

# PALOMAR COLLEGE INSTITUTIONAL EFFECTIVENESS WORKSHOP



APRIL 28, 2026

PALOMAR COLLEGE GOVERNING BOARD

# PALOMAR COLLEGE GOVERNING BOARD'S INSTITUTIONAL EFFECTIVENESS AND REVIEW CYCLE



# OVERVIEW

- Presentation/data organized into the following sections:
  - Our Community
  - Our Students
  - Accountability Metrics
  - Labor Market and Impact of Education
- Why study this data?
  - Board Roles and Responsibilities: Institutional Effectiveness
  - Related Board Goals
    - Goal #1: Future-focused planning
    - Goal #3: Community engagement
    - Goal #4: Enrollment

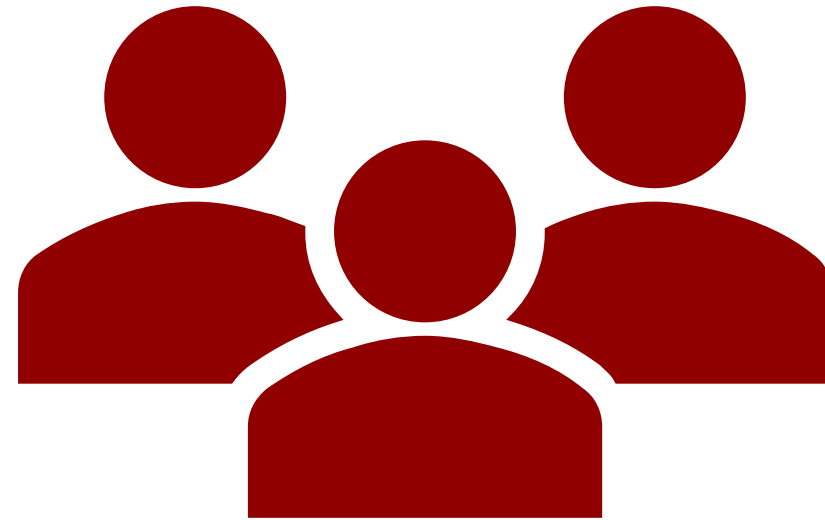
# OUR COMMUNITY



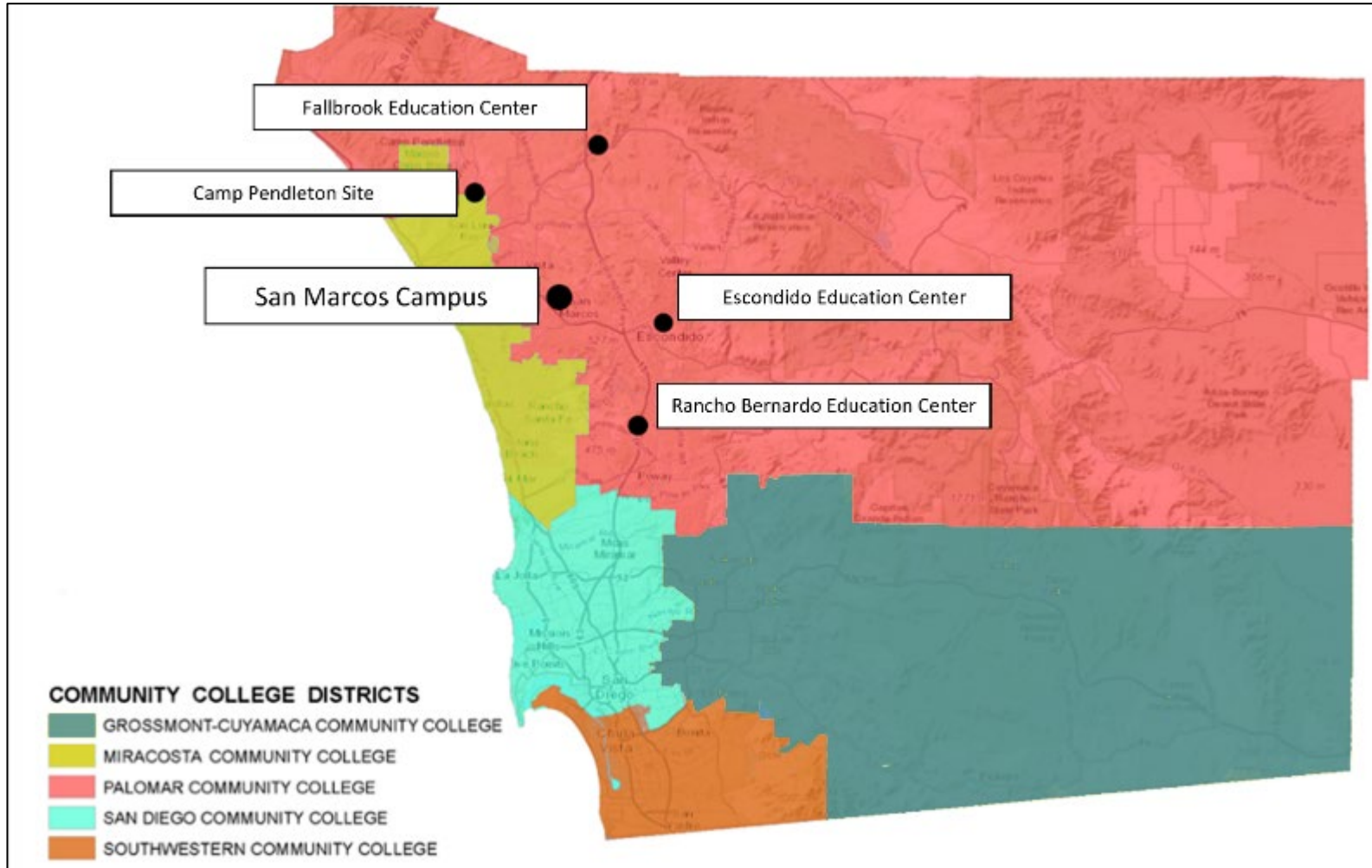
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# OUR COMMUNITY: OVERVIEW

- District Overview
- Population Estimates and Demographics
- Education & Income
- Participation

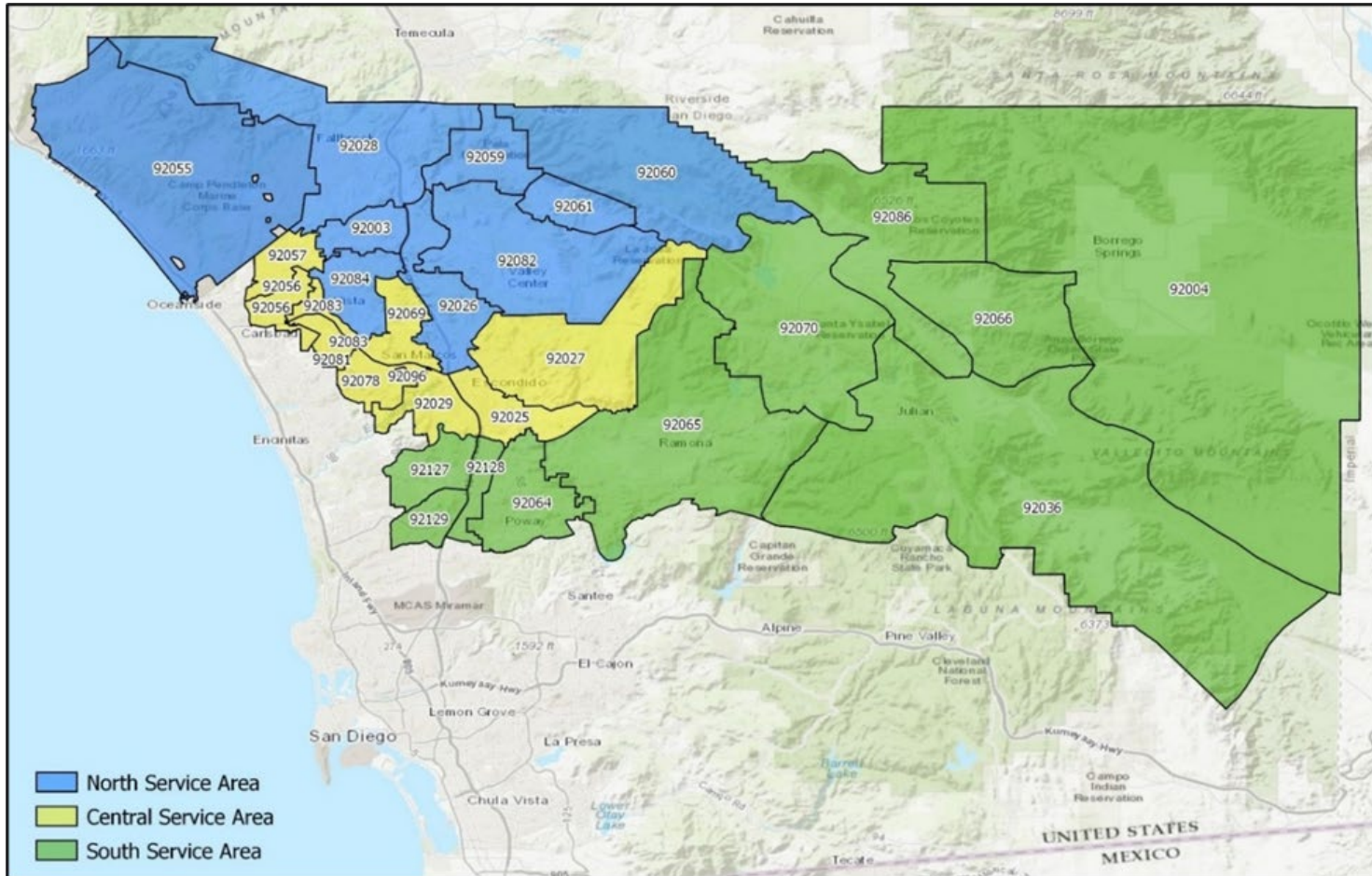


# DISTRICT OVERVIEW



- 2,555 square miles; Over 500,000 adults
- Interstate 15, Highway 78, Highway 76
- San Marcos – 200 acres
- Escondido Education Center – 8 acres
- Fallbrook and Rancho Bernardo Education Centers intended to serve as anchors in north and south.

