

**Palomar College 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 Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.**

**Student Connections and Support (Palomar Access to Student Success or PASS)**

After reviewing the Student Success Task Force Recommendations and Student Support and Success Program and related legislation, VP Gonzales and VP Cuaron recommend nesting the first four objectives in the Strategic Plan under Objective 1.7:

*Objective 1.7: Engage in college-wide conversations about further implementation, including timelines, of the Student Success Task Force recommendations. (Objective 1.7 is an “umbrella” for Objectives 1.1, 1.2, 1.3, and 1.4)*

- Objective 1.1: Implement a coordinated outreach plan that employs internal and external outreach strategies.
- Objective 1.2: Increase student access to and participation in the Early Acceptance Program, by providing enrollment services, orientation, and education planning both on campus and at our feeder high schools.
- Objective 1.3: 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.
- Objective 1.4: Develop and implement online supplements to orientation, transfer credit evaluation, education planning, and degree audit.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS, VPI, Faculty Senate President	TBD	<ol style="list-style-type: none"> <li>1. Establish a Student Support and Success Task Force.</li> <li>2. Review each objective for overlap and alignment with the Student Support and Success Program.</li> <li>3. Develop project implementation plan for the Student Support and Success Program.</li> <li>4. Review and revise the Student Equity Plan to align with the Student Support and Success Program plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Spr 2014</li> <li>3. Spr 2014</li> <li>4. Spr 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Established task force.</li> <li>2. Completed Student Support and Success Program implementation plan with identified strategies and measurable outcomes.</li> <li>3. Completed Equity Plan with identified strategies and measurable outcomes.</li> </ol>

Objective 1.7: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. Established a Student Support and Success Task Force along with several workgroups.</li> <li>2. Workgroups formed around the requirements of the Student Support and Success Plan (3SP) components: Outreach and marketing, assessment, orientation, counseling and advising, follow-up services, and policies and procedures. Workgroups developed potential services and activities that could be included in the 3SP plan.</li> <li>3. A Student Equity Plan presentation outlining the state requirements was made to several shared governance campus committees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete Student Support and Success Program implementation plan with identified strategies and measurable outcomes. The formal 3SP Plan will be finalized &amp; submitted to CCCCO by 10-15-14.</li> <li>2. Complete Equity Plan with identified strategies and measurable outcomes. A Student Equity workgroup will convene summer 2014 to review data &amp; develop formal plan to submit to CCCCO by 11-21-14.</li> <li>3. Evaluate objectives for overlap between the 3SP plan and Equity Plan.</li> </ol>	Yes – focused on implementation	Not for this year; possibly for Year 2 as part of the implementation of plans and strategies

<b>Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.</b>				
<b>Student Direction and Progress</b>				
<i>Objective 1.5: Increase the percentage of students beginning remediation in their first year at the college and completing their remediation within three years.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Dept Chairs – English, ESL, Math, Reading Basic Skills Comm. STEM Workgroup	<b>IN PROGRESS</b>		

Objective 1.5: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<p>Although no formal objectives have yet been determined, English, ESL, Reading, and math are implementing strategies to address this objective. Further, the College’s Title III STEM grant is addressing completion of remediation in math. The following progress has occurred</p> <ol style="list-style-type: none"> <li>1. English designed and is offering “Write On” through the summer bridge program.</li> <li>2. English department successfully offered an English 10/50 course that allowed students to complete English 10 and English 50 in one semester. This option will be repeated in Spring 2015.</li> <li>3. Accelerated ESL combo courses were offered for the 2<sup>nd</sup> year. Redesign of COR for 2 additional ESL classes that would allow for students to complete the courses in an accelerated format is pending approval.</li> <li>4. Reading revamped curriculum to improve placement and progression of students. Reading participates in Summer Bridge Programs with Math, ESL and English and provides workshops for students in STEM programs.</li> <li>5. First Year Experience program is focusing on getting students to complete their English, ESL or math basic skills requirements during their first year. FYE plans to more than double the number of students served.</li> <li>6. Math acceleration and/or redesign projects are underway. Initial evaluations of the projects show increased success rates and persistence.</li> <li>7. Tutoring services has increased access and number of students served.</li> </ol>	<ol style="list-style-type: none"> <li>1. All projects are in progress and will continue.</li> <li>2. Integrate activities with the 3SP plans and strategies for at-risk students that focus on early completion of basic skills coursework.</li> </ol>	Yes	As grant funds expire, successful practices should be identified and supported.

**Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.**

**Student Direction and Progress**  
*Objective 1.6: Define 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	<ol style="list-style-type: none"> <li>Identify two Industry Sectors from Statewide Career Pathways publications and do research and collect data for target careers in programs offered at Palomar.</li> <li>Develop marketing plan and marketing brochure templates to promote Industry Sectors career pathways in programs offered at Palomar.</li> <li>Support classroom or “career and open house” activities or events that promote career pathway learning opportunities for students.</li> </ol>	<ol style="list-style-type: none"> <li>Spr 2014</li> <li>Spr 2014</li> <li>Fall 2014</li> </ol>	<ol style="list-style-type: none"> <li>Career pathways defined for two Industry Sectors and data gathered for marketing materials.</li> <li>Draft templates for marketing plan and brochures developed and implemented for use.</li> <li>Career and open house activities/events planned, funded, implemented.</li> </ol>

Objective 1.6: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>Identified an Engineering pathway and website template is under construction.</li> <li>Research for CSIT pathway is in progress to identify employment skillsets and programs of study.</li> <li>Engineering and CSIT pathways will serve as a model for other Palomar programs.</li> </ol>	<ol style="list-style-type: none"> <li>Develop template for marketing plan (action step #2 in action plan). However, work needs to be integrated with 3SP outreach/marketing group.</li> <li>For career and open house activities (action step #3 in action plan), workgroup proposes working with 3SP orientation group.</li> </ol>	Yes	STEM funding is available for the next two years and funding from SD Regional Consortium is anticipated. However, future funding will be needed to support this work as it expands to other programs.

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**Student Connections and Support (Palomar Access to Student Success or PASS)**  
*Objective 1.7: (See Page 1)*

**Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.**

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.8: 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	<ol style="list-style-type: none"> <li>1. Implement modified PRP Year 2 process for Academic Programs and provide informational training sessions for faculty and staff.</li> <li>2. Evaluate effectiveness of modified PRP Year 2 form, particularly relevant to SLOACs being central to the process and impact on resource allocations.</li> <li>3. Gather feedback and recommended improvements from faculty and staff and modify process as appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Spr 2014</li> <li>3. Fall 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. PRP Year 2 forms submitted by academic programs and informational training sessions completed.</li> <li>2. IPC completes PRP reviews and resource allocations and assesses effectiveness of modified process.</li> <li>3. IPC assessments and feedback is utilized to modify process for 2014-15 cycle.</li> </ol>

Objective 1.8 - IPC: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. Instruction modified its PRP process for academic programs.</li> <li>2. Five training sessions were offered with approximately 125 faculty, staff, and administrators participating.</li> <li>3. Academic programs completed the process and deans provided feedback.</li> <li>4. Effectiveness of revised process currently under evaluation. IPC is discussing and allocating resources to the PRP requests.</li> </ol>	<ol style="list-style-type: none"> <li>1. IPC is currently completing Project Steps 2 and 3 regarding evaluation of and refinement of revised process.</li> <li>2. Need to better integrate SAOs into non-instructional PRP forms within the division.</li> </ol>	Yes	Resources for compensation of faculty to participate in the summer review sessions.

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**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.8: 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
VPSS	SSPC	<ol style="list-style-type: none"> <li>1. Review PRP; identify SAOACS.</li> <li>2. Align SAOACS with PRP outcomes and revise outcomes as required.</li> <li>3. Identify resources required.</li> <li>4. Secure resource and prioritize allocations.</li> <li>5. Assess outcome progress/achievement.</li> <li>6. Review outcomes at SSPC.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Spr 2014</li> <li>3. Spr 2014</li> <li>4. Fall 2014, Spr 2015 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. 100% of PRPS review by SSPC contain identifiable SAOACS.</li> <li>2. 100% of SAOACS will align to strategic plan.</li> <li>3. 100% of SAOACS will include an evaluation plan.</li> </ol>

Objective 1.8 – SSPC: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. 100% of submitted PRPs were reviewed by SSPC – all contained an identifiable SAO.</li> <li>2. SSPC is currently reviewing SAOs to ensure alignment with strategic plan.</li> <li>3. Departments are reviewing SAOs to ensure there is an evaluation plan for each one.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete review of SAOs by end of Spring term.</li> </ol>	Yes	No

**Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.**

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.8: 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
VPHRS	HRSPC	<ol style="list-style-type: none"> <li>7. Review PRP; identify SAOACS.</li> <li>8. Align SAOACS with PRP outcomes and revise outcomes as required.</li> <li>9. Identify resources required.</li> <li>10. Secure resources and allocate.</li> <li>11. Assess outcome progress/achievement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Spr 2014</li> <li>3. Spr 2014</li> <li>4. Fall 2014</li> <li>5. Spr 2015 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Established relationship between SAOACS, PRP, and resource allocations.</li> <li>2. Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model.</li> <li>3. Demonstrated progress toward achieving SAOACS.</li> </ol>

Objective 1.8 – HRSPC: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. 2012-14 PRP has been reviewed and is in the process of being updated. Focus of PRP and update is on HR's SAOs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Year one activities identified in the action will be completed by end of Spring term.</li> </ol>	Yes	No

**Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.**

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.8: 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	<ol style="list-style-type: none"> <li>Review PRP; identify SAOACS.</li> <li>Align SAOACS with PRP outcomes and revise outcomes as required.</li> <li>Identify resources required.</li> <li>Secure resources and allocate.</li> <li>Assess outcome progress/achievement.</li> </ol>	<ol style="list-style-type: none"> <li>Fall 2013</li> <li>Spr 2014</li> <li>Spr 2014</li> <li>Fall 2014</li> <li>Spr 2015 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>Established relationship between SAOACS, PRP, and resource allocations.</li> <li>Clearly identified SAOACS in PRP, strategic plan, and Resource Allocation Model.</li> <li>Demonstrated progress toward achieving SAOACS.</li> </ol>

Objective 1.8 – FASPC: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>Institution-wide survey administered to assess and evaluate satisfaction with all F&amp;AS services which verified progress toward established goals. All PRPs are completed and SAOs identified.</li> </ol>	<ol style="list-style-type: none"> <li>Assessing progress towards goals and SAOs will continue annually.</li> </ol>	Yes	No

**Goal 1: Student Connections, Pathways, Learning, and Success: Integrate and implement effective pathways, academic programs, and support services to improve student access, progress, learning, and achievement of goals.**

**Assessment, Analysis, and Planning/Decision-making**

*Objective 1.9: 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 / SLO Coordinators	LOC	<ol style="list-style-type: none"> <li>1. Present information at Faculty Plenary in Fall 2014.</li> <li>2. Attend department and division meetings to discuss ILOs and assessment.</li> <li>3. PD workshop.</li> <li>4. Write annual GE/ILO Assessment report - present to Faculty Senate, Curriculum, Strategic Planning Council, and post online.</li> <li>5. Continue to assess GE/ILOs and recruit &amp; train faculty.</li> <li>6. Create GE/ILO section on Web site and update.</li> <li>7. Newsletter (once a semester).</li> <li>8. Once-a-semester report to LOC from division deans, VPI, &amp; VP Student Services, research &amp; planning activities related to outcomes assessment across the College.</li> <li>9. 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.</li> <li>10. Conduct an annual "proficiency report".</li> <li>11. Schedule an annual presentation to ASG and Governing Board.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2014</li> <li>2. Spr/Fall 2014</li> <li>3. Fall 2014</li> <li>4. Fall 2014</li> <li>5. Spr 2014</li> <li>6. Spr 2014</li> <li>7. Spr 2014</li> <li>8. Spr 2014</li> <li>9. Fall 2014</li> <li>10. Spr 2014</li> <li>11. Fall 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide information to faculty</li> <li>2. Provide information to faculty and administrators and encourage discussion.</li> <li>3. Provide information to faculty</li> <li>4. Report for college community</li> <li>5. Continue to assess each GE/ILO</li> <li>6. Provide resources for faculty</li> <li>7. Provide information to faculty and administrators</li> <li>8. Inform LOC of administrative issues regarding accreditation, planning, program review</li> <li>9. Inform faculty and administration in order to support program review and improve student academic and employment success</li> <li>10. Inform college of current student learning assessment processes; stimulate dialog for planning and resource allocation</li> <li>11. Provide information to students and Governing Board</li> </ol>

Objective 1.9: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. Broad communication with faculty and administration regarding ILOs. – Discussion held at Chair/Directors’ meetings, department meetings, Faculty Senate Plenaries, and Curriculum Committee.</li> <li>2. College is assessing the Quantitative Literacy ILO during this Spring term.</li> </ol>	<ol style="list-style-type: none"> <li>1. A newsletter, updated website, and self-reflective progress toward our SLOAC goals will be completed by end of semester.</li> <li>2. A summer workgroup will analyze, discuss, and act on the ILO Quantitative Literacy Assessment project.</li> </ol>	Yes	Current year funding is sufficient.

