

Palomar College – Program Review and Planning Non-Instructional Programs Academic Year 2017-18

Purpose of Program Review and Planning: The institution assesses progress toward achieving stated goals and makes decisions regarding the improvement of institutional effectiveness in an on-going and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data (ACCJC/WASC, Standard I, B.3.)

Discipline: Outreach Services (Opened January 2017)

11/17/2017

Non-Instructional Discipline Reviewed (Each discipline is required to complete a Program Review)

STEP I. ANALYSIS (Note: Each Department Will Use Their Own Previous Analysis Data)

	2013-2014	2014-2015	2015-2016	<<Prelim>> 2016-2017 January – June 2017*	Definitions
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*Note: Department opened January 2017

Number of FT Staff				1	Manager
Number of PT Staff				3	Palomar Ambassadors - Providing campus tours, daytime presentations and application workshops, and representation at college or career fairs.

On-Campus Tour and Visit Program

Individual Tours				54 118	Tours for individuals and families
Group Tours				25 38 709	Tours for community groups, schools and organizations
Tours – Orientation Groups				22 50 1069	Tours for schools who came to Palomar for an Orientation Workshop and Ed Planning session
Special Programs				2 14 83	VIP/Special guest tours, special request tours/programs, department tours, Discover Palomar tours
Special Events on Campus				4 295	i.e. Tarde de Familia, Pathway to Palomar - Adult Education, Commencement

Off-Campus Outreach Program

General Presentations				9 218	
Application Workshops				14 358	

Other Workshops Contacts				8 201	End of Year Wrap Up, all-in-one workshops, registration support
Info Tables Contacts				3 26	Individual info table (not at a large fair, i.e. lunchtime at a high school)
College, Career, CTE Fairs Contacts				20 886	Large fairs
Elementary/Middle School Events Contacts				4 445	Middle school college nights or fairs, pilot for middle school presentation
Parent Nights Contacts				13 507	Panels, presentations (breakout or entire audience), CC overviews

Total Activities Total Contacts				231 4915	
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Calls - Inbound				366	
Calls - Outbound				916	Outbound numbers are inflated due to call campaigns from orientation team in January – March.

FT Staff/High School Ratio				1/67	This department accommodates requests from any audience, school, community organization or company, however these are the ratios to the high schools in our district.
Ambassador/High School Ratio				1/22	

I. A. Reflect upon and provide an analysis of the four years of data above

The department of Outreach Services opened in January of 2017.

Spring 2017 served as a period of observation and assessment, while serving as a significant service for the District, providing the following services to prospective students, community organizations and schools:

- On-campus Programs: campus tours and campus visits
- Off-campus Outreach Programs: presentations, application workshops, representation on panels, representation at career or college events.

The data listed above is believed to be a baseline mark, however future data will need to note that as of July 2017 the department was downsized to one manager and one student Ambassador. The hiring of an Outreach Specialist is in progress with human resources. It is our hope to additionally backfill the Ambassador team.

I. B. Please summarize the findings of SAO assessments conducted.

Observation and assessment will continue, as strategies continue to be built within the department launch. The volume of opportunities to have a presence in our schools and community is vast. Strategies will continue to be fine-tuned to provide a balance between 1) general outreach and representation in our schools/organizations, and 2) special program outreach (i.e. Palomar Promise, Summer Academies, Dual Enrollment), to maximize the use of the resources available at any given time. Creative efforts are being made to seek additional resources and support, while we establish the foundation of this new department.

I. C. Reflect upon the SAO assessment findings in Box B above. Discuss overall observations and any areas of concern or noteworthy trends.

After the observation and assessment of previous outreach-related functions and the reputation of the District within the surrounding regions, the following are initial findings:

- The purchase and implementation of a CRM (Customer Relation Management) software, would boldly effect the success of both the outreach and retention functions, providing a vehicle to
 - Track students through all stages of enrollment from inquiry to completion
 - Provide communication to students when they are not moving forward at any point of the enrollment cycle
 - Design personalized and automated multi-level communications for students in all stages of the recruitment function, providing results as to whether or not the student engaged in any way within the email communication
 - Track level of interest and areas of interest from prospective students
 - Strategically communicate with targeted audiences based on region, major, level of interest, support services, etc.
- Relationships need to be addressed and re-built in varied areas with schools and/or organizations, where over time there were no resources available to provide appropriate attention and community/school outreach and support. Efforts in this area began immediately and will be a consistent focus.
- Securing funding for department operations and staffing is a key need at this time. The department is made up of one manager and one student Ambassador. Systems for launching a truly successful outreach function, along with an on campus tour and visit program, will continue to be built. However, additional staffing would release the manager from a substantial volume of scheduling clerk functions and Ambassador-type roles, allowing this position to move the department forward, build a CRM system, create sufficient training, support marketing needs and design new strategic efforts. With such a large district (i.e. 65+ high schools, multitude of community and industry organizations), a robust outreach effort is needed, and we have hired a manager with the skills and innovation to design it, as long as we can support the effort with appropriate resources. This department has the potential to have a very promising future and hearty impact on the District's success.