# DISTRICT SERVICE AREA OVERVIEW BY PLANNING AREA



Source: ArcGIS; ALMA Strategies

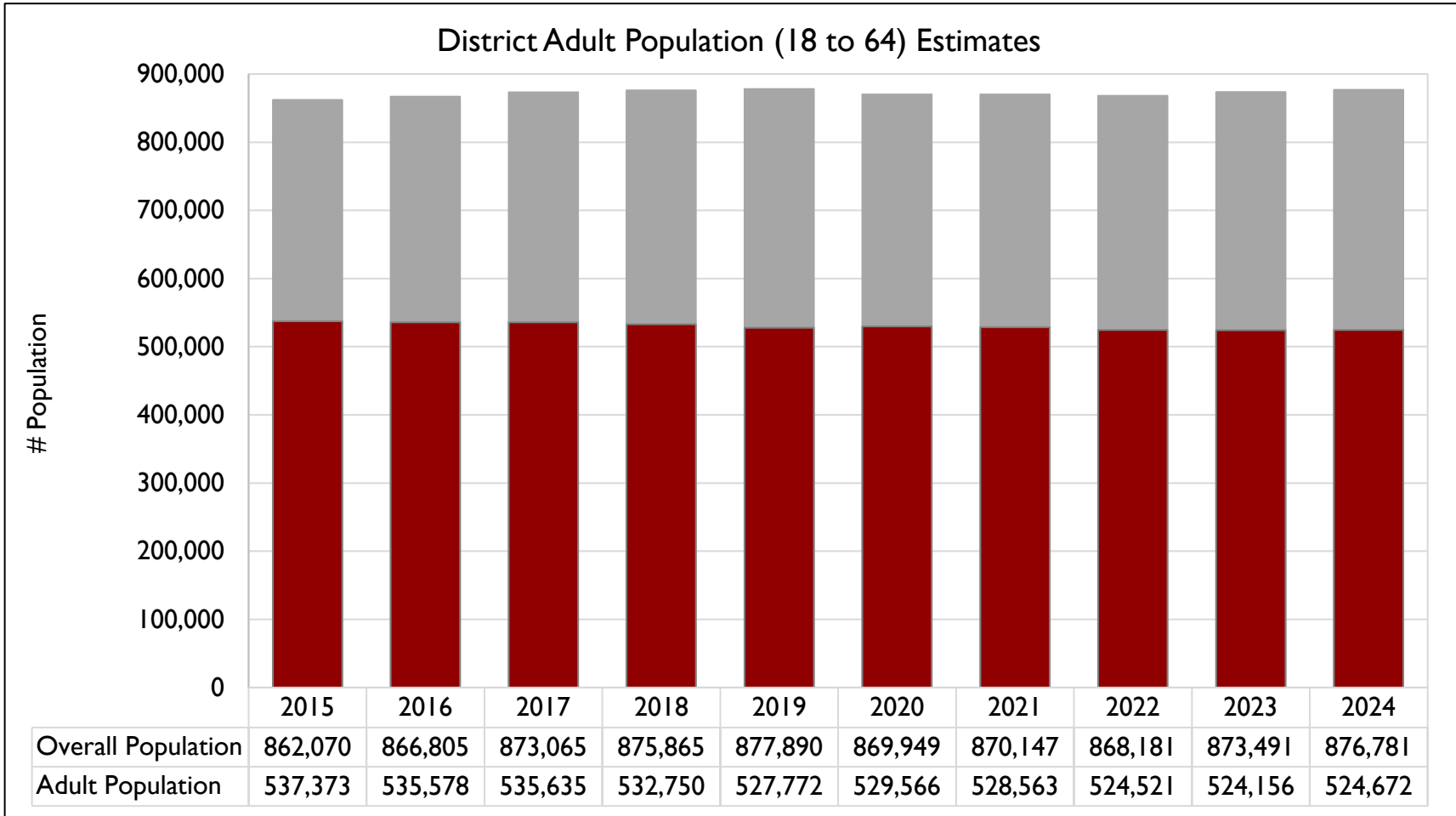
| City by Planning Area |                 |
|-----------------------|-----------------|
| North                 | Bonsall         |
| North                 | Camp Pendleton  |
| North                 | Escondido       |
| North                 | Fallbrook       |
| North                 | Pala            |
| North                 | Palomar Mtn.    |
| North                 | Pauma Valley    |
| North                 | San Luis Rey    |
| North                 | Valley Center   |
| North                 | Vista           |
| Central               | Escondido       |
| Central               | Oceanside       |
| Central               | San Marcos      |
| Central               | Vista           |
| South                 | Borrego Springs |
| South                 | Julian          |
| South                 | Poway           |
| South                 | Ramona          |
| South                 | Ranchita        |
| South                 | San Diego       |
| South                 | Santa Ysabel    |
| South                 | Warner Springs  |



# POPULATION ESTIMATES AND DEMOGRAPHICS

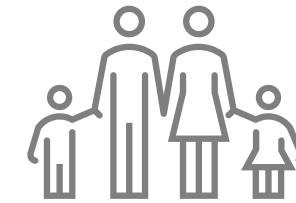


# DISTRICT POPULATION ESTIMATES



Source: SANDAG Population Estimates (v24) – Filtered by Zip Code

## 10-Year Population Change



Overall  
Population  
+1.7%

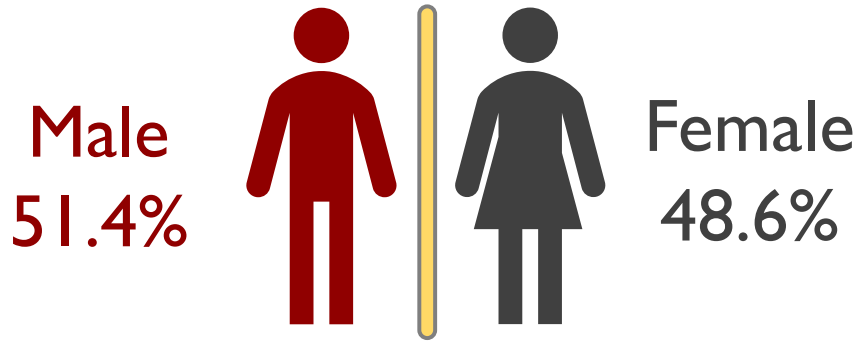


Adult (18 to 64)  
Population  
-2.4%

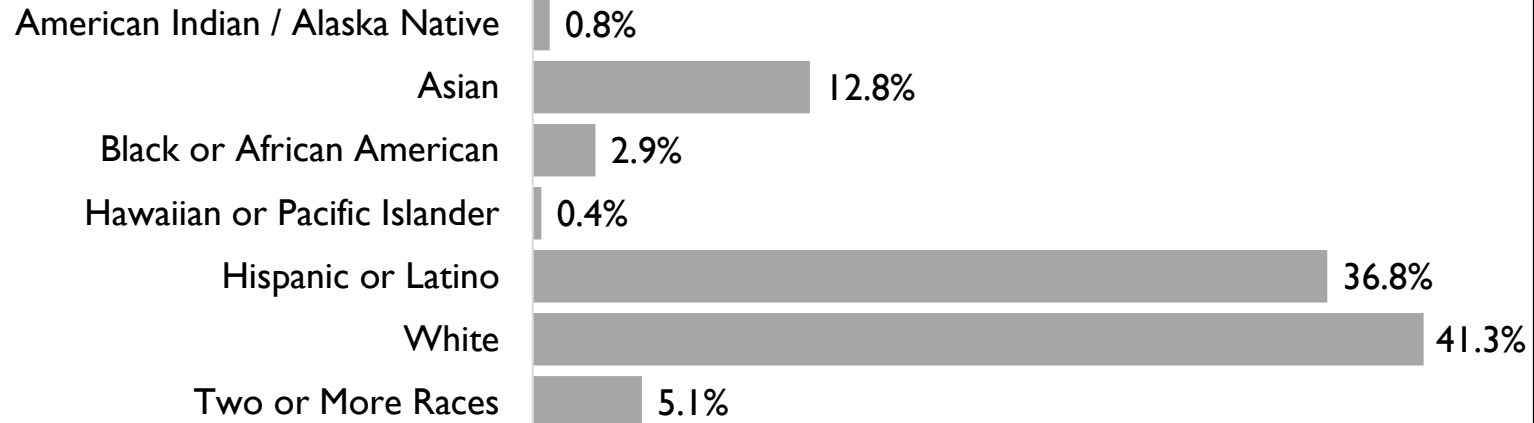
# DISTRICT ADULT POPULATION ESTIMATES: DEMOGRAPHICS

