



## Strategic Plan 2016

Workshop  
April 12, 2013

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## Overview

- Review Agenda
- Purpose
- Summary of Planning Documents
- Your job today...
  - As you listen to the presentations
    - Write down questions / Ask them!
    - After each section, we will spend a few minutes discussing the takeaways... so jot down some notes

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## External Scan

Dick Borden

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## External Scan

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?

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## Internal Scan

Michael Large

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## Internal Scan

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?

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## Education and Business Forums

Michael Large

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## Forum Summaries

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?

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## Accreditation, Standards, and Accountability

Michelle Barton

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## Accreditation and Accountability

- Self-Evaluation
- Student Learning and Achievement
- Standards (we will talk about a bit more)
- Mission and Planning
- Analyses and Action
- Previous recommendations

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## Accreditation and Accountability

- Standards
  - Institutional standards
  - Program standards
- Standards are different from goals or targets
- Visiting team will prepare a report that addresses the college's self-established standards
  - Do they make sense? Too high, too low?
  - Are they integrated into planning?
  - What type of comparisons do we make (benchmarks)?

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## Palomar's Institutional Standards – Per the Annual Report

**ACCJC Annual Report  
Standards**

	<b>2012-13 Annual Report</b>	<b>College Standards</b>
Fall Term Course Success/Completion Rate	70.9	69.0
One Year Retention Rate	47.3	42.0
Number of Students Earning Degree (Prev. Yr.)	1,218	1,100
Number of Students Who Transfer to 4-Year (Prev. Yr.)	1,218	1,100
Number of Students Earning a Certificate (Prev. Yr.)	1,568	1,200

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## Student Success Scorecard

- Student Success Task Force Recommendation
- ARCC 1.0 transitions to ARCC 2.0 the “Scorecard”
- Metrics
- Palomar’s Data
- Trends, Peers, and Comparisons

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## State Scorecard

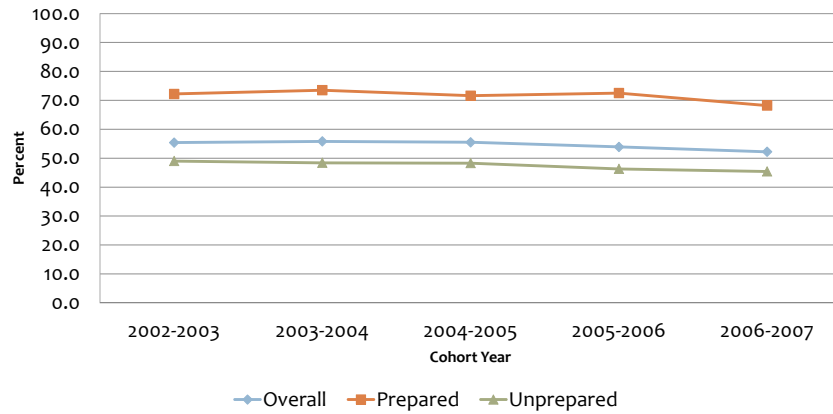
### **Completion (SPAR)**

The percentage of degree and/or transfer seeking first-time students tracked for six years to determine who succeeded in completing a degree, certificate or transfer related outcome. The report provides an overall SPAR, as well as a rate for two different groups of students, those whose lowest attempted Math or English level was remedial and those whose lowest attempted Math or English course was at the college level.

