 Identify and begin to fund priority recommendations defined in the college's Emergency Preparedness Plan.</i>				
VPFAS, Manager, EH&S	Safety & Security Comm. FASPC	1. Develop action plan for funding the college's Emergency Preparedness Plan. 2. Fund and implement first year of the action plan.	1. Fall 2011 2.Spr 2012	Recommendations funded and implemented.

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Goal 6: Optimize the technological environment to provide effective programs and services throughout the district.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 6.1 Integrate funding of the Technology Master Plan 2015 into the college's annual budget development process.</i>				
VPFAS, Director Information Services	FASPC, Director Infor. & TMPW Svcs.	1. Develop and implement budget mechanism for replacement of technology equipment for the 2012-13 budget. 2. Technology Master Plan Workgroup (TMPW) develop approach for supporting PRP technology requests.	1. Fall 2011 2. Spr 2012	* Budget line item established for 2012-13 budget. * Process completed and implemented.