

# Palomar College Strategic Plan 2016 - YEAR 1 Action Plan 2013-2014

June 16, 2014

## ***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.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<b><u>Student Connections and Support (Palomar Access to Student Success or PASS)</u></b>				
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 five objectives in the Strategic Plan under Objective #7.				
<i>*Objective 1.7: Engage in college-wide conversations about further implementation, including timelines, of the Student Success Task Force recommendations.</i>				
<ul style="list-style-type: none"> <li>• <i>Objective 1.1: Implement a coordinated outreach plan that employs internal and external outreach strategies.</i></li> <li>• <i>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.</i></li> <li>• <i>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.</i></li> <li>• <i>Objective 1.4: Develop and implement online supplements to orientation, transfer credit evaluation, education planning, and degree audit.</i></li> </ul>				
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>

\*The objective numbers in the action plan reflect the original objective numbers in Strategic Plan 2016. SPC decided that initially there appears to be significant overlap between Objective 1.7 and Objectives 1, 2, 3, and 4. Therefore, in this Action Plan, Objective 1.7 is listed as an “umbrella” objective with Objectives 1, 2, 3, and 4 nested under it.

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<b><u>Student Direction and Progress</u></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>				
VPI	Dept Chairs – English, ESL, Math, Reading  Basic Skills Comm.  STEM Workgroup	<b>IN PROGRESS</b>		
<b><u>Student Direction and Progress</u></b>				
<i>Objective 1.6: Define career pathways for all disciplines and programs.</i>				
VPI	CTE Transitions Group. Career Pathways Pilot Project (STEM), Career Center Director, Department Chairs	<ol style="list-style-type: none"> <li>1. 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>2. Develop marketing plan and marketing brochure templates to promote Industry Sectors career pathways in programs offered at Palomar.</li> <li>3. 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>1. Spr 2014</li> <li>2. Spr 2014</li> <li>3. Fall 2014</li> </ol>	<ol style="list-style-type: none"> <li>1. Career pathways defined for two Industry Sectors and data gathered for marketing materials.</li> <li>2. Draft templates for marketing plan and brochures developed and implemented for use.</li> <li>3. Career and open house activities/events planned, funded, implemented.</li> </ol>

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<b>Assessment, Analysis, and Planning/Decision-making</b>				
<i>Objective 1.8: Place SLOACS and SAOACS at the center of Program Review and Planning, strategic planning, and resource allocation processes.</i>				
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>
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 &amp; 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>
VPHRS	HRSPC	<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 resources and allocate.</li> <li>5. 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 &amp; 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>
VPFAS	FASPC	<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 resources and allocate.</li> <li>5. 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 &amp; 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>

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Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<b>Assessment, Analysis, and Planning/Decision-making</b>				
<i>Objective 1.9: Improve the understanding of the role and value of Institutional Learning Outcomes among faculty, staff, administration and students.</i>				
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>

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<b>Goal 2: Partnerships: Strengthen educational, business, and community partnerships to increase college connections and student learning experiences.</b>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 2.1: Establish faculty councils with high school partners to improve alignment of curriculum and student transition.</i>				
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>
<i>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.</i>				
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>
<i>Objective 2.3: Increase external funding through grants and partnerships within the community.</i>				
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>1. Secure planning grant.</li> <li>2. Establish consortium.</li> <li>3. 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>1. Increase the number of community partnerships.</li> </ol> <p><b><u>HSI /STEM / NSF</u></b></p> <ol style="list-style-type: none"> <li>1. Assess and evaluate need and purpose of new HSI and/or STEM / NSF grants.</li> <li>2. Submit grant applications if determined appropriate.</li> </ol> <p><b><u>DOL</u></b></p> <ol style="list-style-type: none"> <li>1. Assess and evaluate need and purpose of a DOL grant.</li> <li>2. 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.	<b>In PROGRESS</b>