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# Completion

2013 Student Success Scorecard - Completion



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# Completion

PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

Palomar Completion - OVERALL	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	3,308	3,183	3,342	3,376	3,710
Cohort Rate	55.4%	55.8%	55.5%	53.9%	52.2%
Female	57.6%	55.9%	56.7%	56.8%	54.6%
Male	53.3%	55.6%	54.0%	50.9%	49.8%
< 20 years old	57.8%	58.3%	57.7%	55.9%	53.5%
20 to 24 years old	52.2%	51.5%	52.4%	50.9%	49.5%
25 to 49 years old	40.7%	35.7%	36.5%	33.9%	38.4%
50+ years old	30.8%	22.2%	25.0%	26.7%	30.8%
African American	49.3%	54.0%	56.2%	57.4%	50.0%
American Indian/Alaskan Native	59.0%	44.4%	44.8%	48.7%	40.8%
Asian	70.1%	69.6%	65.9%	68.8%	67.7%
Filipino	66.9%	67.4%	60.0%	58.6%	50.0%
Hispanic	45.5%	46.5%	46.0%	43.8%	43.5%
Pacific Islander	57.1%	31.8%	44.2%	50.0%	50.0%
White	57.4%	57.7%	57.9%	56.2%	55.1%

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# Completion

Palomar Completion - PREPARED	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	916	933	1,042	976	1,098
Cohort Rate	72.2%	73.5%	71.6%	72.5%	68.2%
Female	75.2%	74.2%	73.2%	75.9%	72.5%
Male	69.4%	72.9%	70.0%	69.0%	65.0%
< 20 years old	73.1%	74.9%	72.4%	73.1%	67.9%
20 to 24 years old	73.8%	72.2%	71.0%	73.1%	76.2%
25 to 49 years old	59.6%	50.0%	57.9%	57.1%	61.8%
50+ years old	33.3%	33.3%	33.3%	66.7%	100.0%
African American	81.8%	77.8%	66.7%	70.0%	65.4%
American Indian/Alaskan Native	85.7%	80.0%	62.5%	92.9%	58.3%
Asian	86.1%	91.5%	80.6%	87.8%	81.4%
Filipino	87.5%	88.1%	66.7%	67.9%	68.2%
Hispanic	63.6%	70.2%	67.9%	68.3%	64.6%
Pacific Islander	60.0%	38.5%	50.0%	50.0%	40.9%
White	71.0%	72.2%	72.1%	71.8%	67.7%

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# Completion

Palomar Completion - UNPREPARED	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	2,392	2,250	2,300	2,400	2,612
Cohort Rate	49.0%	48.4%	48.3%	46.3%	45.4%
Female	51.5%	49.1%	50.0%	49.0%	48.3%
Male	46.4%	47.6%	46.1%	43.5%	42.1%
< 20 years old	51.3%	50.8%	50.3%	48.3%	46.9%
20 to 24 years old	45.7%	44.8%	47.2%	43.8%	41.6%
25 to 49 years old	37.2%	33.0%	32.3%	29.6%	34.2%
50+ years old	30.0%	20.0%	22.2%	16.7%	25.0%
African American	43.5%	49.5%	53.6%	54.9%	46.6%
American Indian/Alaskan Native	53.1%	40.0%	38.1%	24.0%	35.1%
Asian	57.1%	56.9%	57.4%	54.9%	56.2%
Filipino	59.3%	58.6%	57.0%	56.4%	42.9%
Hispanic	42.6%	41.4%	41.2%	38.9%	39.6%
Pacific Islander	55.0%	29.0%	39.1%	50.0%	56.3%
White	51.0%	50.2%	50.0%	48.3%	48.2%

