

Palomar College Strategic Plan 2019 - Action Plan Year 1

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: Implement instructional strategies that strengthen and connect teaching and learning across the college.

Objective 1.1: Reintroduce Campus Explorations, a campus-wide learning community, to promote interdisciplinary dialogue and instruction on a topic of importance in society

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI Fac Senate President	IPC Faculty Senate	1) Reach out to campus community for broad themes. -ASG and Faculty Senate will originate ideas 2) Identify times/places for organizational meetings. -Possible rebranding as Palomar College Seminar Series 3) Hold events	Oct 2016 End of Oct Fall 2017	1) Once input received from FS and ASG a survey monkey will be sent to all faculty to choose the theme for AY17-18 2) Calendar created/Theme disseminated to campus community for incorporation into learning communities and special events 3) Surveys distributed at events to determine relevance

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Goal 1: Implement instructional strategies that strengthen and connect teaching and learning across the college.				
<i>Objective 1.2: Engage in a campus-wide examination of the college's interdisciplinary Institutional Learning Outcome: Knowledge of Human Cultures and the Physical and Natural World.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI Chair LOC	LOC	<ol style="list-style-type: none"> 1) LOC workgroup met to discuss strategies for assessing the GE/ILO: Knowledge of Human Cultures and the Physical and Natural World. 2) The workgroup presented the information to LOC. 3) LOC will review Palomar's current GE/ILOs and assessment methods. It will also determine an approach for assessing Knowledge of Human Cultures and the Physical and Natural World and other ILOs. 4) ILO's and their assessment is revisited 	<p>Summer 2016</p> <p>Fall 2016</p> <p>Fall 2016- Spring 2107</p> <p>Fall 2016- Spring 2017</p>	<ol style="list-style-type: none"> 1) A plan was be developed. 2) The plan was be presented to LOC 3) Review of GE/ILOs and assessment methods will be completed.

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Goal 1: Implement instructional strategies that strengthen and connect teaching and learning across the college.

Objective 1.3: Using the results and discussions of the Institutional Learning Outcomes assessment project on Intercultural Competency, identify strategies, including professional development opportunities, to strengthen and promote cultural fluency across the college.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI Chair LOC	LOC	<ol style="list-style-type: none"> 1) After reviewing the results and discussions of the assessment of the GE/ILO Intercultural Knowledge and Competency, a workgroup was formed – Education, Culture and Knowledge to promote cultural fluency across the college. The group agreed upon the following mission: to create a culture on this campus where Critical Multicultural Consciousness is embedded throughout the institution. The workgroup set goals the following goals for 2016-2017: 2) Conduct a survey to determine the cultural climate of the campus community 3) Discuss the survey results. 4) Identify campus groups similar missions. 5) Invite to a speaker to come to campus to discuss cultural fluency. 6) Host a campus PD workshop to teach faculty cultural fluency skills. 7) Create a campus dialogue for students, staff and faculty to discuss different issues regarding education, culture and knowledge. 	<p>Summer, 2016</p> <p>Fall 2016</p> <p>Fall 2016</p> <p>Fall 2016</p> <p>Spring 2017</p> <p>Spring 2017</p> <p>Fall 2016 & Spring 2017</p>	<ol style="list-style-type: none"> 1) Workgroup met to create mission and goals. 2) Gather data that help to inform the workgroup as they plan. 3) Discuss results to determine the climate of the College and maybe make changes to goals. 4) Create alliances and coordinate efforts. 5) Help faculty and staff build skills. 6) Help faculty and staff build skills. 7) Help Faculty, staff and students communicate ideas to better understand themselves and others.