**Goal 2: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.**

*Objective 2.1: 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	<ol style="list-style-type: none"> <li>1. Identify unified/high school districts.</li> <li>2. Conduct initial meeting with district to determine needs and interest.</li> <li>3. Establish council (or faculty group).</li> <li>4. Conduct initial meeting of council/group.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013/ Spr 2014</li> <li>2. Fall 2013/ Spr 2014</li> <li>3. Spr 2014</li> <li>4. Spr 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Three districts contacted and initial meetings completed.</li> <li>2. One council/established and meeting by end of academic year.</li> </ol>

Objective 2.1: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. Initial meeting held with San Marcos Unified School District in Fall 2013. While there was strong interest in collaborating, the SMUSD felt its faculty are pressed for time with the implementation of the Common Core curriculum.</li> <li>2. Faculty and administrators have begun to explore membership with the North County Professional Development Federation (NCPDF) which includes representatives from K-12 and CSUSM. Relationships can be built through this organization that will facilitate faculty collaboration.</li> </ol>	<ol style="list-style-type: none"> <li>1. Meeting to discuss feasibility of becoming a member of NCPDF will be scheduled to discuss the pros and cons of membership in late Spring or early Fall.</li> </ol>	Yes	Yes

**Goal 2: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.**

*Objective 2.2: 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	<ol style="list-style-type: none"> <li>1. Establish objectives of council.</li> <li>2. Identify and invite participants.</li> <li>3. Hold initial meeting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Spr 2014</li> <li>2. Spr 2014</li> <li>3. Spr 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Purpose of council clearly defined.</li> <li>2. Council established and meeting by end of academic year.</li> </ol>

Objective 2.2: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. Currently identifying objectives and participants for council.</li> </ol>	<ol style="list-style-type: none"> <li>1. Hold first meeting of council by end of Spring term or beginning of Summer.</li> </ol>	Yes	No



**Goal 2: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.**

*Objective 2.3: 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)	<p><b><u>Adult Education</u></b></p> <ol style="list-style-type: none"> <li>Secure planning grant.</li> <li>Establish consortium.</li> <li>Work with local high school districts to identify needs and deliver adult education programs appropriate to each entity.</li> </ol> <p><b><u>Community Partnerships</u></b></p> <ol style="list-style-type: none"> <li>Increase the number of community partnerships.</li> </ol> <p><b><u>HSI / STEM / NSF</u></b></p> <ol style="list-style-type: none"> <li>Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants.</li> <li>Submit grant applications if determined appropriate.</li> </ol> <p><b><u>DOL</u></b></p> <ol style="list-style-type: none"> <li>Assess and evaluate need and purpose of a DOL grant.</li> <li>Submit grant application if determined appropriate.</li> </ol>	Timelines dependent on Federal and State established timelines. Planning should occur prior to release of the RFP.	2. In PROGRESS

Objective 2.3: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>Progress has been made on Continuing Education Grant and planning grant for \$385,690 was secured.</li> <li>College reviewed and identified goals and activities for a Title V grant but determined the timeline for submission too tight. The College will submit an application next year.</li> </ol>	<ol style="list-style-type: none"> <li>Complete first draft of comprehensive plan for continuing education grant.</li> </ol>	Yes	Resources are being secured from other State and local grantees. College continues to need resources to develop and implement a grants office/function.

**Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.**

*Objective 3.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Vice Presidents	Planning Councils	<ol style="list-style-type: none"> <li>1. Prepare staffing master plan year 4 update.</li> <li>2. Identify resource allocation to support staffing priorities.</li> <li>3. Recruit and hire prioritized positions.</li> <li>4. Repeat each year.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013- Spr 2014</li> <li>2. Spr 2014</li> <li>3. Fall 2014</li> <li>4. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Completed year 4 update document.</li> <li>2. Budgeted prioritized position replacements and new positions.</li> <li>3. On-board prioritized hires.</li> <li>4. Ongoing.</li> </ol>

Objective 3.1: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
1. Staffing Plan Master Plan Year 4 update completed.	1. Complete remaining action items identified for the year (identify resource allocation to support staffing priorities).	No	No

**Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.**

*Objective 3.2: 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	<ol style="list-style-type: none"> <li>1. Collect and analyze data on applicant and hiring demographics.</li> <li>2. Identify correlation between hiring policies and procedures and hiring demographics.</li> <li>3. Revise hiring processes as indicated by analysis.</li> <li>4. Implement revised hiring processes and monitor results.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013- Spr 2014</li> <li>2. Fall 2014</li> <li>3. Spr 2015- Fall 2015</li> <li>4. Fall 2015 and ongoing</li> </ol>	1. Changes in employee demographics over time that reflect increased diversity, as compared to the employee diversity in Fall 2013

Objective 3.2: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
1. HR has collected and analyzed diversity data and will present the information to the Governing Board at the May 2014 meeting.	1. Complete remaining project steps as identified in the action plan for upcoming semesters.	Yes	No

**Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.**

*Objective 3.3: Increase professional development opportunities to strengthen the technological knowledge and skills of staff and faculty.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS, VPI / Prof. Development Coordinator	Staff Dev. Comm. PD Comm.	<ol style="list-style-type: none"> <li>1. Conduct a needs assessment to identify training needs of staff.</li> <li>2. Identify programs and training to address training needs.</li> <li>3. Schedule and implement training schedule.</li> <li>4. Re-assess training needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013- Spr 2014</li> <li>2. Fall 2014</li> <li>3. Fall 2015- Spr 2016</li> <li>4. Fall 2016 and ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Set of programs and training identified to address training needs in technology.</li> <li>2. Programs and training offered and deliver.</li> <li>3. Satisfaction of programs and training delivered will be at or greater than 80%.</li> </ol>

Objective 3.3: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>1. Funding for assessment and for classified training and development was requested and funded through SPPF.</li> <li>2. The Staff Development Committee was reconstituted and membership solicited from the constituent groups.</li> <li>3. Assessment support has been arranged through Institutional Research and Planning.</li> </ol>	<ol style="list-style-type: none"> <li>1. HR Staff will work with IR&amp;P to develop needs assessment. Needs assessment will be conducted in Fall 2014-15</li> <li>2. Development &amp; Training Committee will begin meeting in the Fall 2015 semester.</li> <li>3. Appropriate training will be identified and implemented in 2015-16.</li> </ol>	Yes	No. SPPF resources currently supporting work.

**Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.**

*Objective 3.4: Implement opportunities for faculty that support innovation, implementation, evaluation, and follow-up of teaching, student support, and learning strategies.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI / VPSS / Prof. Development Coordinator	IPC, SSPC, PD Comm.	<u>Action Plan Strategy 1</u> 1. Implement IPC’s and SSPC’s processes for funding innovative projects with Strategic Planning Priority Funds (SPPF).	<u>Strategy 1</u> 1. Spr 2014	<u>Strategy 1</u> 1. Evaluation of innovative ideas completed and funded, if approved, through IPC and SSPC.
		<u>Action Plan Strategy 2</u> 1. Develop and offer training session(s) on how to implement, evaluate and follow-up on innovative teaching and student support strategies. 2. Fund 3 pilot implementation, evaluation, and follow-up classroom or student support services projects.	<u>Strategy 2</u> 1. Spr 2014- Fall 2014 2. Fall 2014 – Spr 2015	<u>Strategy 2</u> 1. Training developed and delivered to minimum of 10 faculty. 2. Three pilot projects approved and in process.

Objective 3.4: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<u>Action Plan Strategy 1</u> 1. Planning Councils implemented process for selecting innovative faculty projects to forward to SPC for SPPF consideration.	<u>Action Plan Strategy 2:</u> 1. Operationalize and implement Action Plan Strategy 2.	Yes	No
<u>Action Plan Strategy 2</u> 2. None. Work will begin on this action plan strategy when new Faculty Professional Development Coordinator starts.			

**Goal 4: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.**

*Objective 4.1: Develop operational plans for opening the North and South Education centers.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Sup/ Pres. & Vice Presidents	IPC, SSPC, FASPC, HRSPC, SPC	<ol style="list-style-type: none"> <li>Develop organizational structure for each center.</li> <li>Identify and prioritize faculty and staff positions to flesh out organizational structure.</li> <li>Recruit faculty and staff for projected Fall 2017 center openings.</li> </ol>	<ol style="list-style-type: none"> <li>Fall 2014- Spr 2015</li> <li>Fall 2015</li> <li>Fall 2016- Spr 2017</li> </ol>	<ol style="list-style-type: none"> <li>Appropriately-staffed centers opening in Fall 2017</li> </ol>