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# Persistence

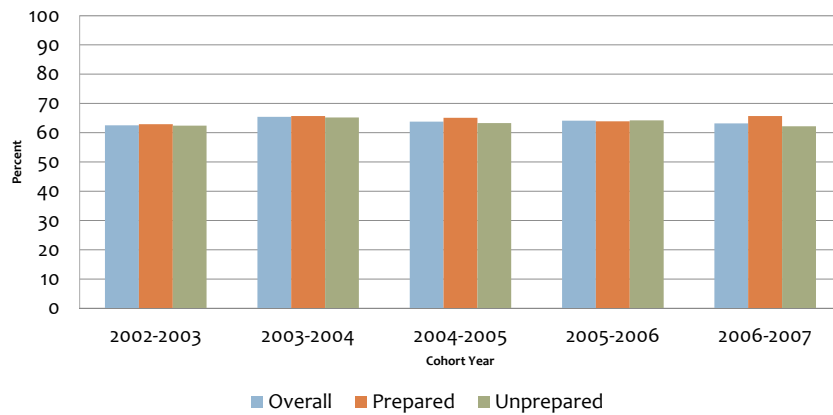
## Persistence Rate

The percentage of degree and/or transfer-seeking first-time students (same as the SPAR cohort) who enroll in three consecutive primary terms anywhere in the system. This metric is considered a milestone or momentum point, research shows that students with sustained enrollment are more likely to succeed. Besides an overall persistence rate, this metric is also reported for the two different groups of students, remedial and college prepared.

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# Persistence

2013 Student Success Scorecard - Persistence



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## Persistence

<b>Palomar Persistence - OVERALL</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Cohort Size	3,308	3,183	3,342	3,376	3,710
Cohort Rate	62.5%	65.4%	63.8%	64.1%	63.2%
Female	63.1%	67.0%	62.5%	63.3%	62.4%
Male	61.9%	63.8%	65.3%	64.9%	64.0%
< 20 years old	64.3%	67.5%	65.6%	64.9%	64.1%
20 to 24 years old	49.6%	53.6%	53.0%	57.0%	56.0%
25 to 49 years old	61.6%	56.4%	59.1%	61.5%	57.6%
50+ years old	65.4%	66.7%	41.7%	66.7%	100.0%
African American	56.2%	59.3%	57.7%	59.8%	56.3%
American Indian/Alaskan Native	69.2%	57.8%	48.3%	51.3%	46.9%
Asian	63.3%	64.0%	63.7%	63.6%	66.4%
Filipino	65.3%	69.5%	70.4%	67.6%	68.6%
Hispanic	59.0%	58.2%	60.7%	59.3%	59.7%
Pacific Islander	80.0%	63.6%	48.8%	64.3%	59.3%
White	63.6%	69.1%	65.7%	66.0%	65.2%

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## Persistence

<b>Palomar Persistence - PREPARED</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Cohort Size	916	933	1,042	976	1,098
Cohort Rate	62.9%	65.7%	65.1%	63.9%	65.7%
Female	63.4%	67.6%	64.0%	63.0%	68.3%
Male	62.4%	64.0%	65.8%	65.1%	63.5%
< 20 years old	63.6%	67.0%	65.9%	64.5%	66.1%
20 to 24 years old	55.0%	59.7%	62.3%	56.7%	65.1%
25 to 49 years old	66.0%	47.4%	55.3%	60.0%	52.9%
50+ years old	50.0%	100.0%	33.3%	100.0%	100.0%
African American	54.5%	44.4%	59.3%	35.0%	69.2%
American Indian/Alaskan Native	85.7%	60.0%	50.0%	42.9%	50.0%
Asian	65.8%	62.7%	64.2%	62.2%	64.7%
Filipino	62.5%	71.4%	69.0%	78.6%	77.3%
Hispanic	53.5%	58.9%	62.7%	59.7%	66.7%
Pacific Islander	86.7%	76.9%	45.0%	50.0%	54.5%
White	63.6%	67.4%	66.8%	65.4%	65.6%

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## Persistence

<b>Palomar Persistence - UNPREPARED</b>	<b>2002-2003</b>	<b>2003-2004</b>	<b>2004-2005</b>	<b>2005-2006</b>	<b>2006-2007</b>
Cohort Size	2,392	2,250	2,300	2,400	2,612
Cohort Rate	62.4%	65.2%	63.3%	64.2%	62.2%
Female	63.0%	66.8%	61.8%	63.4%	60.3%
Male	61.6%	63.7%	65.1%	64.9%	64.3%
< 20 years old	64.6%	67.8%	65.5%	65.2%	63.2%
20 to 24 years old	47.9%	51.6%	50.4%	57.1%	53.3%
25 to 49 years old	60.9%	58.1%	59.9%	61.8%	58.4%
50+ years old	70.0%	60.0%	44.4%	58.3%	100.0%
African American	56.5%	62.1%	57.3%	64.7%	53.4%
American Indian/Alaskan Native	65.6%	57.5%	47.6%	56.0%	45.9%
Asian	61.2%	64.7%	63.5%	65.7%	67.8%
Filipino	66.3%	68.7%	71.0%	65.0%	65.2%
Hispanic	59.9%	58.1%	60.2%	59.2%	58.4%
Pacific Islander	75.0%	58.1%	52.2%	71.4%	62.5%
White	63.7%	70.0%	65.0%	66.3%	64.9%

