

# Palomar College – Program Review and Planning Non-Instructional Programs Academic Year 2018-19

**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/AWASC, Standard I, B.3.)

## Discipline: Outreach Services

**11/30/2018**

### Non-Instructional Discipline Reviewed

Opened department: January 2017

Audience: All prospective students; students without an ID (all ages, education levels, backgrounds, veterans, community groups, etc.)  
 Services: Presentations, info tables and tours for prospective students who are determining their college path, exploring the college systems and options and need information an encouragement on Palomar college to determine whether they want to apply

## STEP I. ANALYSIS

2017-2018

### Definitions

Number of FT Staff				1 1 (4 months)	Manager Outreach Specialist (Started March 2018)
Number of Palomar Ambassadors				1	Temporary funding source: Senior Director of Enrollment Services Budget
Number of Temporary Ambassadors				1 (4 months) 2 (3 months)	Temporary funding source: IEPI Funding

### On-Campus Tour and Visit Program

<b>Individual Tours</b>					
Tours				110	Tours for individuals and families
Contacts				241	
<b>Group Tours – Schools</b>					
Groups				37	
Tours				57	Tours for elementary, middle and high schools
Contacts				1110	
<b>Group Tours – Community</b>					
Groups				10	
Tours				11	Tours for community groups and organizations – any age, background, industry, education level, career focus or interest
Contacts				150	
<b>Special Events on Campus - Tours</b>					
Groups/Events				18	
Tours				23	Special guest tours, special request tours/programs, department tours, center grand openings, Discover Palomar tours
Contacts				128	
<b>Special Events on Campus – Support, Info Tables, Etc.</b>					
Events				10	Support and/or info tables – i.e. Tarde de Familia, Counselor Conference, Pathway to Palomar - Adult Education, Commencement, STEM Conference, Performing Arts
Contacts				211	Open House, Center Grand Openings, Humanities Open House

### On-campus Total

Activities 201  
 Contacts 1840

**Off-Campus Outreach Program**

Schools - General Presentations Contacts					23 1178	General Palomar presentation
Schools - Other workshops, counselor presentations, etc. Contacts					10 498	Applications Workshops, Counselor meetings or presentations, combined visits
Schools - Info Tables (Indiv) Contacts					37 582	Individual info table (Not at a large fair, i.e. lunchtime at a high school)
Schools - Info Tables (College Fairs, CTE/Career Fairs) Contacts					18 1056	Medium to large fairs or events
Schools - CC or PC Presentations at College Nights/Events Contacts					16 1024	Community College Overview or Palomar College Presentations to groups of all sizes (breakout or entire audience) at college-focused events
Schools - Elementary/Middle Contacts					3 289	Elementary and middle school college events
Special Events Hosted by Outreach Services Contacts					6 222	"Evening with Palomar" out in the high schools
Community - General Presentations Contacts					8 212	General Palomar presentation
Community - Info Tables (Indiv) Contacts					5 123	Individual info table at a single location (not a larger event)
Community - Info Tables at Fairs and Events (Community, College, Career, CTE, etc.) Contacts					5 218	Medium to large fairs or events

**Off Campus Total**

Activities 131  
Contacts 5402

**Overall Totals**

Overall Total Activities					332
Overall Total Contacts					7242

**Department Calls**

Calls - Inbound					527
Calls - Outbound					1525

		2017/18	2018/19	
Palomar Promise Cohort		804	1515	Outreach Services heavily focuses on the recruitment of Palomar Promise students

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

This document serves as the first PRP after a full year of data is available from the department of Outreach Services, which opened its doors January 2017.

There is a great deal of interest in the services provided by this new department, as shown by the numbers above. The Menu of Services offers presentations and tours for prospective students and families who are still exploring, determining if Palomar is the right fit for them, and learning about the options of college and the college systems.

For the majority of the 2017-18 year, the department consisted of the manager and a student Ambassador, before adding a fulltime Outreach Specialist and 3 temporary Ambassadors in March. The above numbers are expected to grow when department funding is allocated. When creating the department and hiring a manager, the original plan was to launch a global outreach department, employ 10 Ambassadors and establish an on-campus Welcome Center.

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

Strategies continue to be built within the department launch, however the manager will be able to allocate more time to this when the team is funded. The current priority is to meet the outreach needs of the community and a district of this substantial size. Overtime, as we are able to pull the manager off scheduling functions and visits that could be covered by an Ambassador, there are many areas where this department can move forward – more strategic initiatives, launching a CRM, more veteran initiatives, more communications strategies, further campus cohesiveness of outreach, etc. The volume of opportunities to have a presence in our community and schools is vast. Strategies will continue to be fine-tuned to provide a balance between 1) general outreach and representation in our community/schools, and 2) special program outreach (i.e. Palomar Promise, Summer Academies, Centers), 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.**

- With the guidance of the Vice President of Student Services, clarifying the role of this new department has been a key requirement of success for this unit. With longstanding methods and procedures without an outreach department, the campus has a myriad of ideas as to what the role of this department is. The role, as noted throughout this document, was formalized by the Vice President and has been consistently shared and advertised across the campus by managers within Enrollment Services across the past year. The manager of the department also created an awareness campaign at the launch of the next PRP year.
  - Audience: All prospective students; students without an ID (all ages, education levels, backgrounds, veterans, community groups, etc.)
  - Services: Presentations, info tables and tours for prospective students who are determining their college path, exploring the college systems and options and need information an encouragement on Palomar college to determine whether they want to apply
- The purchase and implementation of a CRM (Customer Relation Management) software, would boldly effect the success of the outreach 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.