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Goal 2: Strengthen efforts to improve outreach, persistence, and student success.				
<i>Objective 2.1: Identify and implement targeted recruitment strategies for college programs.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS VPI	SSPC Outreach Mgr Chairs/Directors	VPSS: 1) Develop high school outreach plan with new Outreach Manager 2) Utilize student ambassadors and assessment staff to implement outreach plan	VPSS: Fall 2016 Spring 2016	VPSS: 1) Outreach plan developed. 2) Student Ambassadors and assessment staff conduct outreach activities

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Goal 2: Strengthen efforts to improve outreach, persistence, and student success.				
<i>Objective 2.2: Establish clear educational pathways with integrated student support services.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	SSEC	<ol style="list-style-type: none"> 1) SSEC workgroup develops educational pathway materials for at least one program area of study. 2) Educational pathway materials distributed to students during educational planning process. 	<p>Fall 2016</p> <p>Spring 2017</p>	<ol style="list-style-type: none"> 1) Educational pathway materials printed 2) Counseling staff distribute materials during orientations and counseling sessions as appropriate.

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Goal 2: Strengthen efforts to improve outreach, persistence, and student success.				
<i>Objective 2.3: Strengthen and implement strategies to facilitate student completion of basic skills coursework within their first 30 units.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	BSI SSEC	<ol style="list-style-type: none"> 1. VPI, the Dean of Languages and Literature, and volunteers from BSC and SSEC will address the following issues. <ol style="list-style-type: none"> a. Establish baseline standards of success at 30 units b. Identify strategies that currently exist to facilitate BS coursework within first 30 units and seek funding as appropriate c. Develop additional strategies if deemed necessary and seek appropriate funding 2. Evaluate effectiveness of new and ongoing strategies. 	<p>Fall 2016</p> <p>Spring 2016</p> <p>Spring 2016</p> <p>Spring 2016</p> <p>Spring 2017</p>	<ol style="list-style-type: none"> 1. Task Force membership identified and reported to BS Committee (BSC) and SSEC <ol style="list-style-type: none"> a. Baseline standards established and reported to BSC and SSEC b. A list of strategies identified and funding requests submitted to the appropriate source c. Implement strategy and secure funding 2. Compare baseline data to spring performance

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Goal 2: Strengthen efforts to improve outreach, persistence, and student success.				
<i>Objective 2.4: Implement user-friendly technology tools that allow students to easily enroll, persist, and complete their studies.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	Enrollment Svcs IT and AT SSEC	1) Implement fee payment plan.	Fall 2016	1) Fee payment plan implemented.
		2) Implement mobile student app.	Fall 2016	2) Mobile student application implemented.
		3) Implement customer relations module (CRM) to support new student applicants and prospective students	Fall 2017	3) CRM implemented.

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Goal 2: Strengthen efforts to improve outreach, persistence, and student success.				
<i>Objective 2.5: To better meet the needs of internal and external stakeholders, revise and strengthen integrated program review and planning processes across the institution.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres VPs	President's Office Planning Councils	<p>Supt/Pres: 1) HRS revise PRP process and layout to closely reflect the PRP process in Instructional division</p> <p>VPSS: 1) SSPC to review PRP forms 2) SSPC develops new PRP forms 3) SSPC utilizes new PRP forms</p> <p>VPI 1) Develop and implement new comprehensive PRPs that requires in depth self reflection and analysis of programs and authentic feedback from IPC 2) Develop directions and workshops for comprehensive PRP 3) Follow up (less comprehensive) reports developed and implemented 4) Resource allocation tied to strategic plan and program review</p>	<p>Supt/Pres Fall 2016</p> <p>VPSS: Fall 2016 Spring 2017 Fall 2017</p> <p>Fall 2016</p> <p>Fall 2016 Fall 2016 Spring 2017</p>	<p>Supt/Pres 1) PRP process developed, approved, and implemented for HRS</p> <p>VPSS: 1) Workgroup established to review PRP forms 2) New PRP forms developed. 3) New PRP form utilized in Fall 2017</p> <p>1) One-third of disciplines use new form</p> <p>2) Directions utilized and workshops offered 3) Follow up reports used by 2/3 of disciplines 4) Appropriate forms prepared and used by all disciplines</p>

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Goal 2: Strengthen efforts to improve outreach, persistence, and student success.