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## 30 Units Completed

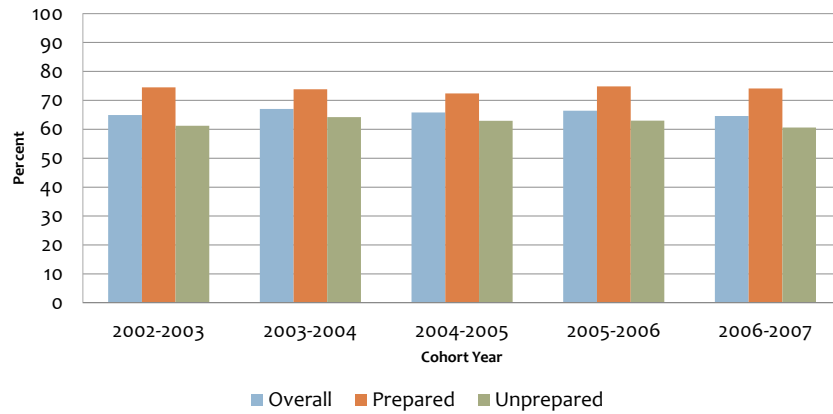
### ***30 Units Completed Rate***

The percentage of degree and/or transfer seeking first time students (same as the SPAR) who achieve at least 30 units after six-year in the system. This metric is also a milestone or momentum point. Credit accumulation, 30 units specifically, tend to be positively correlated with completion and wage gain. This metric is also reported as overall and for the two different groups of students, remedial and college prepared.

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## 30 Units Completed

2013 Student Success Scorecard – 30 Units Completed



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## 30 Units Completed

Palomar 30 Units - OVERALL	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	3,308	3,183	3,342	3,376	3,710
Cohort Rate	64.9%	67.0%	65.8%	66.4%	64.6%
Female	64.6%	66.5%	64.9%	67.5%	65.1%
Male	65.2%	67.5%	66.7%	65.1%	64.0%
< 20 years old	68.4%	70.0%	69.0%	68.9%	66.1%
20 to 24 years old	49.9%	54.3%	54.6%	54.9%	57.0%
25 to 49 years old	52.8%	52.3%	47.0%	48.9%	51.8%
50+ years old	50.0%	38.9%	33.3%	46.7%	76.9%
African American	56.2%	53.1%	66.4%	60.7%	51.4%
American Indian/Alaskan Native	69.2%	60.0%	65.5%	61.5%	53.1%
Asian	71.2%	75.2%	65.4%	72.7%	69.1%
Filipino	65.3%	74.5%	71.1%	64.8%	73.7%
Hispanic	56.5%	58.6%	60.1%	57.6%	57.6%
Pacific Islander	71.4%	56.8%	39.5%	73.8%	64.8%
White	67.6%	70.2%	68.2%	69.7%	68.2%