**District Adults 2024**  
**N = 524,762**

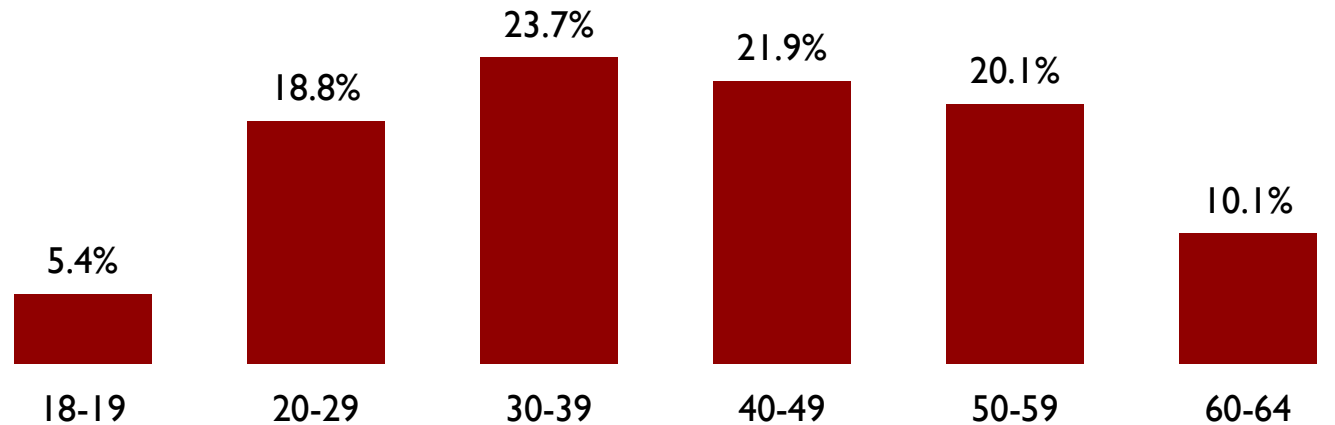
## Gender Identity



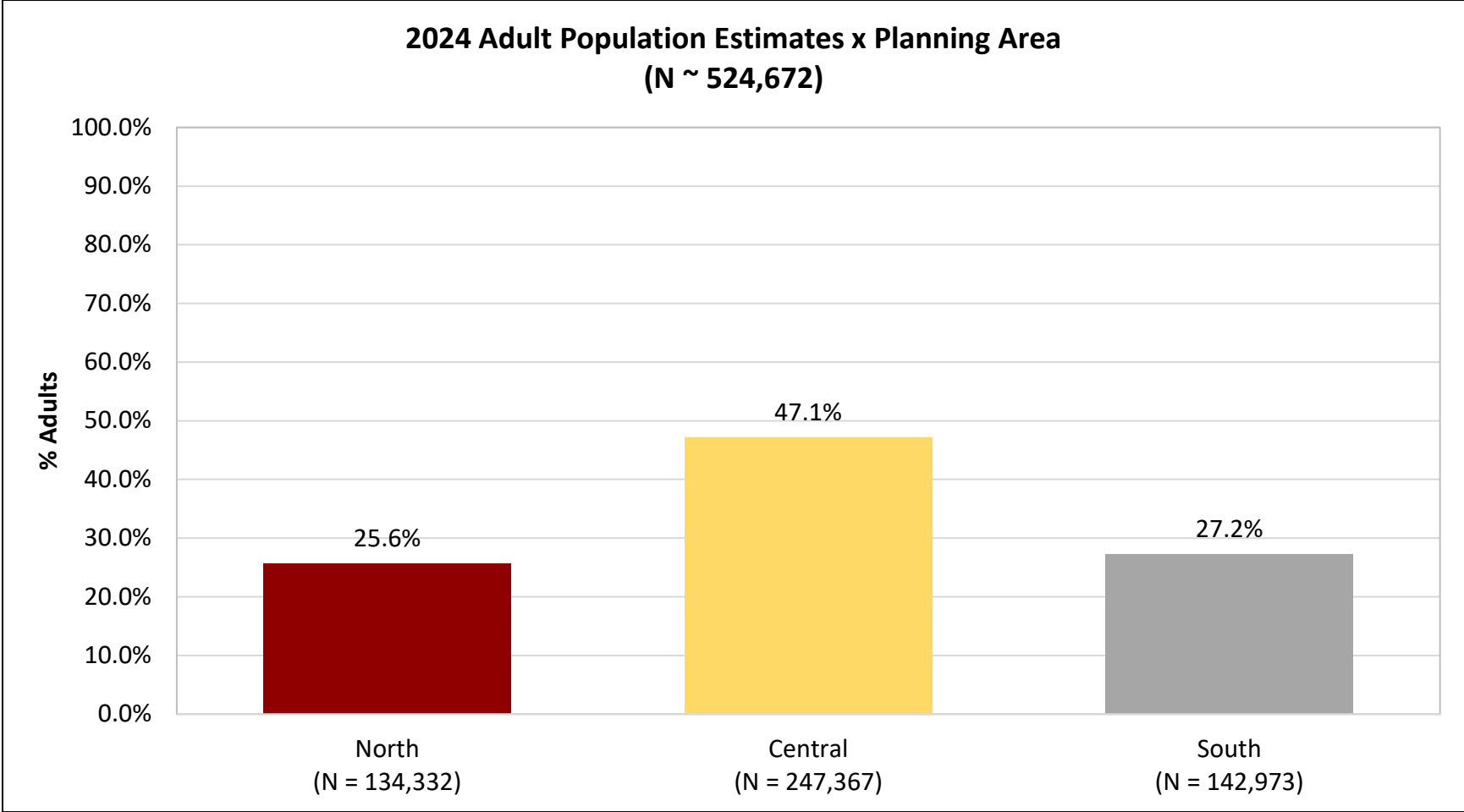
## Race or Ethnicity



## Age Group



# DISTRICT ADULT POPULATION ESTIMATES – PLANNING AREA



Source: SANDAG Population Estimates (v24) – Filtered by Zip Code

## DISTRICT ADULT POPULATION BY PLANNING AREA ESTIMATES 2024: DEMOGRAPHICS

| <b>Demographics</b>             | <b>Planning Area</b> |                |                |
|---------------------------------|----------------------|----------------|----------------|
| <b>Gender Identity</b>          | <b>North</b>         | <b>Central</b> | <b>South</b>   |
| Female                          | 43.5%                | 50.2%          | 50.7%          |
| Male                            | 56.5%                | 49.8%          | 49.3%          |
| <b>Race or Ethnicity</b>        | <b>North</b>         | <b>Central</b> | <b>South</b>   |
| American Indian / Alaska Native | 1.7%                 | 0.4%           | 0.5%           |
| Asian                           | 5.8%                 | 9.0%           | 26.1%          |
| Black or African American       | 3.5%                 | 2.9%           | 2.2%           |
| Hawaiian or Pacific Islander    | 0.7%                 | 0.3%           | 0.2%           |
| Hispanic or Latino              | 43.8%                | 44.8%          | 16.4%          |
| White                           | 39.7%                | 37.3%          | 49.5%          |
| Two or More Races               | 4.8%                 | 5.2%           | 5.0%           |
| <b>Age Group</b>                | <b>North</b>         | <b>Central</b> | <b>South</b>   |
| 18-19                           | 7.4%                 | 4.8%           | 4.5%           |
| 20-29                           | 27.0%                | 18.0%          | 12.6%          |
| 30-39                           | 22.3%                | 25.0%          | 22.9%          |
| 40-49                           | 18.0%                | 22.0%          | 25.6%          |
| 50-59                           | 16.2%                | 20.2%          | 23.6%          |
| 60-64                           | 9.2%                 | 10.1%          | 10.9%          |
| <b>Total Adults</b>             | <b>134,332</b>       | <b>247,367</b> | <b>142,973</b> |

Source: SANDAG Population Estimates (v24) – Filtered by Zip Code

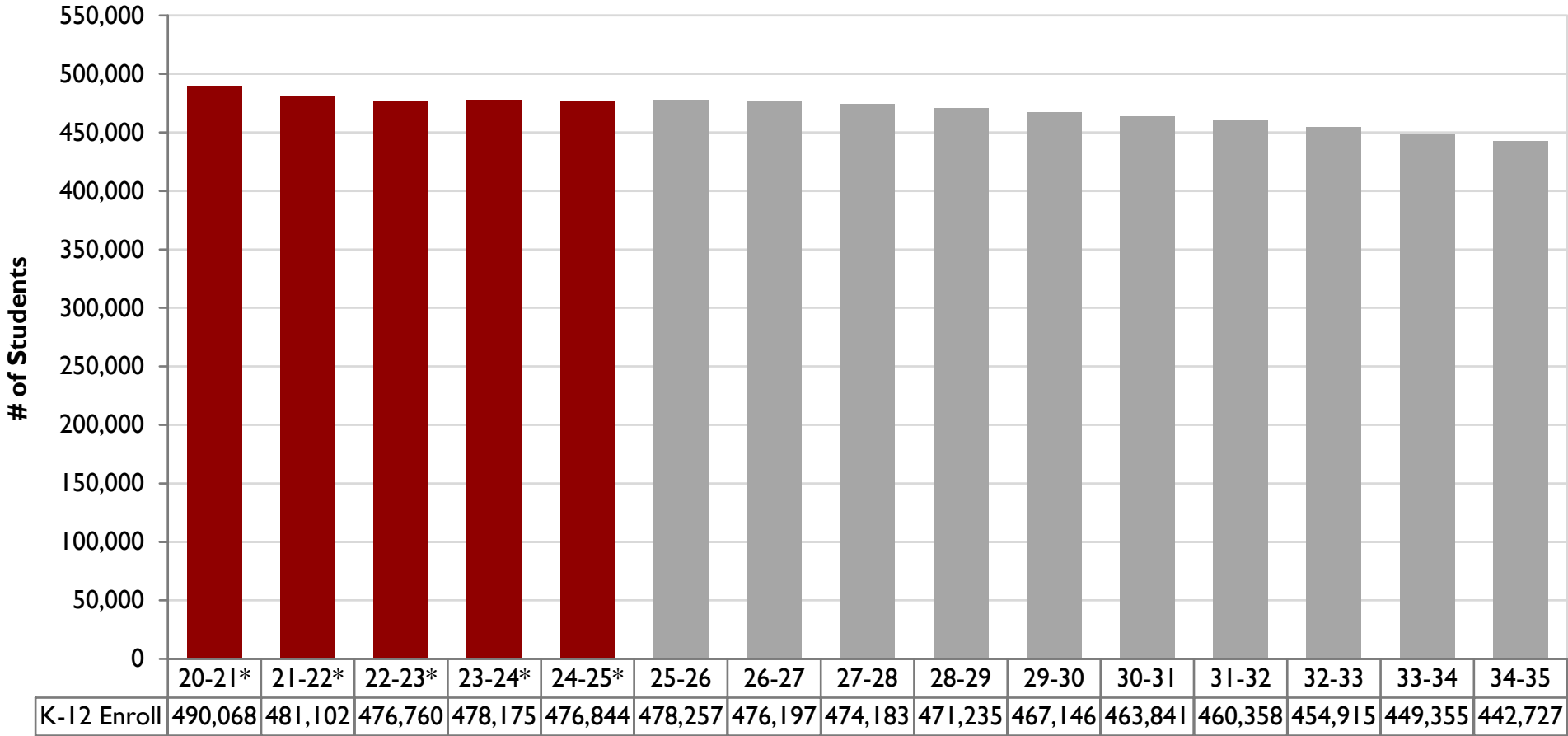


# EDUCATION AND INCOME



# PUBLIC K-12 ENROLLMENT IN SAN DIEGO COUNTY

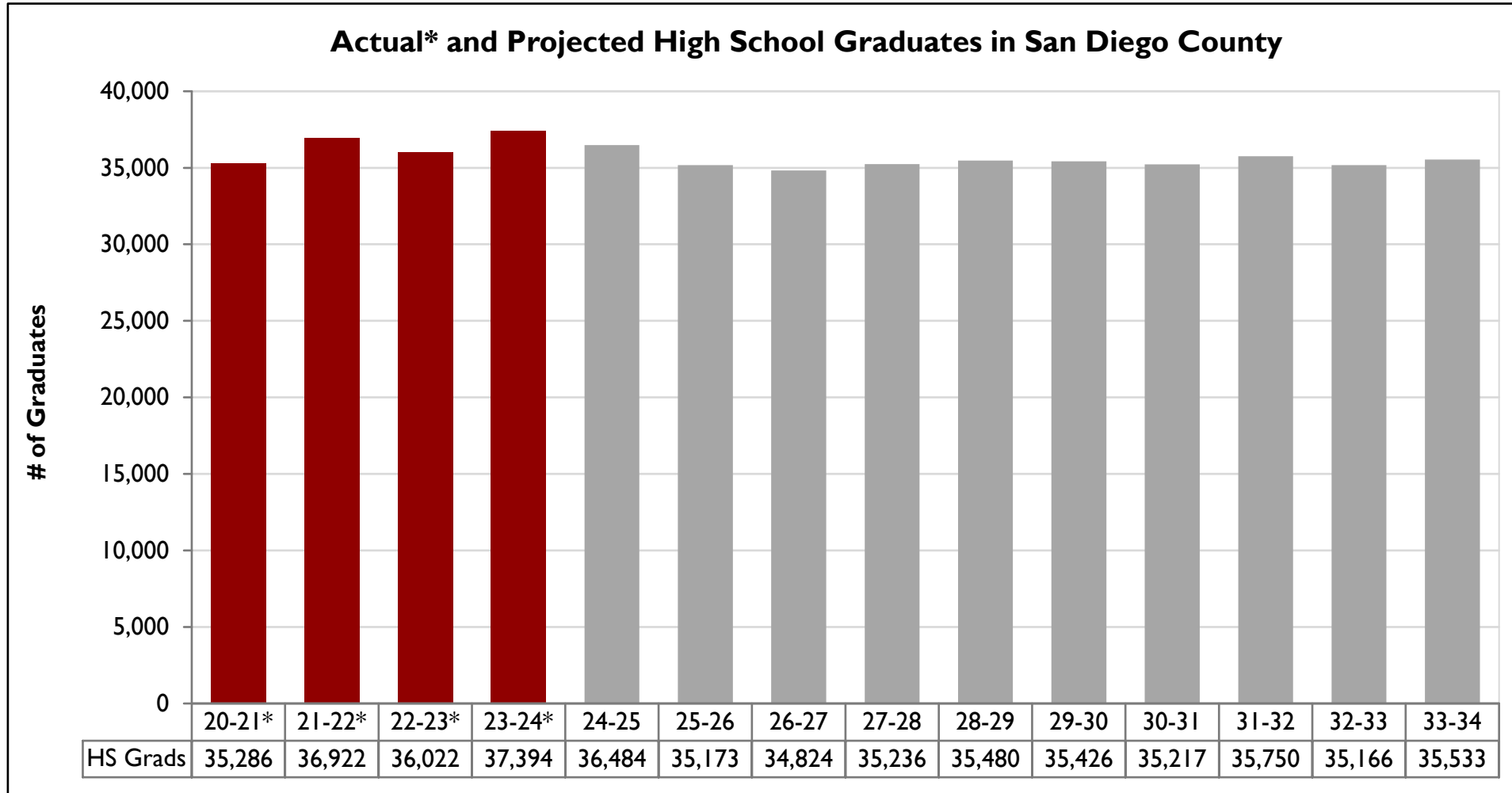
**Actual\* and Projected K-12 Enrollment in San Diego County**



**Expecting 7.4% decline** in public K-12 enrollment expected over the next ten years. (2025-26 through 2034-35)

Source: <https://dof.ca.gov/forecasting/Demographics/public-k-12-graded-enrollment/> (2025 Series)