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

▪ Securing funding for department operations, activities and staffing is a key need at this time. The department is made up of one manager, and an Outreach Specialist and student Ambassador, both funded by other departments in Enrollment Services. Systems for launching a truly successful outreach function, along with an on-campus tour and visit program, will continue to be designed and built. However, securing funding for student 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 to a place where it should be, build a CRM system, create sufficient training, create prospective student communication needs and design new strategic efforts. With such a large district (i.e. 65+ high schools, multitude of community and industry organizations, 200 tours requested a year), 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.)**

- Additional communications opportunities created:
  - Enhanced profile designed for Palomar on Naviance (used by high schools and families), advertising 30 different highlights of the College
  - Launched "Palomar Connect" - website, self-connect form, process for all events and manual CRM system to provide communications to students who want to stay connected with Palomar College
  - Communications campaigns designed for "Hot Topics" and "Palomar Connect" to communicate with prospective students, parents and those who work with them
- Additional programs created
  - Evening with Palomar:
- Hired an Outreach Specialist (Funding from Admissions)
- Continue to place strong efforts 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 Spring, or a process that makes community college bound students feel like they are second rate or an afterthought.

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 funding and/or resources. 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 learn more about Palomar College. Small, but mighty... we will consistently seek new ways to improve as we build this 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.

### 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 ( <a href="#">Link</a> )	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 and internal storage setup for Outreach Services	1	2.1	Functional/operational space is needed for department. Desks are currently borrowed to fill the corner of space that is the Outreach department. Storage space for materials from varied departments is smaller than amount of materials. Eventually, the initial plan was to have a Welcome Center.	\$10,000	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 ( <a href="#">Link</a> )	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.	When budget is approved for Palomar Ambassadors, computer/phone setup is needed for Ambassador team	1	2.1, 4.1	Operational equipment is needed to launch a Palomar Ambassador program	\$6,000	One-time; Occasional upkeep	No

c. Budget for 4000s (per unit cost is <\$500 supplies)

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2019 Goal/Objective Addressed by This Resource ( <a href="#">Link</a> )	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 department	1	2.1	To build a successful outreach function and department, operational and supply budgets are needed	\$30,000	On-going	No

**c. Budget for 4000s (per unit cost is <\$500 supplies)**

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?
c2.	Budget for hosting outreach events and activities	2	2.1	To provide quality events for guests and prospective students, a budget is needed for supplies, food, signage, marketing, etc.	\$12,000	On-going	No

**d. Budget for 5000s (printing, maintenance agreements, software license etc.)**

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.	Options are being discussed with Innovation Grant.
d3.	Budget for 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)**

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 to cover strategies where a permanent professional employee is required	\$80,000 (Salary + benefits)	On-going	Yes (General Fund)

**e. Classified staff position (permanent/contract position requests unique to this discipline)**

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?
e2.	Veteran 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, in previous discussions. Need to re-visit. (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	1	2.1	As determined when approving the launch of Outreach Services and hire of a Manager, a team is needed 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	\$150,000	On-going	No
f2.	Scheduling Clerk	2	2.1	The scheduling aspect of arranging close to 400 activities per year to run 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 launching this new department.	\$20,000	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.

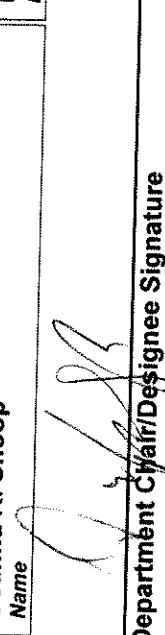

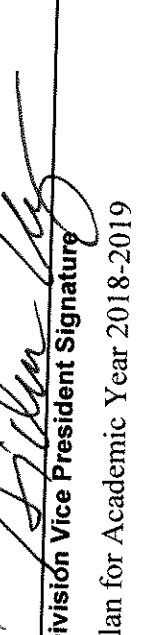
- On campus:
  - Activities: 201 | Contacts: 1840
- Off campus:
  - Activities: 131 | Contacts: 5402
- Strong dedicated effort continued toward outreach efforts to recruit for the Palomar Promise, supporting the successful recruitment of the 2018/19 Promise cohort of 1515. (2017/18 Cohort: 804)
- Launched "Palomar Connect" - website, self-connect form, process for all events and manual CRM system to provide communications to students who want to stay connected with Palomar College (Those we have met or self-opt-in online.)
- Campaigns designed for "Hot Topics" and "Palomar Connect" to communicate with prospective students, parents and those who work with them
- Formalization of Menu of Services and department purpose
- Successful creation of Evening with Palomar nights in high schools, serving audiences up to 55 students and parents at individual locations
- Passionate team of Manager and one student Ambassador completed almost 200 activities between July 2017 and March 2018
- Quick hire and training of three temporary Ambassadors with IEPI funding in Spring
- Hire of Outreach Specialist March 2018
- Continued focus and philosophy on **quality** in all we do - knowledge, information, etiquette, behavior, written, verbal, attention to detail, how we treat others
  - Professional. Polite. Positive. Empowering.

**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 will continue to be. 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 general outreach function for the District.

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

<b>Deanna K. Shoop</b> Name	<b>Kendyl Magnuson</b> Name	<b>Jamie Moss</b> Name
		
Department Chair/Designee Signature		Date 11/30/18
		Date 11/30/18
Division Chair Signature		Date 12/5/18
		Date
Division Vice President Signature		Date