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## 30 Units Completed

<b>Palomar 30 Units - PREPARED</b>	<b>2002- 2003</b>	<b>2003- 2004</b>	<b>2004- 2005</b>	<b>2005- 2006</b>	<b>2006- 2007</b>
Cohort Size	916	933	1,042	976	1,098
Cohort Rate	74.5%	73.8%	72.4%	74.8%	74.1%
Female	73.4%	74.2%	72.4%	76.5%	79.6%
Male	75.4%	73.5%	72.2%	72.9%	69.9%
< 20 years old	76.0%	75.7%	74.3%	75.9%	74.5%
20 to 24 years old	72.5%	63.9%	56.5%	70.1%	73.0%
25 to 49 years old	55.3%	52.6%	60.5%	57.1%	64.7%
50+ years old	50.0%	66.7%	33.3%	66.7%	100.0%
African American	54.5%	44.4%	77.8%	45.0%	80.8%
American Indian/Alaskan Native	85.7%	100.0%	75.0%	92.9%	58.3%
Asian	74.7%	76.3%	70.1%	75.7%	72.5%
Filipino	87.5%	92.9%	69.0%	82.1%	77.3%
Hispanic	59.6%	62.9%	71.6%	73.4%	68.7%
Pacific Islander	86.7%	69.2%	50.0%	78.6%	63.6%
White	76.7%	75.1%	73.4%	75.3%	75.3%

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## 30 Units Completed

<b>Palomar 30 Units - UNPREPARED</b>	<b>2002- 2003</b>	<b>2003- 2004</b>	<b>2004- 2005</b>	<b>2005- 2006</b>	<b>2006- 2007</b>
Cohort Size	2,392	2,250	2,300	2,400	2,612
Cohort Rate	61.2%	64.2%	62.9%	63.0%	60.6%
Female	61.6%	63.7%	61.8%	63.9%	60.0%
Male	60.8%	64.8%	64.0%	61.9%	61.1%
< 20 years old	65.2%	67.4%	66.3%	65.9%	62.3%
20 to 24 years old	43.0%	51.1%	54.1%	50.0%	52.3%
25 to 49 years old	52.3%	52.2%	44.3%	47.3%	49.5%
50+ years old	50.0%	33.3%	33.3%	41.7%	75.0%
African American	56.5%	54.7%	63.6%	63.7%	44.8%
American Indian/Alaskan Native	65.6%	55.0%	61.9%	44.0%	51.4%
Asian	68.4%	74.5%	62.6%	70.6%	66.1%
Filipino	57.0%	66.7%	72.0%	60.7%	72.3%
Hispanic	56.0%	57.7%	57.6%	54.4%	55.6%
Pacific Islander	60.0%	51.6%	30.4%	71.4%	65.6%
White	63.3%	67.7%	65.2%	66.9%	64.3%

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## Remediation

### Remedial Progress Rate

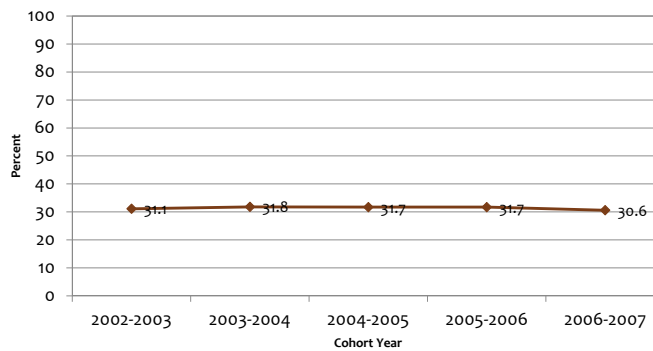
The percentage of credit students who start out at any levels below transfer in English, Mathematics, and/or ESL and are followed for six years to determine if they successfully completed a college-level course in the same discipline.

The cohorts for each discipline are tracked from the time the student attempts a course any levels below transfer in Mathematics, English, and/or ESL course at that college.