# PUBLIC HIGH SCHOOL GRADUATES IN SAN DIEGO COUNTY

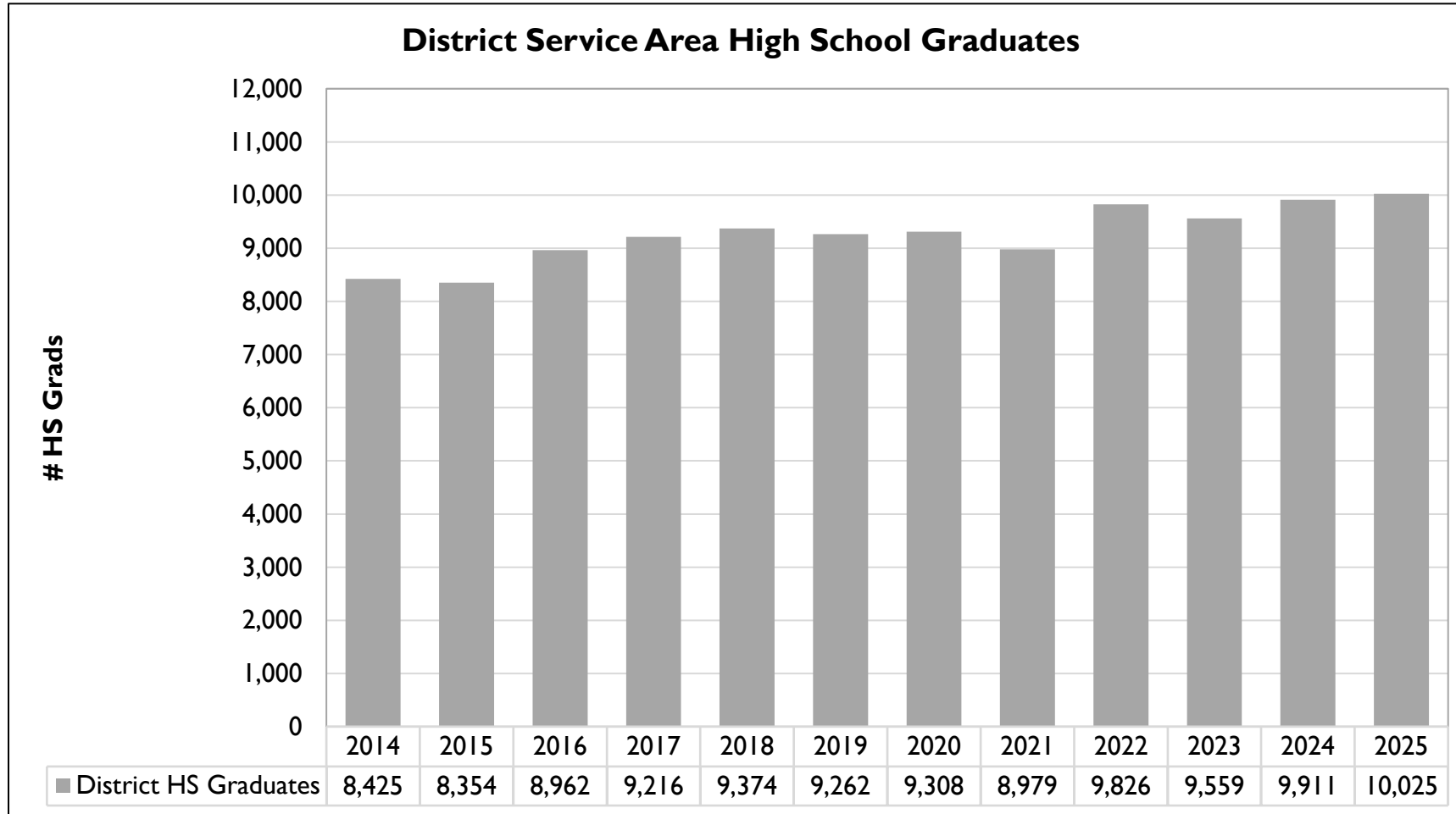


Expecting 3% decline in High School Grads over next ten years. (2024-25 through 2033-34)

Extended projections beyond 34-35 show an additional 12% decline. (2034-35 through 2044-45 – not shown on chart).

Source: <https://dof.ca.gov/forecasting/Demographics/public-k-12-graded-enrollment/> (2025 Series)

# PUBLIC HIGH SCHOOL DISTRICT GRADUATES

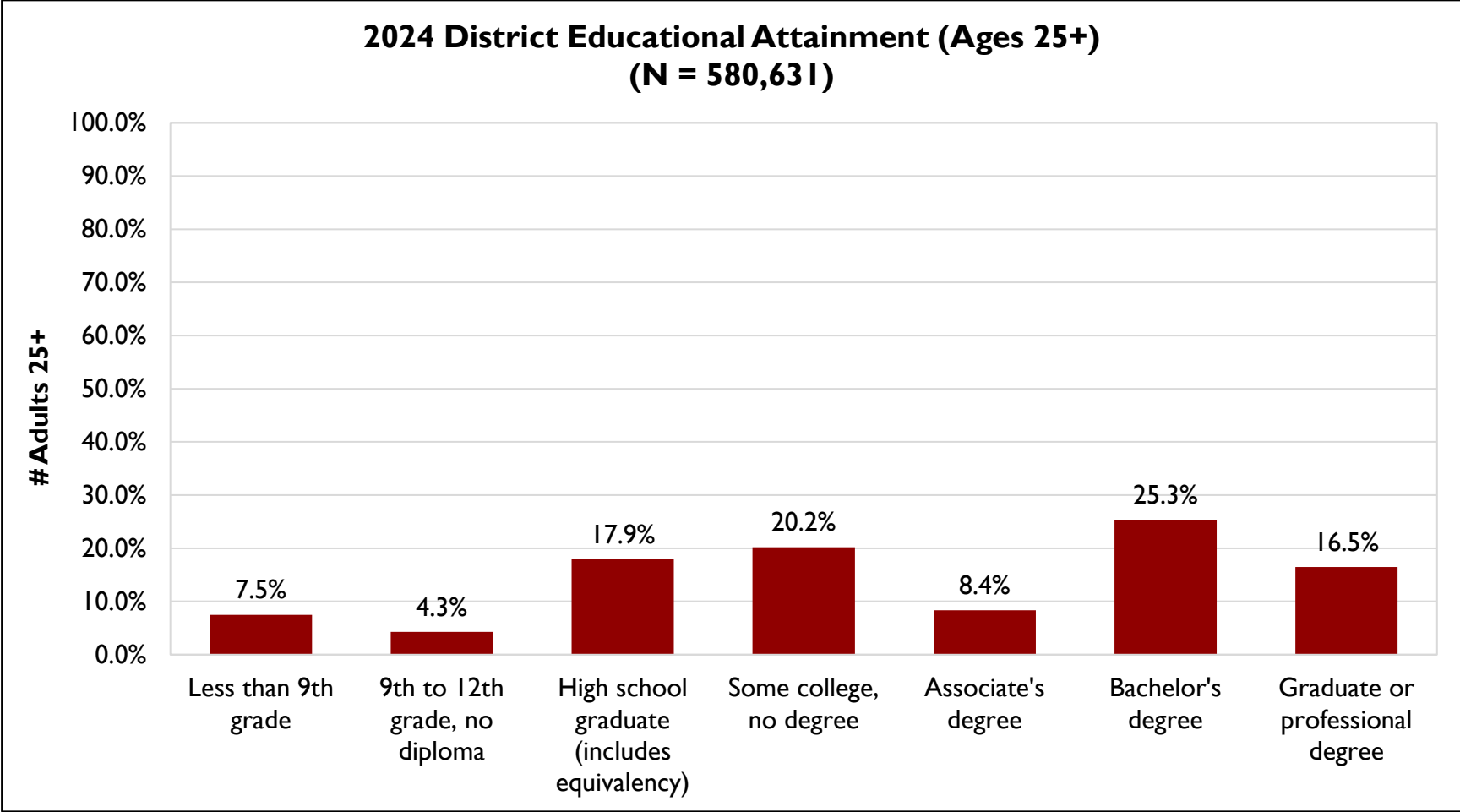


Source: California Department of Education (CDE)

**About 12% increase** in volume of high school graduates over past five years (2021-2025).

Fun Fact! Palomar's feeder districts produce 29% of all San Diego Public High School County graduates.

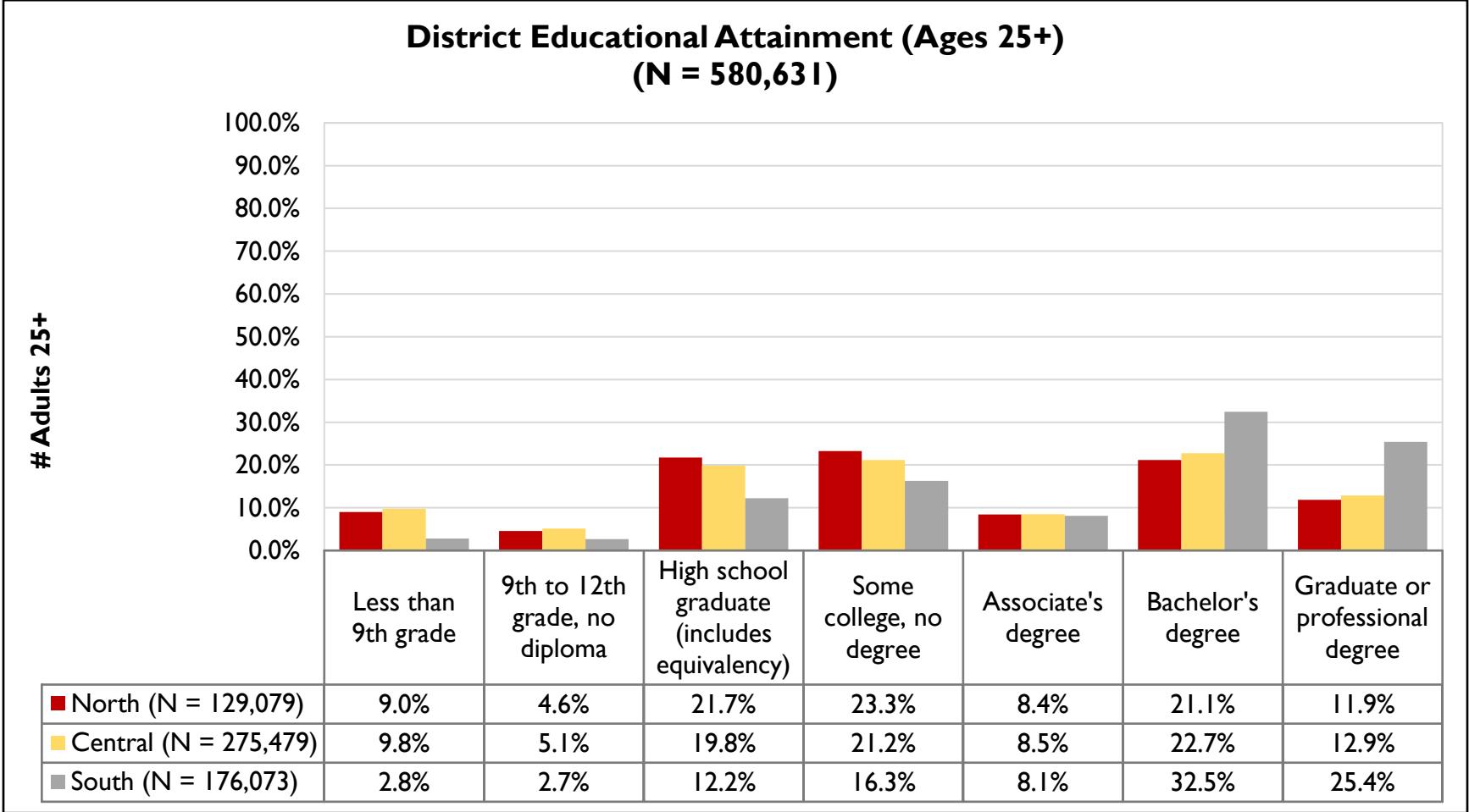
# DISTRICT EDUCATIONAL ATTAINMENT (AGES 25+)



**About 50% (290,315)** of District residents aged 25+ do not have a postsecondary degree.

Source: ACS Five-Year Estimates 2024; S1501 Filtered by Zip Code

# DISTRICT EDUCATIONAL ATTAINMENT (AGES 25+): PLANNING AREA



~59% of adults residing in North Planning area do not have a college degree.