STEP II. PLANNING

Reflecting on the 4-year trend data, the SAO assessment results, and the college's Strategic Plan 2019, describe/discuss the discipline planning related to the following:

II. A. Program changes and improvements (consider changes due to growth in TEES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc.)

With a positive start, while implementing an observation and analyzing phase, Outreach Services has been able to hit the ground running with full services. We have successfully adjusted our initial plans and budget requests as we progress, based on changes to priorities and/or resources. As of the start of the 2017/18 AY, funding has altered Outreach Services to consist of a manager and a student Ambassador, however we are small, but mighty. We are continuing to make every effort to be out in organizations and schools, repair relationships that have decreased over the years, be seen as a positive force within the community and serve as a first contact point for individuals wanting to visit the campus.

Outreach Services is working towards building a culture shift within our high schools, proactively requesting to have a physical presence in the schools in each Fall term. We are moving towards a mindset that Palomar is a viable option during the Fall college decision making process, versus a backup plan or a process that doesn't need to be started until May. This new shift is additionally crucial due to the new March 2 Palomar Promise deadline. This shift also allows us more opportunities to focus on our other non-school audiences in the spring (which do not have a March 2 deadline), though we will still continue our efforts in the high schools throughout the spring term.

With the pending announcement of increase in eligible Palomar Promise high schools from 21 to 54 schools, we are in progress of adjusting our Promise outreach plans to ensure awareness in the additional 33 schools. An increase in applications and participants in this signature program is clearly an expected outcome.

An enhanced profile has been designed by our outreach manager for Naviance (student portal, transcript hub and college/career search software used by many high schools in varied areas). We've provided marketing information on 30 highlights of Palomar, an enhanced profile of campus details and an opportunity for students to opt to stay connected with Palomar. Students are called by our outreach manager or Ambassador within the week of their inquiry. This is an example of the students who will be added to our multi-level communication series plan within the CRM when it is purchased and launched.

Efforts will continue to be made to

- Improve and/or design appropriate presentations, messaging, website and "Hot Topic" updates for prospective students and our outreach partners within the community
- Work with campus partners to secure funding and designs for appropriate marketing collateral pieces, promotional items and banners
- Increase the Palomar presence and build relationships within the community and school districts
- Build relationships across campus, ensuring that Outreach Services maintains the most up-to-date knowledge of programs and services offered throughout our district
- Seek additional resources through creative and innovative approaches, brainstorming and input from the campus community
- Collect data to support outreach strategic planning
- Design training procedures, manuals and job aides in preparation for potential new team members
- Secure department funding and staffing for the Outreach Services department

II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)

- Confirm vendor and contract for CRM (Customer Relations Management) software, to begin implementation and design of automated, personalized, multi-series communication plans. Funding was secured in Fall 2017.

STEP III. RESOURCE REQUESTS FOR DISCIPLINE:

III. A. Describe the resources necessary to successfully implement the planning described above. Provide a detailed rationale for each request by referring to the analyses of data and SAO assessment results in Step I and/or to any other evidence not apparent in the data or SAO Assessment results.

a. Equipment (per unit cost is >\$500) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
a1.	Office/desk setup for Outreach Specialist and Veteran Outreach Specialist	1	2.1	Functional space is needed for outreach specialists	\$2,000	One-time; Occasional upkeep	No

b. Technology (computers, data projectors, document readers, etc.) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
b1.	Computer/phone setup for Outreach Specialist and Veteran Outreach Specialist	1	2.1, 4.1	Operational equipment is needed for outreach specialists	\$3,000	One-time; Occasional upkeep	No

c. Budget for 4000s (per unit cost is <\$500 supplies) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
c1.	Operating budget for Outreach Services	1	2.1	To build a successful outreach function and department, operational and supply budgets are needed	\$30,000	On-going	No