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## Remediation

2013 Score Card Remedial English

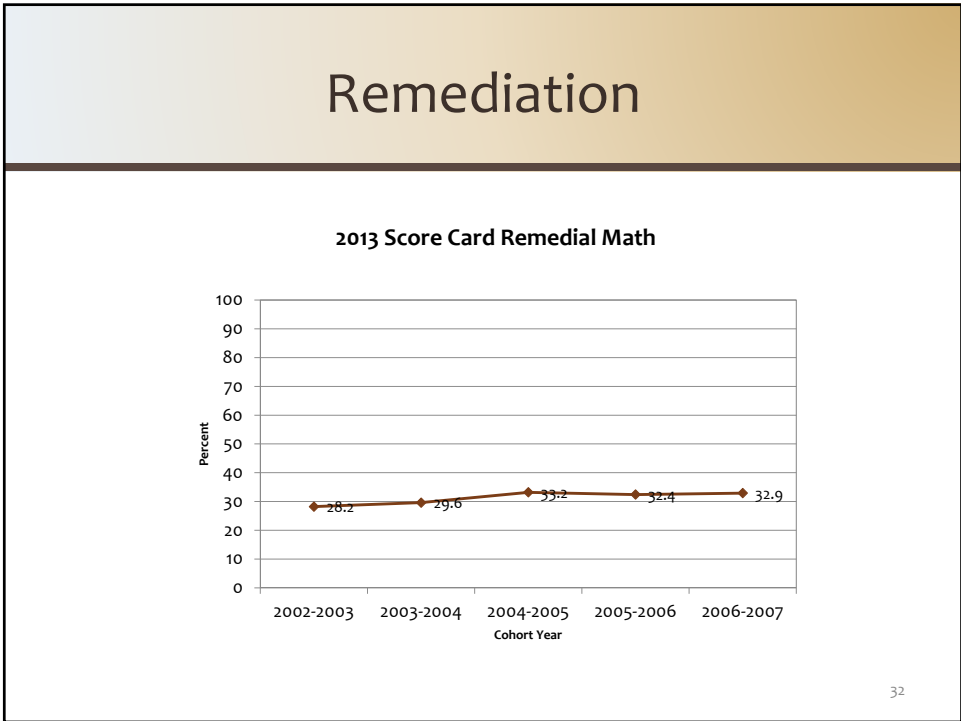


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## Remediation

Palomar Remedial English	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	1,389	1,370	1,213	1,443	1,163
Cohort Rate	31.1%	31.8%	31.7%	31.7%	30.6%
Female	32.6%	34.2%	32.1%	33.7%	33.8%
Male	29.4%	29.4%	31.3%	29.6%	28.0%
< 20 years old	35.0%	35.8%	35.1%	35.3%	32.8%
20 to 24 years old	22.3%	26.3%	28.5%	23.8%	26.1%
25 to 49 years old	29.3%	23.9%	23.8%	26.3%	28.3%
50+ years old	27.3%	26.7%	20.0%	20.0%	16.7%
African American	28.7%	25.0%	26.0%	25.8%	22.0%
American Indian/Alaskan Native	26.9%	18.2%	11.1%	16.7%	16.7%
Asian	37.0%	31.7%	43.3%	47.8%	59.0%
Filipino	25.0%	44.1%	42.6%	43.3%	34.7%
Hispanic	29.7%	27.1%	28.0%	26.3%	26.6%
Pacific Islander	21.4%	12.5%	15.8%	28.6%	33.3%
White	32.8%	36.1%	34.1%	35.1%	33.8%