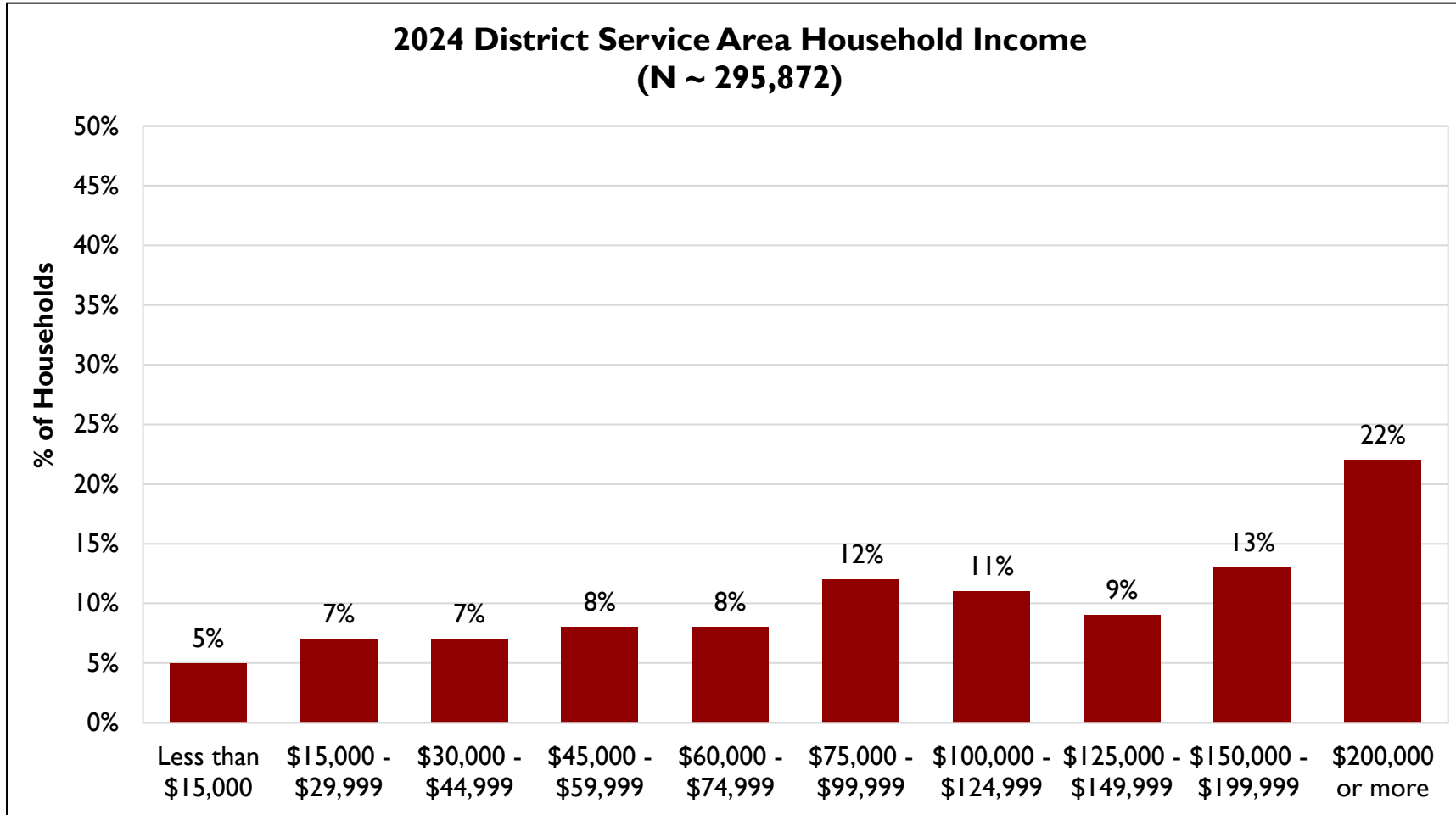
~56% of adults residing in Central Planning area do not have a college degree.

~34% of adults residing in South Planning area do not have a college degree.

\*South Planning area still home to Poway and Ramona Unified School Districts which graduate over 3,000 students per year.

Source: ACS Five-Year Estimates 2024; S1501 Filtered by Zip Code

# ESTIMATES: HOUSEHOLD INCOME



## San Diego County Wage Information

### Annual Living Wage

One Adult  
\$68,390

Family of Four (both working)  
\$156,457

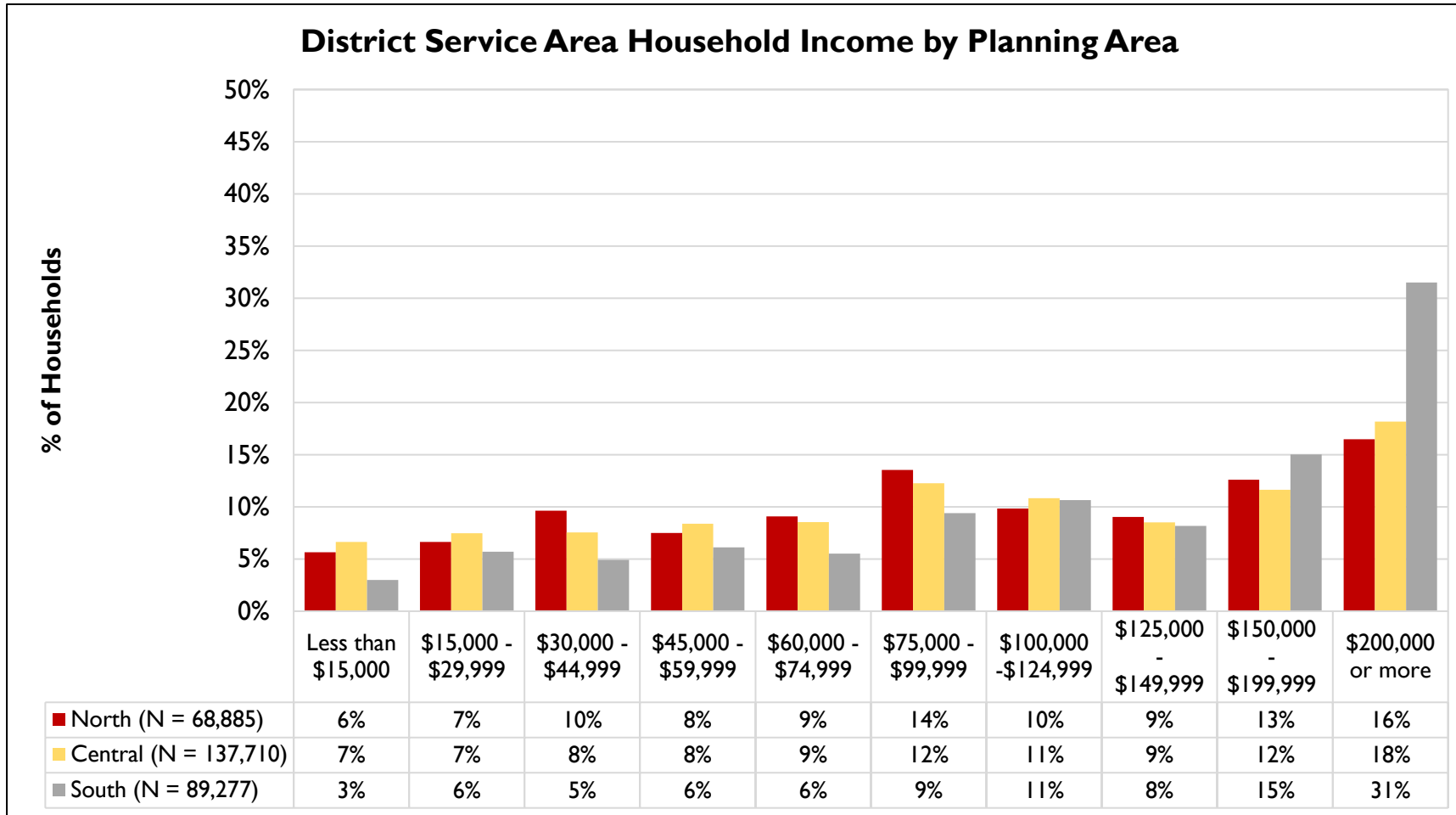
### Annual Poverty Wage

One Adult  
\$15,953

Family of Four (both working)  
\$32,988

Sources: SANDAG Household Income Estimates (v24) – Filtered by Zip Code; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2026 (updated 02/15/2026)

# ESTIMATES: HOUSEHOLD INCOME BY PLANNING AREA



## San Diego County Wage Information

### Annual Living Wage

One Adult  
\$68,390

Family of Four (both working)  
\$156,457

### Annual Poverty Wage

One Adult  
\$15,953

Family of Four (both working)  
\$32,988

Source: SANDAG Household Income Estimates (v24) – Filtered by Zip Code



# ENROLLMENT FROM OUR COMMUNITY (WHO COMES TO PALOMAR)



# FALL 2025 STUDENT ENROLLMENT

## Where Do Our Students Live?

| Summary                   | Students      | Percent       |
|---------------------------|---------------|---------------|
| San Diego County          | 18,585        | 87.3%         |
| Within District           | 15,353        | 72.1%         |
| Outside District          | 3,232         | 15.2%         |
| Other California Counties | 2,610         | 12.3%         |
| Other States/Territories  | 87            | 0.4%          |
| <b>Total</b>              | <b>21,282</b> | <b>100.0%</b> |



## PARTICIPATION RATES

- Number of adult students per 1,000 adult residents.
- Used as a measure to monitor access.
- Can also inform target enrollment and enrollment forecasts.

# PARTICIPATION RATES

| Planning Area        | City             | 2024 Adult Population | Fall 2025 Palomar Students | Participation Rates |
|----------------------|------------------|-----------------------|----------------------------|---------------------|
| North                | Bonsall          | 2,321                 | 111                        | 47.8                |
|                      | Camp Pendleton   | 26,874                | 216                        | 8.0                 |
|                      | Escondido        | 32,674                | 1,281                      | 39.2                |
|                      | Fallbrook        | 27,991                | 1,030                      | 36.8                |
|                      | Pala             | 631                   | 23                         | 36.5                |
|                      | Palomar Mountain | 388                   | 3                          | 7.7                 |
|                      | Pauma Valley     | 1,314                 | 55                         | 41.9                |
|                      | Valley Center    | 10,969                | 592                        | 54.0                |
|                      | Vista            | 31,170                | 870                        | 27.9                |
| <b>Total North</b>   |                  | <b>134,332</b>        | <b>4,182</b>               | <b>31.1</b>         |
| Central              | Escondido        | 77,309                | 3,812                      | 49.3                |
|                      | Oceanside        | 66,466                | 937                        | 14.1                |
|                      | San Marcos       | 61,215                | 2,912                      | 47.6                |
|                      | Vista            | 42,377                | 1,202                      | 28.4                |
| <b>Total Central</b> |                  | <b>247,367</b>        | <b>8,863</b>               | <b>35.8</b>         |
| South                | Borrego Springs  | 1,564                 | 21                         | 13.4                |
|                      | Julian           | 1,529                 | 24                         | 15.7                |
|                      | Poway            | 28,068                | 431                        | 15.4                |
|                      | Ramona           | 21,456                | 480                        | 22.4                |
|                      | Ranchita         | 139                   | 2                          | 14.4                |
|                      | San Diego        | 89,248                | 1,059                      | 11.9                |
|                      | Santa Ysabel     | 388                   | 20                         | 51.5                |
|                      | Warner Springs   | 581                   | 12                         | 20.7                |
| <b>Total South</b>   |                  | <b>142,973</b>        | <b>2,049</b>               | <b>14.3</b>         |
| <b>Grand Total</b>   |                  | <b>524,672</b>        | <b>15,093</b>              | <b>28.8</b>         |