Objective 2.6: To address opportunity gaps among the college's diverse student body, strengthen existing programs focused on persistence and student success such as FYE, Summer Bridge, Learning Communities, Village Mentoring, and STEM Scholars.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS VPI	SSEC BSI	<p>VPSS:</p> <ol style="list-style-type: none"> 1) Provide funding opportunities for campus groups focused on addressing disproportionate impact (DI) groups identified in Student Equity Plan. 2) Distribute Student Equity (SE) funding to campus groups approved for funding as appropriate. <p>VPI:</p> <ol style="list-style-type: none"> 1) Provide funding opportunities for innovative student support activities. 	<p>VPSS:</p> <p>Fall 2016 and Spring 2017</p> <p>Fall 2016 and Spring 2017</p> <p>Fall 2016 and Spring 2017</p>	<p>VPSS:</p> <ol style="list-style-type: none"> 1) SSEC reviews and approves funding request for campus groups proposing to address DI 2) Campus groups approved for SE funding access their funds 3) SSEC, Title V, Strong Workforce, and other funding sources exploited to support the programs mentioned in the objective.

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Goal 3: Strengthen the college's message to our community.				
<i>Objective 3.1: Evaluate our current marketing and messaging strategies and implement an integrated communications plan that reflects Palomar's value and presence in the community.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres	Marketing and Communications	<ol style="list-style-type: none"> 1) Complete assessment and gap analysis with recommendations by Interact Communications. 2) Develop and implement a comprehensive integrated communications plan with targets and benchmarks for internal and external communities. 3) Design media campaign with collateral materials to include: printed publications and social media to market the District, instructional programs and support services. 	<p>Feb 2017</p> <p>April 2017</p> <p>May 2017</p>	<ol style="list-style-type: none"> 1) Written report 2) Completed Plan with benchmarks 3) Outcomes: <ul style="list-style-type: none"> • Printed Materials • Expanded social media presence • Updated website

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Goal 4: Maintain and support a diverse workforce.				
<i>Objective 4.1: Identify and address areas with critical staffing needs in relation to achieving enrollment growth strategies.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS	HRSPC IR&P	<ol style="list-style-type: none"> 1) Fill positions vacated by SERP 2015 2) Develop and implement Staffing Master Plan 2016 3) Support any staffing needs identified in the Enrollment Mangement Plan 4) Develop standalone Staffing Plans for the North and South Centers 	<p>Fall 2016</p> <p>Fall 2016</p> <p>TBD (by EMP)</p> <p>Fall 2016</p>	<ol style="list-style-type: none"> 1) All SERP positions filled 2) Staffing Master Plan developed, approved, and implemented. 3) Appropriate staffing levels and support for EMP 4) Staffing Plans developed, approved, and implemented

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Goal 4: Maintain and support a diverse workforce.				
<i>Objective 4.2: Evaluate and improve recruiting, hiring, and professional development processes to increase diversity in hiring and ensure faculty and staff are prepared to serve the college's diverse student body and community.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS	EEOAC	<ol style="list-style-type: none"> 1) Engage in the services of an IEPI (Institutional Effectiveness Partnership Initiative) to review and strengthen recruitment processes for increasing diversity of faculty and staff. 2) Explore programs/projects to implement new objectives for recruiting that are identified in Chapter 13 of the District's Equal Employment Opportunity Plan 2016. 3) Improve and expand Title IX, VAWA/SaVE Training programs for all District employees. 	<p>Spring 2017</p> <p>Spring 2017 and ongoing</p> <p>Fall 2016 and ongoing</p>	<ol style="list-style-type: none"> 1) Recruitment processes, Board Policy 7120 and Administrative Procedure 7120 revised, approved, and implemented. 2) New strategies developed and implemented. 3) Additional resources and opportunities for employees to be educated on Title IX and VAWA compliance requirements.