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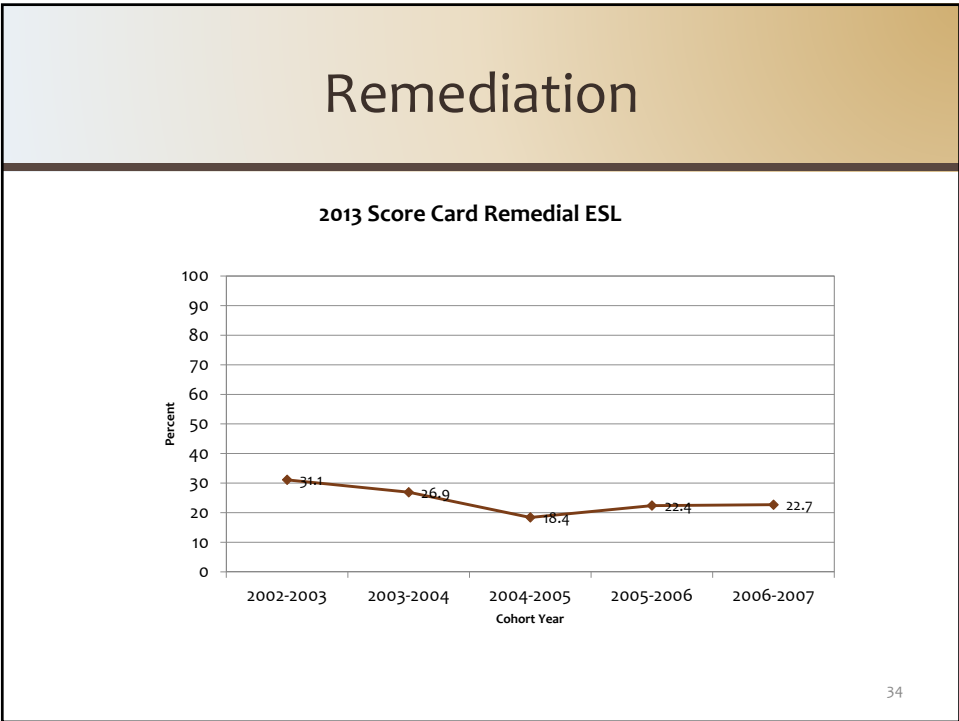




## Remediation

Palomar Remedial Math	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	1,853	1,687	1,785	1,847	1,839
Cohort Rate	28.2%	29.6%	33.2%	32.4%	32.9%
Female	32.5%	35.3%	35.2%	34.6%	36.0%
Male	22.7%	22.3%	30.6%	30.0%	29.0%
< 20 years old	33.5%	32.2%	36.3%	36.9%	37.0%
20 to 24 years old	21.3%	28.4%	33.6%	32.2%	28.6%
25 to 49 years old	26.5%	25.7%	27.5%	23.7%	26.6%
50+ years old	15.0%	24.1%	16.7%	17.6%	29.2%
African American	25.9%	28.8%	23.2%	31.1%	23.6%
American Indian/Alaskan Native	26.9%	17.9%	20.8%	10.7%	20.7%
Asian	27.7%	25.0%	42.0%	42.9%	38.8%
Filipino	29.6%	34.4%	37.5%	47.2%	37.0%
Hispanic	25.7%	23.0%	27.0%	25.5%	25.7%
Pacific Islander	22.2%	13.0%	25.0%	23.1%	23.1%
White	29.8%	34.2%	38.5%	36.8%	38.6%

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## Remediation

Palomar Remedial ESL	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Cohort Size	74	67	103	76	97
Cohort Rate	31.1%	26.9%	18.4%	22.4%	22.7%
Female	30.8%	28.6%	19.4%	22.6%	26.1%
Male	31.8%	23.5%	17.1%	21.7%	14.3%
< 20 years old	66.7%	28.6%	50.0%	25.9%	38.5%
20 to 24 years old	58.8%	27.8%	7.1%	38.5%	43.8%
25 to 49 years old	12.2%	30.6%	15.4%	15.6%	11.6%
50+ years old	0.0%	0.0%	22.2%	0.0%	0.0%
African American	NA	100.0%	100.0%	0.0%	NA
American Indian/Alaskan Native	NA	NA	0.0%	NA	NA
Asian	52.4%	50.0%	16.7%	41.2%	30.0%
Filipino	0.0%	0.0%	0.0%	NA	0.0%
Hispanic	21.7%	17.6%	14.5%	12.0%	19.6%
Pacific Islander	NA	NA	NA	NA	NA
White	66.7%	0.0%	25.0%	0.0%	14.3%