# RECENT HIGH SCHOOL GRADUATE ENROLLMENT RATE\*

| High School Graduates in Palomar District by Enrollment |                   |                            |                      |                   |                            |                      |                   |                            |                      |
|---|-------------------|----------------------------|----------------------|-------------------|----------------------------|----------------------|-------------------|----------------------------|----------------------|
| District  | HS Grads<br>21-22 | Enroll<br>Palomar<br>22-23 | Enroll Rate<br>22-23 | HS Grads<br>22-23 | Enroll<br>Palomar<br>23-24 | Enroll Rate<br>23-24 | HS Grads<br>23-24 | Enroll<br>Palomar<br>24-25 | Enroll Rate<br>24-25 |
| Bonsall Unified   | 80                | 16                         | 20.0%                | 42                | 14                         | 33.3%                | 71                | 21                         | 29.6%                |
| Borrego Springs Unified                                 | 289               | 2                          | 0.7%                 | 187               | 7                          | 3.7%                 | 236               | 4                          | 1.7%                 |
| Escondido Union High                                    | 2,037             | 533                        | 26.2%                | 2,109             | 609                        | 28.9%                | 2,078             | 577                        | 27.8%                |
| Fallbrook Union High                                    | 500               | 128                        | 25.6%                | 451               | 139                        | 30.8%                | 511               | 128                        | 25.0%                |
| Julian Union Elementary                                 | 77                | 0                          | 0.0%                 | 46                | 0                          | 0.0%                 | 99                | 1                          | 1.0%                 |
| Julian Union  | 17                | 0                          | 0.0%                 | 16                | 0                          | 0.0%                 | 23                | 5                          | 21.7%                |
| Poway Unified   | 2,706             | 327                        | 12.1%                | 2,704             | 236                        | 8.7%                 | 2,781             | 257                        | 9.2%                 |
| Ramona City Unified                                     | 401               | 57                         | 14.2%                | 374               | 74                         | 19.8%                | 417               | 72                         | 17.3%                |
| San Marcos Unified                                      | 1,632             | 482                        | 29.5%                | 1,617             | 454                        | 28.1%                | 1,643             | 518                        | 31.5%                |
| Valley Center-Pauma Unified                             | 311               | 94                         | 30.2%                | 331               | 99                         | 29.9%                | 309               | 126                        | 40.8%                |
| Vista Unified   | 1,642             | 379                        | 23.1%                | 1,541             | 363                        | 23.6%                | 1,594             | 281                        | 17.6%                |
| Warner Unified  | 134               | 3                          | 2.2%                 | 141               | 2                          | 1.4%                 | 149               | 3                          | 2.0%                 |
| <b>Grand Total</b>                                      | <b>9,826</b>      | <b>2,021</b>               | <b>20.6%</b>         | <b>9,559</b>      | <b>1,997</b>               | <b>20.9%</b>         | <b>9,911</b>      | <b>1,993</b>               | <b>20.1%</b>         |

Sources: California Department of Education (CDE); California Community College Chancellor's Office – Palomar College MIS Data

\* Data under review

# HIGHLIGHTS, PLANNING, AND ACTION

- What we know
  - About 520,000 adults reside within Palomar's service area. This is a significant base!
  - Demographics, income, and education levels vary across planning areas.
  - High school graduates will decrease some over the next ten year; more over the next twenty years. STILL significant base of potential students!
- What we can do...YES, and...
  - Increase dual enrollment pathways.
  - Solidify high school pipeline to Palomar.
  - Intentionally serve and increase the number of adult learners we serve.
    - Short-term, CTE pathways, non-credit
    - Grow and build out high-demand CTE pathways that lead to a thriving wage

# OUR STUDENTS




**STUDENT JOURNEY**



Enrollment

Momentum

Outcomes

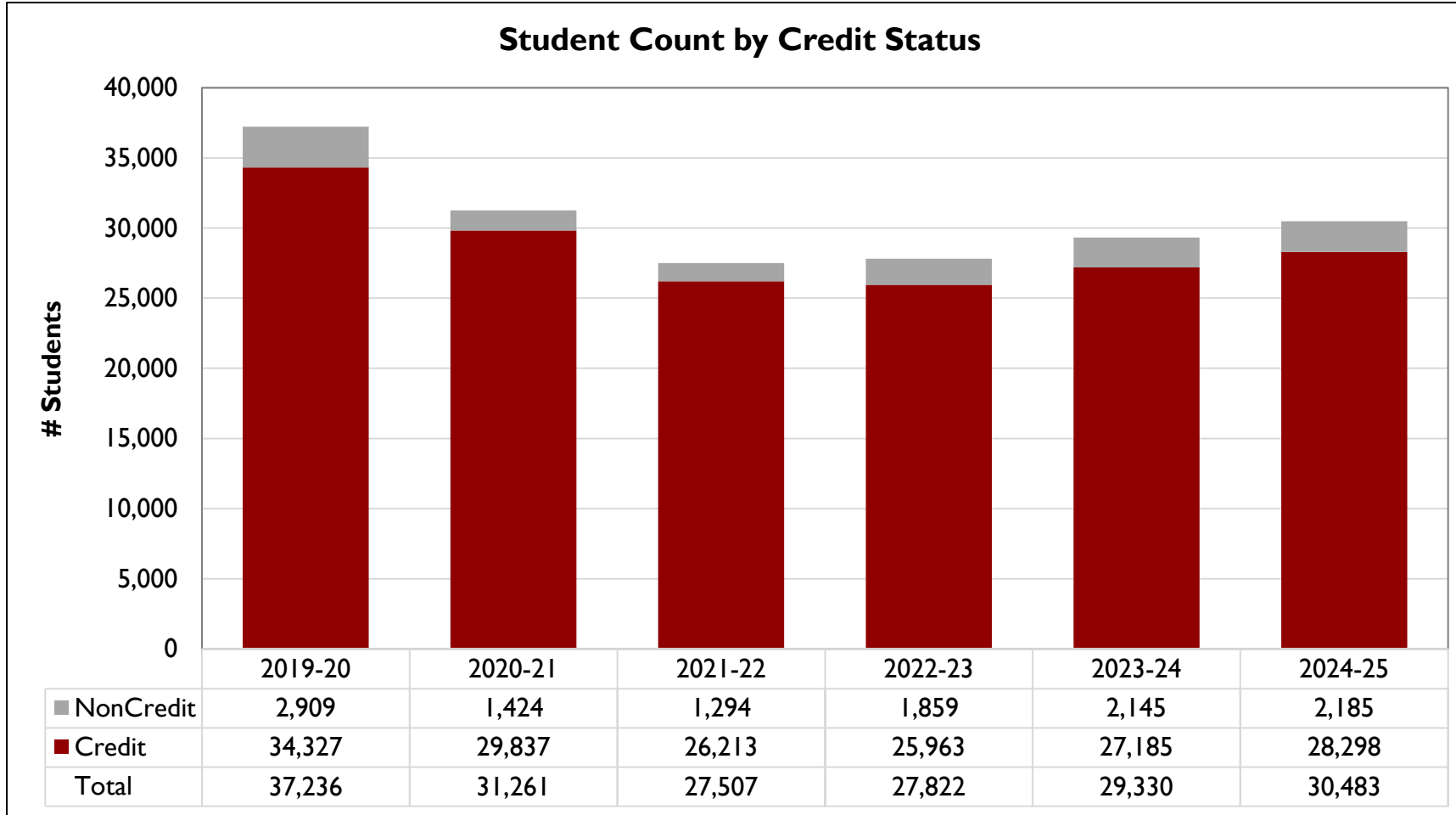




# ENROLLMENT



# PALOMAR ANNUAL STUDENT HEADCOUNT

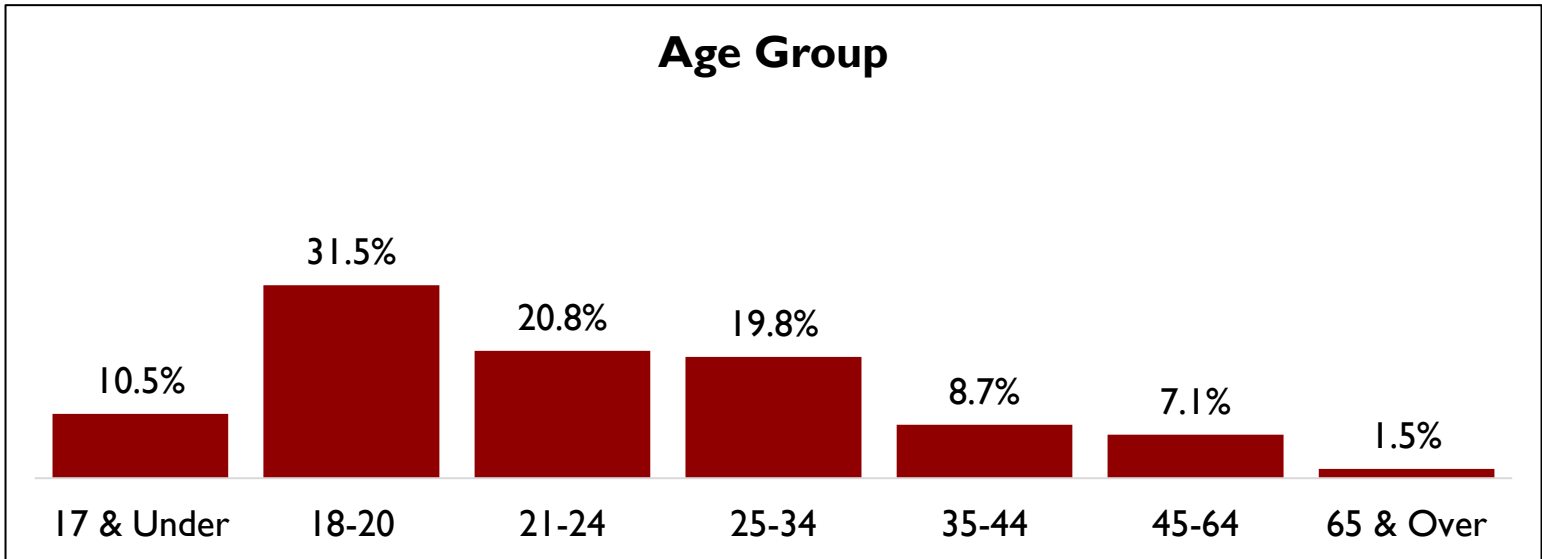
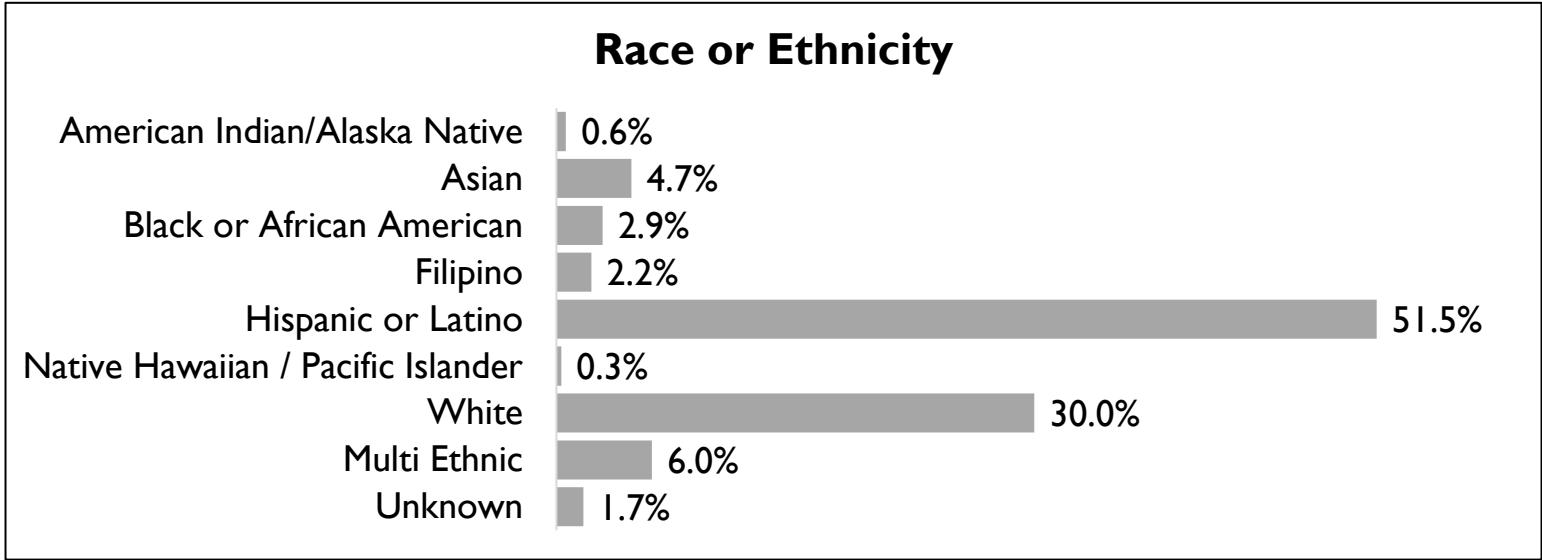
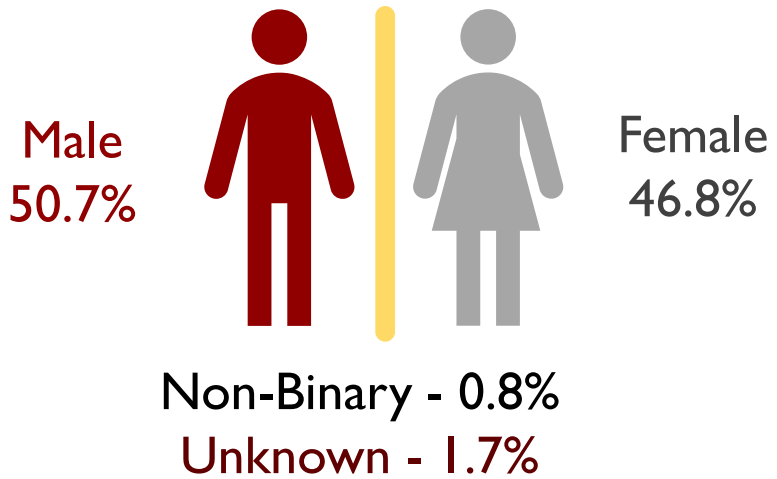