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Goal 3: Human Resources and Professional Development: Recruit, hire, and support a diverse faculty and staff who are committed to student learning and achievement.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 3.1: Rebuild staffing levels to support priorities identified in Staffing Plan 2016.</i>				
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>
<i>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.</i>				
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 &amp; ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. Changes in employee demographics over time that reflect increased diversity, as compared to the employee diversity in Fall 2013</li> </ol>
<i>Objective 3.3: Increase professional development opportunities to strengthen the technological knowledge and skills of staff and faculty.</i>				
VPHRS, VPI / Prof. Dev. Coord.	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 &amp; 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>

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 3.4: Implement opportunities for faculty that support innovation, implementation, evaluation, and follow-up of teaching, student support, and learning strategies.</i>				
VPI / VPSS / Prof. Dev. Coord.	IPC, SSPC, PD Comm.	<p><u>Action Plan Strategy One</u></p> <ol style="list-style-type: none"> <li>Implement IPC's and SSPC's processes for funding innovative projects with Strategic Planning Priority Funds (SPPF).</li> </ol> <p><u>Action Plan Strategy Two</u></p> <ol style="list-style-type: none"> <li>Develop and offer training session(s) on how to implement, evaluate and follow-up on innovative teaching and student support strategies.</li> <li>Fund 3 pilot implementation, evaluation, and follow-up classroom or student support services projects.</li> </ol>	<p><u>Strategy 1</u></p> <ol style="list-style-type: none"> <li>Spr 2014</li> </ol> <p><u>Strategy 2</u></p> <ol style="list-style-type: none"> <li>Spr 2014- Fall 2014</li> <li>Fall 2014 – Spr 2015</li> </ol>	<p><u>Strategy 1</u></p> <ol style="list-style-type: none"> <li>Evaluation of innovative ideas completed and funded, if approved, through IPC and SSPC.</li> </ol> <p><u>Strategy 2</u></p> <ol style="list-style-type: none"> <li>Training developed and delivered to minimum of 10 faculty.</li> <li>Three pilot projects approved and in process.</li> </ol>

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

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 4.1: Develop operational plans for opening the North and South Education centers.</i>				
Pres / Sup & 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>

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Goal 4: Facilities and Infrastructure: Ensure that existing and future facilities and infrastructure support student learning, programs, and services.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
<i>Objective 4.2: As identified in Master Plan 2022, carry out the next three years of planned facilities projects on the San Marcos campus.</i>				
Sup /Pres VPFAS / Dir. Facilities	FRC, FASPC, SPC	<ol style="list-style-type: none"> <li>1. Occupancy Teaching Learning Center (TLC)</li> <li>2. Construction Start Baseball Field</li> <li>3. Construction Start Child Development Center (CDC)</li> <li>4. Occupancy Humanities</li> <li>5. Construction Start Library</li> <li>6. Occupancy Baseball Field</li> <li>7. Occupancy Child Development Center (CDC)</li> <li>8. Construction Start Lot 12 Parking Structure</li> <li>9. Construction Start South Education Center</li> <li>10. Occupancy Library</li> </ol>	<ol style="list-style-type: none"> <li>1. Spr 2014</li> <li>2. Spr 2014</li> <li>3. Spr 2014</li> <li>4. Sumr 2014</li> <li>5. Fall 2014</li> <li>6. Spr 2015</li> <li>7. Sumr 2015</li> <li>8. Sumr 2015</li> <li>9. Sumr 2016</li> <li>10. Fall 2016</li> </ol>	<ol style="list-style-type: none"> <li>1. Occupancy TLC</li> <li>2. Construction Start Baseball Field</li> <li>3. Construction Start CDC</li> <li>4. Occupancy Humanities</li> <li>5. Construction Start Library</li> <li>6. Occupancy Baseball Field</li> <li>7. Occupancy CDC</li> <li>8. Construction Start Lot 12 Parking Structure</li> <li>9. Construction Start South Education Center</li> <li>10. Occupancy Library</li> </ol>
<i>Objective 4.3: Continue to review, update, and plan to fund the emergency preparedness plan.</i>				
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 &amp; 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>