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## CTE Completion

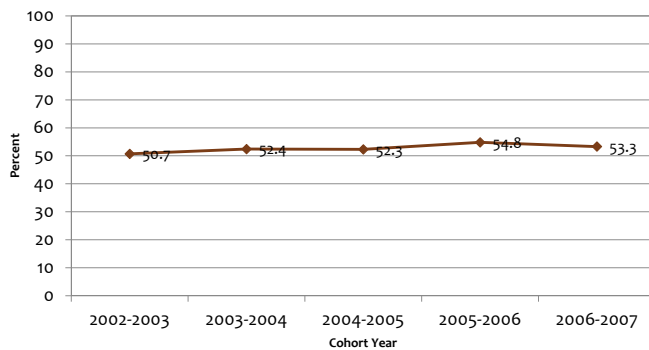
### ***Career Technical Education (CTE) Rate***

The percentage of students who completed several courses classified as career technical education (or vocational) in a single discipline and succeeded in completing a degree, certificate or transfer related outcome within six years.

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# CTE Completion

2013 Score Card CTE Completion



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# CTE Completion

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
<b>Palomar CTE</b>					
Cohort Size	1,963	1,812	1,794	1,790	1,888
Cohort	50.7%	52.4%	52.3%	54.8%	53.3%
Female	54.8%	56.9%	55.2%	58.2%	56.6%
Male	47.4%	48.7%	49.9%	52.1%	50.4%
< 20 years old	59.8%	60.0%	60.1%	62.8%	59.2%
20 to 24 years old	57.0%	57.4%	56.4%	58.0%	57.4%
25 to 49 years old	43.7%	46.6%	44.0%	47.8%	46.6%
50+ years old	37.2%	33.3%	40.0%	34.8%	33.3%
African American	50.7%	50.9%	50.0%	50.0%	52.5%
American Indian/Alaskan Native	39.1%	50.0%	42.9%	38.9%	47.1%
Asian	61.0%	72.6%	62.5%	69.5%	66.7%
Filipino	55.9%	61.7%	58.3%	58.5%	59.2%
Hispanic	49.9%	54.8%	46.8%	55.0%	52.4%
Pacific Islander	50.0%	47.4%	41.2%	50.0%	60.0%
White	50.0%	51.1%	53.8%	54.5%	51.7%

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# CDCP

## Career Development and College Preparation (CDCP) Rate

A cohort of CDCP “concentrator” students, who completed a CDCP certificate or other degree, certificate or transfer related outcome within six years.

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# CDCP

	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
<b>Palomar Remedial CDCP</b>					
Cohort Size					511
Cohort	NA	NA	NA	NA	4.1%
Female	NA	NA	NA	NA	1.5%
Male	NA	NA	NA	NA	7.4%
< 20 years old	NA	NA	NA	NA	3.8%
20 to 24 years old	NA	NA	NA	NA	14.1%
25 to 49 years old	NA	NA	NA	NA	2.4%
50+ years old	NA	NA	NA	NA	0.0%
African American	NA	NA	NA	NA	25.0%
American Indian/Alaskan Native	NA	NA	NA	NA	0.0%
Asian	NA	NA	NA	NA	0.0%
Filipino	NA	NA	NA	NA	NA
Hispanic	NA	NA	NA	NA	2.6%
Pacific Islander	NA	NA	NA	NA	NA
White	NA	NA	NA	NA	26.1%

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## Trends, Peers, and Benchmarks

- Scorecard is not intended to serve as a ranking system...
- It is natural to want to compare, and it is happening.
- Peer groups for Completion metric defined
  - API scores
  - % BA Index
  - % Students >25 yrs

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## Trends, Peers, and Benchmarks

- Only one San Diego College in our peer group
- We are in the top “third” overall
- We drop a bit in Prepared
- We are a bit higher in Unprepared

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## Accreditation, Standards, and Accountability

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?

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Summary of the Day

We are almost done!



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## Summary of the Day

- External Scans and Forums

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## Summary of the Day

- Internal Scan

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## Summary of the Day

- Accreditation, Standards, and Accountability

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## Summary of the Day

- Next Steps

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