Source: California Community College Chancellor's Office – Palomar College MIS Data

# FALL 2025 STUDENTS: DEMOGRAPHICS

**Fall 2025 Students  
N = 21,282**

## Gender Identity



# OTHER STUDENT POPULATIONS

**First-Generation  
Student\***  
(37.4%)

**Veterans**  
(7.9%)

**DRC Students**  
(4.4%)

**Foster Youth**  
(2.3%)

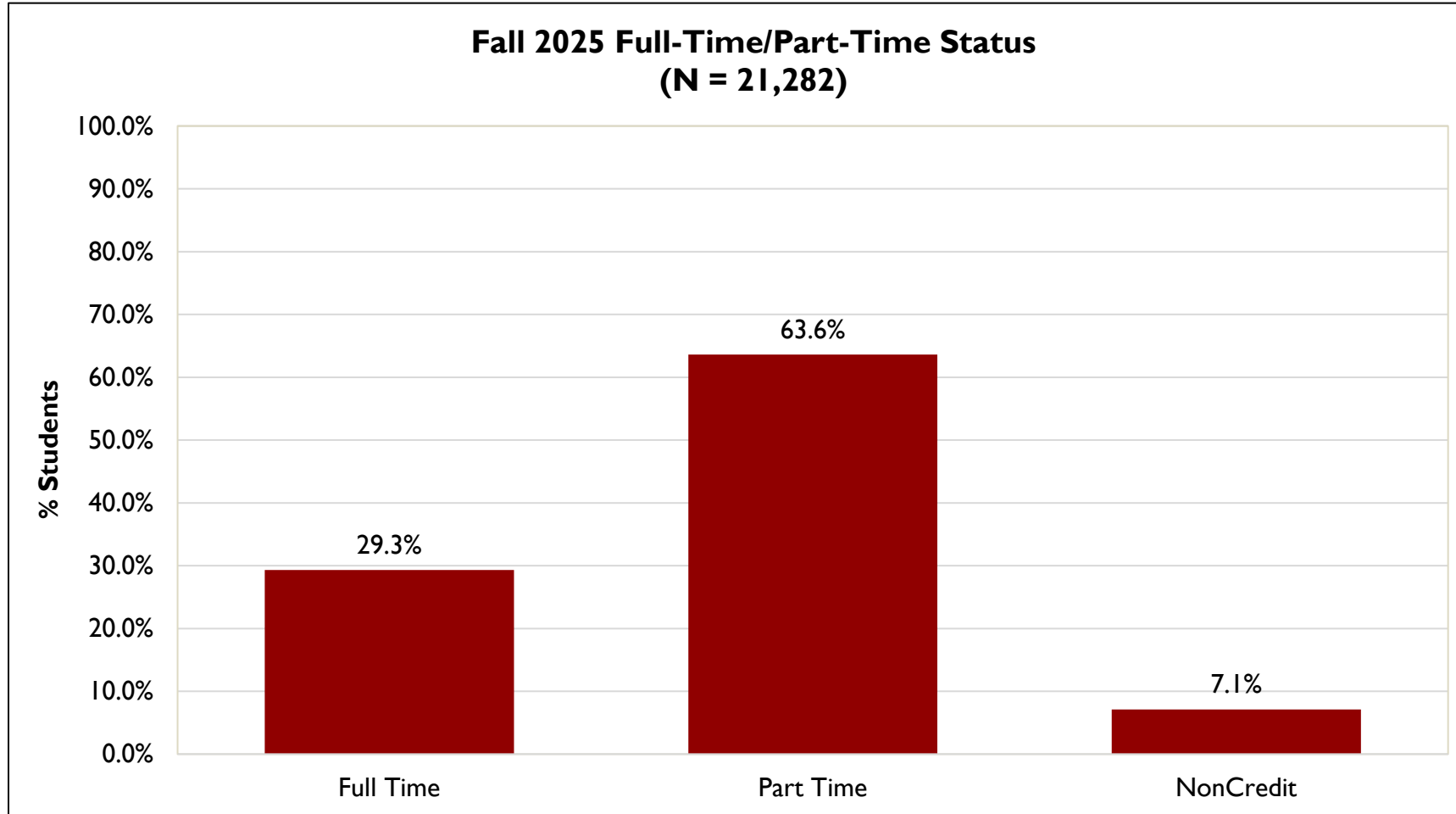
**Special Admit**  
(11.8%)

**Financial Aid  
Recipient**  
(Any - 40.7%)  
(NB - 36.1%)

Source: Palomar PeopleSoft and Palomar MIS submissions; Data for special population groups are from Fall 2025 (N=21,361); financial aid recipient percentage is based on 2024-25 annual counts; .

\* Excludes students with Unknown First-Generation Status

# STUDENT CHARACTERISTICS: TERM LOAD



Source: California Community College Chancellor's Office – Palomar College MIS Data

## STUDENT CHARACTERISTICS: WORK AND GOALS

|                  |   |
|------------------|---|
| WORK FOR PAY     | 44% Work at Least 21 Hours Per Week   |
| EDUCATIONAL GOAL | 68% of Part-time Students Seek To Complete<br>85% of Full-time Student Seek to Complete |

Source: Community College Survey of Student Engagement Palomar College Administration (Spring 2024)



## ENROLLMENT: SUMMARY, HIGHLIGHTS, TAKEAWAYS

- We serve a diverse student population.
- More than 30,000 students attended Palomar in 2024-25.
- Experienced growth in Special Admit students (dual enrollment and other).
- Overall growth has slowed in 2025-26.
- Most of our students attend part-time, and they work.
- Students seek to complete.