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Goal 4: Maintain and support a diverse workforce.				
<i>Objective 4.3: Develop and implement a comprehensive Professional Development Plan for all staff.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS VPI	HRSPC PD Coordinator	<ol style="list-style-type: none"> 1) Merge Staff Training and Development Committee with Faculty Professional Development Committee to form a District-wide Professional Development Committee, serving all faculty and staff. 2) Develop Human Development Resource Plan 3) (Other items Kelly mentioned on her timeline) 	Spring 2017	<ol style="list-style-type: none"> 1) New PD committee formed and approved by GB 2) Human Development Resource Plan developed 3) (see timeline Kelly Falcone developed)

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Goal 5: Ensure the fiscal stability of the college and increase enrollments.				
Objective 5.1: Increase course offerings in the southern portion of the district while maximizing enrollment on the main campus.				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres VPs	IPC CTEE Chairs & Directors Facilities	<p>Supt/Pres</p> <ol style="list-style-type: none"> 1) Identify outreach teams (instructional and student services) to work with each high school to coordinate concurrent/dual enrollment offerings and career pathways. 2) Develop MOUs with feeder high school districts in the southern portion of the District. 3) Complete construction and begin course offerings at the South Education Center by Summer 2018. <p>SSPC:</p> <ol style="list-style-type: none"> 1) Offer Counseling Courses as part of concurrent enrollment efforts at appropriate high schools <p>VPI:</p> <ol style="list-style-type: none"> 1) Develop class schedules for the South Center 2) Comprehensive dual enrollment and concurrent enrollment programs developed for southern high schools 	<p>Supt/Pres Fall 2016</p> <p>Fall 2016</p> <p>Summer 2018</p> <p>SSPC: Fall 2016 and Spring 2017</p> <p>Summer 2017</p> <p>Fall 2016 to Fall 2017</p>	<p>Supt/Pres</p> <p>1) Outcomes:</p> <ul style="list-style-type: none"> • Completion of high school outreach calendar • Outreach tracking system to manage student transition from high school to main campus and South Education Center <p>2) Outcomes:</p> <ul style="list-style-type: none"> • Completed MOUs, expanded concurrent/dual enrollment offerings and career pathways <p>3) Outcomes</p> <ul style="list-style-type: none"> • Opening of South Education Center <p>SSPC:</p> <p>1) Counseling Courses offered.</p> <p>1) Fall Schedule prepared for South Center</p> <p>2) Comprehensive programs offered at Southern high schools</p>

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Goal 5: Ensure the fiscal stability of the college and increase enrollments.				
<i>Objective 5.2: Increase course offerings in the northern portion of the district while maximizing enrollment on the main campus.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres VPs	IPC CTEE Chairs & Directors Facilities	1) Identify outreach teams (instructional and student services) to work with each high school to coordinate concurrent/dual enrollment offerings and career pathways.	Spring 2017	1) Outcomes: <ul style="list-style-type: none"> • Completion of high school outreach calendar • Outreach tracking system to manage student transition from high school to main campus and North Education Center
		2) Develop MOUs with feeder high school districts in the northern portion of the District	Spring 2017	2) Outcomes: <ul style="list-style-type: none"> • Completed MOUs, expanded concurrent/dual enrollment offerings and career pathways
		3) Develop transitional facilities program plan for the North Education Center	Fall 2016	3) Outcomes: <ul style="list-style-type: none"> • Completed instructional and student services programming for the site • Completed design for site infrastructure • Completed DSA facilities requirements to begin construction
		4) Complete construction and begin course offerings at the North Education Center by Summer 2018	Summer 2018	4) Outcomes: <ul style="list-style-type: none"> • Opening of North Education Center

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Goal 5: Ensure the fiscal stability of the college and increase enrollments.				
<i>Objective 5.3: Strengthen existing relationships (such as STEM scholars and concurrent enrollment) and establish new relationships with local high schools and universities through partnerships and programs that facilitate access and seamless transfer.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Cabinet SPC IPC / SSPC CTEE Articulation	<ol style="list-style-type: none"> 1. Develop and implement Dual and Concurrent Enrollment with K-12 districts. 2. Create South Center schedule 3. Seek and implement cooperative grants with universities to leverage resources and pathways. 	<p>Fall 2016 to Fall 2017</p> <p>Summer 2017</p> <p>Fall 2016 and Spring 2017</p>	<ol style="list-style-type: none"> 1) Dual and concurrent enrollment courses offered at high schools 2) Summer 2017 South Center Schedule submitted to VPI 3) Title V and BS Cooperative grant activities implemented