Objective 4.1: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<ol style="list-style-type: none"> <li>Per SP2016 Action Plan – Year One work on this objective is scheduled to commence next term. However, the Year Four update of the Staffing Plan has provided notification to Councils to begin considering staffing needs of the South Education Center as they begin their next annual planning cycle.</li> </ol>	<ol style="list-style-type: none"> <li>Complete action plan steps per the SP2016 Action Plan.</li> </ol>	Yes	No

**Goal 4: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.**

*Objective 4.2: 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	<ol style="list-style-type: none"> <li>Occupancy Teaching Learning Center (TLC)</li> <li>Construction Start Baseball Field</li> <li>Construction Start Child Development Center (CDC)</li> <li>Occupancy Humanities</li> <li>Construction Start Library</li> <li>Occupancy Baseball Field</li> <li>Occupancy Child Development Center (CDC)</li> <li>Construction Start Lot 12 Parking Structure</li> <li>Construction Start South Education Center</li> <li>Occupancy Library</li> </ol>	<ol style="list-style-type: none"> <li>Spr 2014</li> <li>Spr 2014</li> <li>Spr 2014</li> <li>Sumr 2014</li> <li>Fall 2014</li> <li>Spr 2015</li> <li>Sumr 2015</li> <li>Sumr 2015</li> <li>Sumr 2016</li> <li>Fall 2016</li> </ol>	<ol style="list-style-type: none"> <li>Occupancy TLC</li> <li>Construction Start Baseball Field</li> <li>Construction Start CDC</li> <li>Occupancy Humanities</li> <li>Construction Start Library</li> <li>Occupancy Baseball Field</li> <li>Occupancy CDC</li> <li>Construction Start Lot 12 Parking Structure</li> <li>Construction Start South Education Center</li> <li>Occupancy Library</li> </ol>

Objective 4.2: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
<p>All project steps identified in SP2016 Action Plan – Year One to be carried out this year will be completed. They include:</p> <ol style="list-style-type: none"> <li>Occupancy TLC</li> <li>Construction Start Baseball Field</li> <li>Construction Start Child Development Center</li> </ol>	<ol style="list-style-type: none"> <li>Construction of Humanities will be completed and occupancy will take place in Summer 2014 per timeline.</li> <li>This is a three-year objective. All remaining activities are currently planned to moving forward per the action plan.</li> </ol>	Yes	No

**Goal 4: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.**

*Objective 4.3: 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,	<ol style="list-style-type: none"> <li>1. Identify staff to manage Emergency Preparedness Plan</li> <li>2. Create timeline for Emergency Preparedness Plan revision</li> <li>3. Revise Emergency Preparedness Plan</li> <li>4. Secure funding for Emergency Preparedness Plan</li> <li>5. Create timeline for Emergency Preparedness Plan training</li> <li>6. Conduct Emergency Preparedness Plan training</li> </ol>	<ol style="list-style-type: none"> <li>1. Fall 2013</li> <li>2. Fall 2013</li> <li>3. Fall 2013</li> <li>4. Fall 2013</li> <li>5. Fall 2013</li> <li>6. Begin Spr 2014 - ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Hired Supervisor, E. H. &amp; S.</li> <li>2. Hired consultant to assist with plan revision and implementation.</li> <li>3. Applied for and obtained SPPF funding.</li> <li>4. Timeline finalized for Emergency Preparedness Training.</li> <li>5. Implementation of ICS-402 Overview, SEMS Emergency Operations Center Course, NIMS 700 and ICS 100, and Site Command Team Training.</li> </ol>

Objective 4.3: Progress as of 5/1/14	Recommendations and/or Work Left To Do	Continue in Y2	Need Additional Resources
SP 2016 Action Plan - Year One scheduled activities have been or will be completed and they include: <ol style="list-style-type: none"> <li>1. Hired Supervisor for Environmental Health &amp; Safety</li> <li>2. Hired consultant to assist with plan revision/implementation</li> <li>3. Applied for and obtained \$25,000 SPPF funding to assist with plan implementation</li> <li>4. Timeline finalized for Emergency Preparedness Training</li> <li>5. FEMA Emergency Preparedness Training was completed by PCCD team</li> <li>6. ICS 402 Overview, ICS100 and NIMS trainings were completed</li> <li>7. Began conducting monthly emergency notification system tests</li> </ol>	<ol style="list-style-type: none"> <li>1. Update of emergency procedures guide for display in all classrooms will be completed.</li> <li>2. Site Command Team training will be forthcoming.</li> </ol>	Yes	Yes, funding for emergency training will be required