d. Budget for 5000s (printing, maintenance agreements, software license etc.) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
d1.	Budget for mileage and travel for outreach activity and occasional conferences	1	2.1	To build a successful outreach function and department, travel budgets are needed to reach out to our prospective student audiences and outreach partners	\$25,000	On-going	No
d2.	CRM (Customer Relations Management) Software	2	2.1, 2.4	Need ability to 1) track students through all stages of enrollment from inquiry to completion, 2) design automated communication plans for students in all stages of the recruitment process, 3) strategically communicate with targeted audiences	Approximately \$80,000 (3 year contract)	Initial 3-year contract and implementation fee. Additional years will have contract fee.	\$30,000 established (SPFF). Additional funding has been discussed with instruction and SSSP.
d3.	Printing and design costs for collateral materials, promotional items, pop-up banners, etc.	3	2.1	To represent the District with quality and pride, branded, top quality collateral materials are a significant resource	\$20,000	On-going	No

e. Classified staff position (permanent/contract position requests unique to this discipline) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
e1.	Outreach Specialist	1	2.1	To meet the outreach needs of a district of this size, more than one full-time employee is needed	\$80,000 (Salary + benefits)	On-going	Yes (General fund) In progress
e2.	Veteran/Public Safety Outreach Specialist	2	2.1	To meet the outreach needs of a district of this size, more than one full-time employee is needed; This position supports varied targeted programs and audiences.	\$80,000 (Salary + benefits)	On-going	Yes (Student Equity)

f. Classified staff position (temporary and student workers position requests unique to this discipline) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
f1.	Ten Palomar Ambassadors		2.1	To run an off-campus outreach program, providing a presence in the community, while running an on-campus tour program, and allowing the manager to focus on the strategic direction of the department, a team is needed.	\$150,000	On-going	No
f2.	Scheduling Clerk		2.1	The scheduling aspect of running an off-campus outreach program and an on-campus tour program is a part time position in and of itself. Adding a position such as this would allow the manager to focus on the strategic direction, growth and management of the department.	\$20,00	On-going	No

III. B. Are there other resources (including data) that you need to complete your discipline review and planning?

Conversations and requests are in progress with IRP to determine the data that can be accessed annually to support the annual strategic plans of outreach. Recent data requests have proven to be difficult to obtain, based on the broad timeline of student entry, as well as the difficulty to determine when a student should be considered a first time enrolled student. Clean data is needed to support strategies, identify gaps or areas needing attention, as well as measure successes.

STEP IV. SHARE YOUR ACCOMPLISHMENTS Please include at least one discipline accomplishment that you'd like to share with the college community.

- Spring 2017: Provided 231 activities to 4915 contacts, with a passionate team of one manager and three student Ambassadors.
- A strong dedicated effort was applied to the outreach efforts for the initial Palomar Promise cohort, supporting the success of launching a Promise cohort of 804, one of the largest in the state.
- Pilot procedures have been designed for both the on-campus tour and visit programs and the off-campus outreach programs, providing a more streamlined request process for our prospective students and the organizations that partner with the department.
- A creation, revamp and design effort of all presentations, website, forms, and procedures is well underway to advance the products of Outreach Services, to embody the appropriate brand and quality of Palomar College.
- An informative and functional department website has been designed, to include menu of services, resources for campus visits, calendar and request forms for all services, Palomar Ambassador Program overview and hiring procedures (temporarily removed until program can restart), "Hot Topics" admissions/enrollment updates and pdf resources for outreach partners.
- A campus-wide outreach workgroup has been created to begin cross-functional collaboration of outreach efforts, and to discuss ultimately launching a new culture of information flow to ensure that all outreach, marketing and communication partners across campus have information to disseminate to the public in a timely manner.

STEP V. ACCREDITATION For programs with an external accreditation, indicate the date of the last accreditation visit and discuss recommendations and progress made on the recommendations.

n/a

STEP VI. COMMENTS Other comments, recommendations: (Please use this space for additional comments or recommendations that don't fit in any category above.)

Outreach Services is a small, but mighty unit, and the support we have received from other departments and divisions has been extremely appreciated as we move forward and continue to work toward building a substantial outreach function.

Please identify faculty and staff who participated in the development of the plan for this department:

Deanna K. Shoop <i>Deanna K. Shoop</i>	Kendyl Magnuson <i>Kendyl Magnuson</i>	Jamie Moss <i>Jamie Moss</i>
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Department Chair/Designee Signature

Date

11/17/17

Division Dean Signature

Division Vice President Signature

Date

11/22/17

- Provide a hard copy to the Vice President Gonzales no later than November 17, 2017.
- Email an electronic copy to lhornsby1@palomar.edu by November 17, 2017.
- Email an electronic copy to rjohnson3@palomar.edu by November 17, 2017.