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Goal 5: Ensure the fiscal stability of the college and increase enrollments.				
<i>Objective 5.4: Taking into account that the college is in stability, develop an action plan to balance the budget such that ongoing expenditures align with ongoing revenue.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPFAS	Budget Committee			

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Goal 5: Ensure the fiscal stability of the college and increase enrollments.

Objective 5.5: Develop and implement an enrollment management plan that enhances access and success, supports intentional scheduling, and is integrated with budgetary planning.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres VPs	SPC Planning Councils	<p>Supt/Pres</p> <ol style="list-style-type: none"> 1) Establish an Enrollment Management Task Force 2) Develop and implement short-term enrollment management strategies that include: integrated marketing, scheduling/programming; concurrent/dual enrollment; technology solutions; facilities; collaborative partnerships and Palomar Promise. 3) Participate in the Institutional Effectiveness Partnership Initiative (IEPI) for support by a Partnership Resource Team to develop a comprehensive enrollment management plan. <p>SSPC:</p> <ol style="list-style-type: none"> 1) Assist students to complete student education plans (SEP) in a timely manner. 2) Establish workgroup <p>VPI</p> <ol style="list-style-type: none"> 1) Create FTEF targets for divisions tied to budget, efficiency, and FTES goals. 	<p>Supt/Pres Fall 2016 Fall 2016/ Spring 2017</p> <p>Summer 2017</p> <p>Fall 2016</p> <p>SSPC: Fall 2016 and Spring 2017</p> <p>Spring 2017</p> <p>Fall 2016</p>	<p>1) Outcomes:</p> <ul style="list-style-type: none"> • Identify membership • Identify charge of EMTF and schedule <p>2) Outcomes:</p> <ul style="list-style-type: none"> • Completion of short-term marketing campaign • Utilization of data analytics for scheduling and programming for Spring/Summer/Fall 2017 • Expanded concurrent/dual enrollment offerings • Implementation of technology solutions to increase sufficiency • Expanded collaborative partnerships • Implementation of Palomar Promise <p>3) Outcomes:</p> <ul style="list-style-type: none"> • Development and implementation of a strategic integrated enrollment management plan • Completion and implementation plan • Enrollment management infrastructure <p>SSPC:</p> <ol style="list-style-type: none"> 1) Student Education plans completed by all incoming freshmen 2) Workgroup established <p>1) Targets used in Fall 2017 schedule development</p>

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Goal 5: Ensure the fiscal stability of the college and increase enrollments.				
<i>Objective 5.6: Explore alternative revenue streams that align with the college's mission such as international education and contract education.</i>				
Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI VPSS	CTEE SSPC	<p>VPSS</p> <ol style="list-style-type: none"> 1) Develop partnership memorandum of understanding (MOU) with appropriate organizations and institutions that expand international education opportunities. 2) Identify countries with highest potential for increased international student recruitment. 3) Provide increased resources to International Education Program (IEP) to ensure ability to recruit potential student and then support them after enrollment <p>VPI:</p> <ol style="list-style-type: none"> 1) Initiate hiring of appropriate personnel to develop contract education and expand non credit and apprenticeship offerings 2) Develop plan to implement contract education and expand non credit and apprenticeship offerings. 	<p>VPSS:</p> <p>Spring 2017</p> <p>Spring 2017</p> <p>Spring 2017</p> <p>Fall 2016</p> <p>Spring 2016</p>	<p>VPSS:</p> <ol style="list-style-type: none"> 1) MOUs developed and signed. 2) Recruitment plan established. 3) Augmentation to IEP budget provided. <ol style="list-style-type: none"> 1) Hire Associate Dean, support staff, and directors 2) Contract education department offers courses