# MOMENTUM



# MOMENTUM: OVERVIEW



COURSE SUCCESS

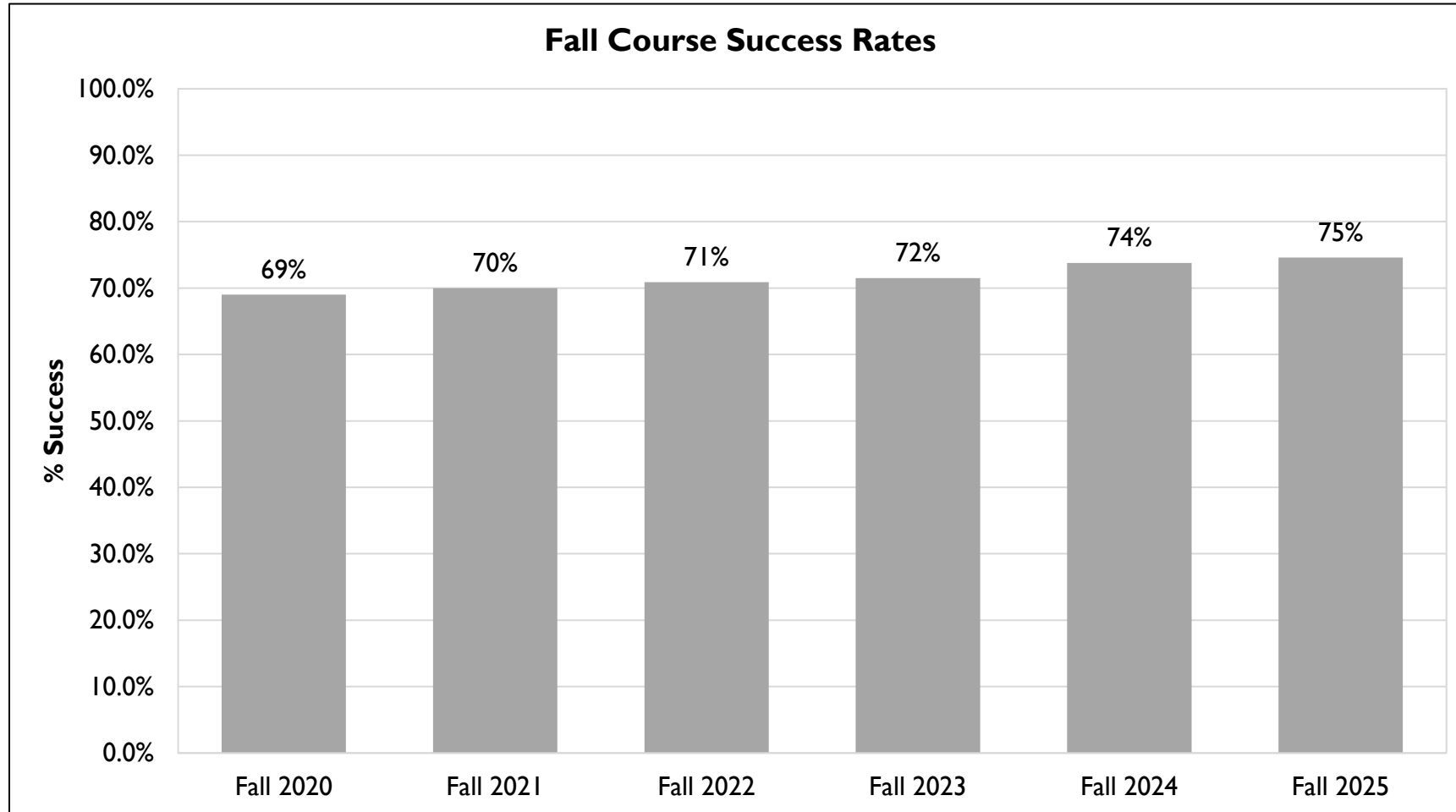


COMPLETION OF GATEWAY  
MATH AND ENGLISH IN THE  
FIRST YEAR



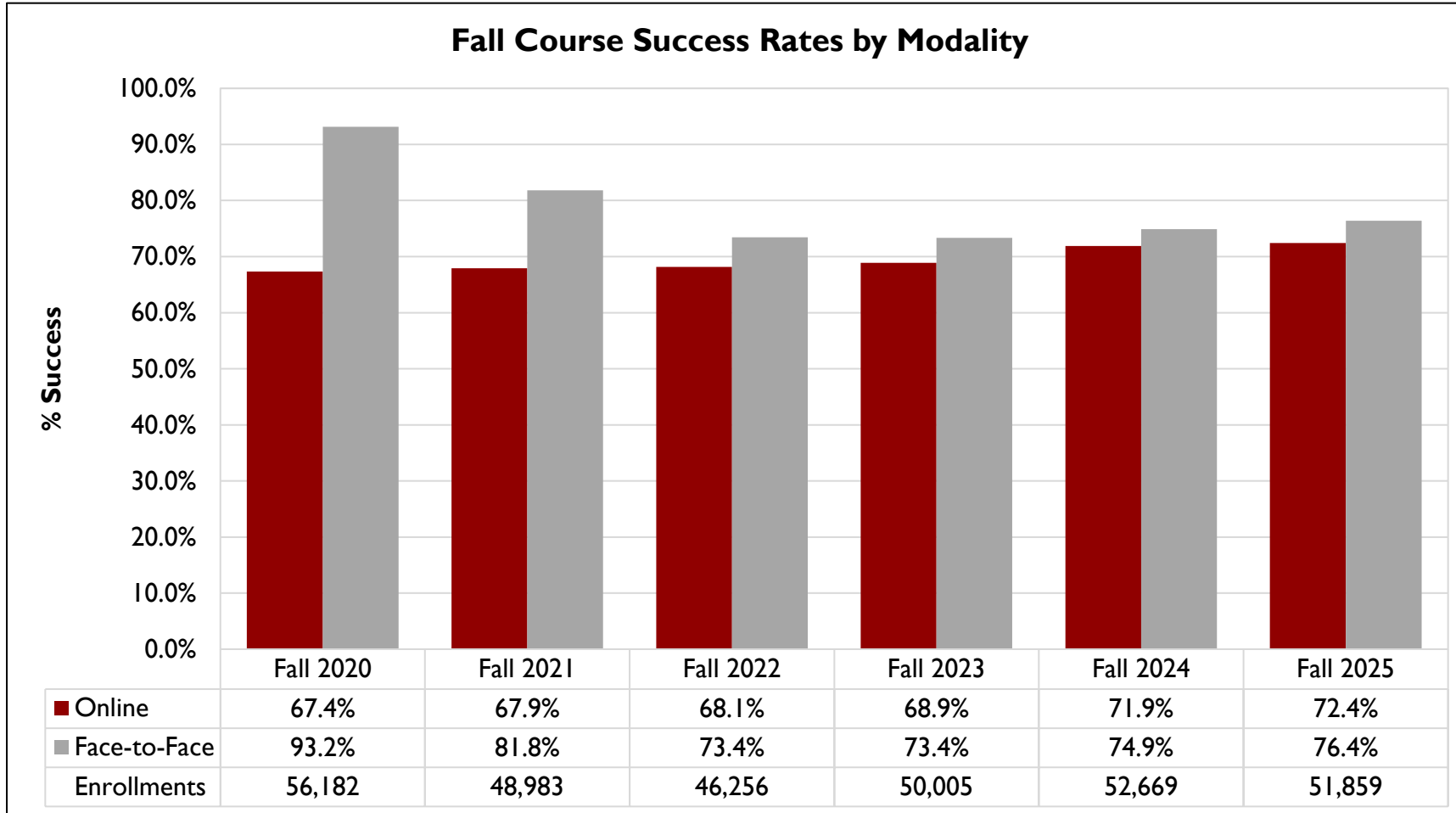
PERSISTENCE

# FALL COURSE SUCCESS RATES (% C OR ABOVE)



Source: Pal PeopleSoft

# FALL COURSE SUCCESS RATES (% C OR ABOVE): FACE-TO-FACE AND ONLINE



Source: Pal PeopleSoft

# COURSE SUCCESS RATES - DEMOGRAPHICS FALL 2025

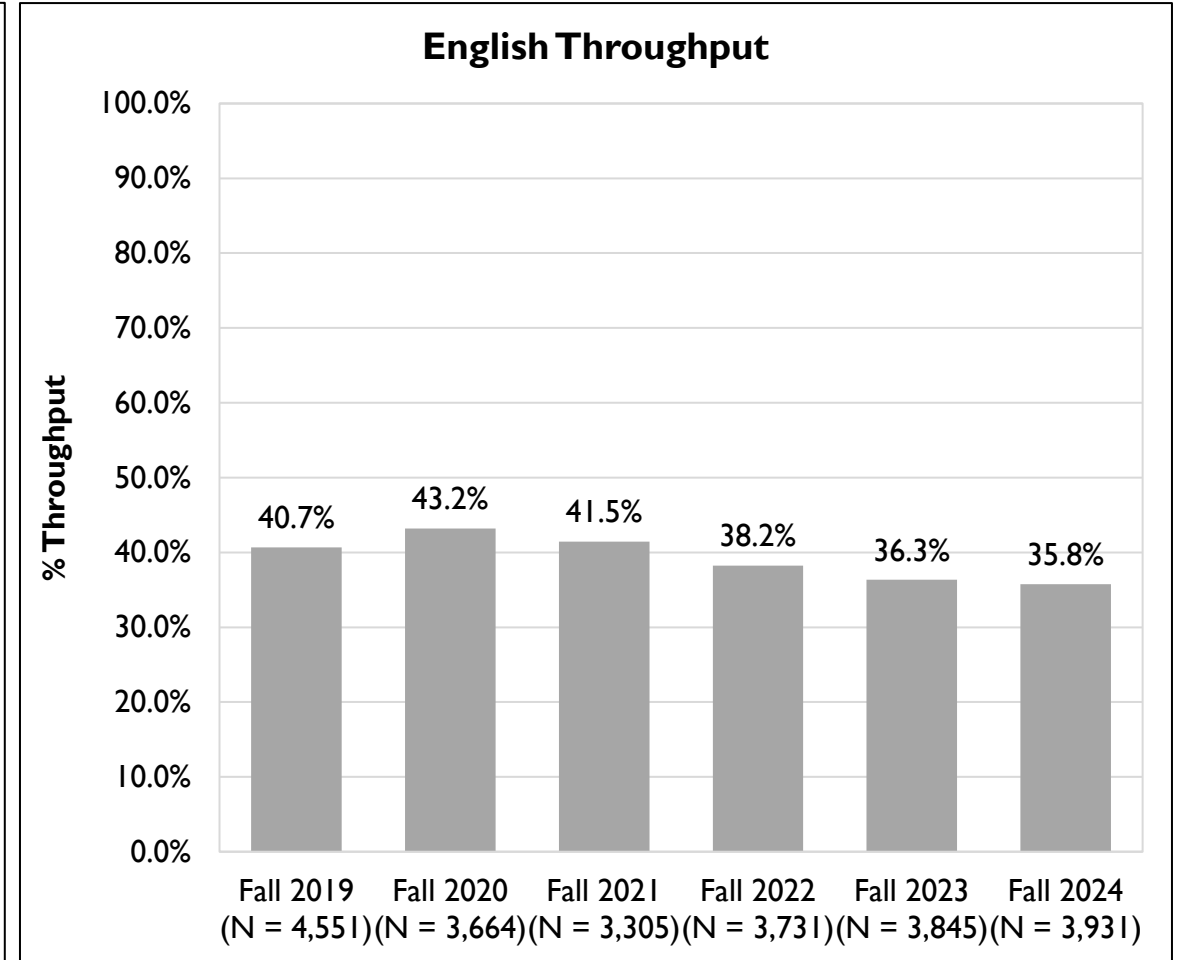
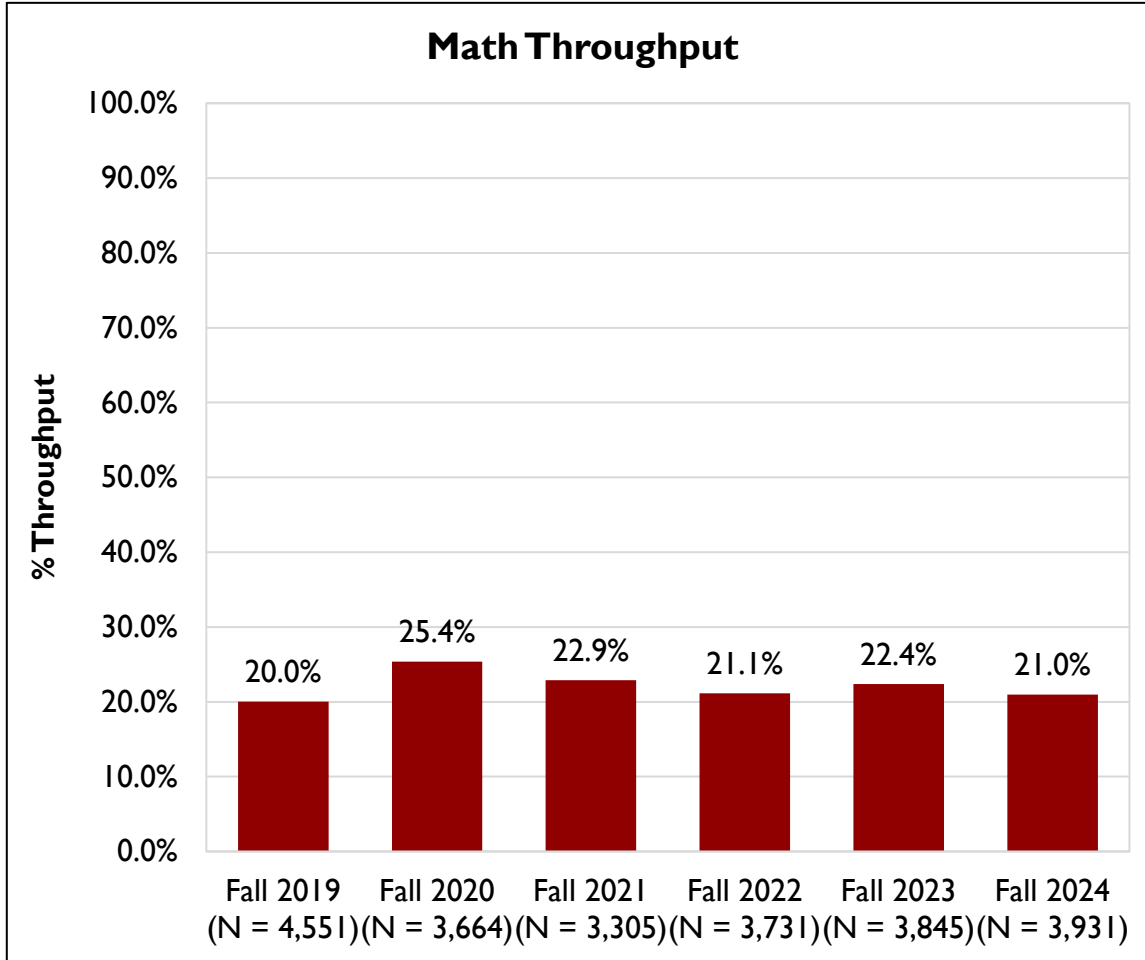
| Demographics                        | # All Eligible Grades | # Success Grades | % Success    |
|-------------------------------------|-----------------------|------------------|--------------|
| <b>Gender Identity</b>              |                       |                  |              |
| Female                              | 23,983                | 17,824           | 74.3%        |
| Male                                | 26,554                | 19,913           | 75.0%        |
| Non-Binary                          | 503                   | 346              | 68.8%        |
| Unknown                             | 819                   | 620              | 75.7%        |
| <b>Race or Ethnicity</b>            |                       |                  |              |
| American Indian / Alaska Native     | 238                   | 176              | 73.9%        |
| Asian                               | 2,113                 | 1,794            | 84.9%        |
| Black or African American           | 1,656                 | 1,163            | 70.2%        |
| Filipino                            | 1,230                 | 972              | 79.0%        |
| Hispanic or Latino                  | 25,942                | 18,355           | 70.8%        |
| Native Hawaiian or Pacific Islander | 218                   | 153              | 70.2%        |
| White                               | 16,035                | 12,711           | 79.3%        |
| Multi-Ethnicity                     | 3,645                 | 2,785            | 76.4%        |
| Other/Unknown                       | 782                   | 594              | 76.0%        |
| <b>Age Group</b>                    |                       |                  |              |
| 17 And Under                        | 2,910                 | 2,432            | 83.6%        |
| 18 To 24                            | 34,357                | 24,879           | 72.4%        |
| 25 To 29                            | 5,624                 | 4,401            | 78.3%        |
| 25 To 39                            | 5,022                 | 3,847            | 76.6%        |
| 40 To 49                            | 2,391                 | 1,899            | 79.4%        |
| 50 To 64                            | 1,267                 | 1,008            | 79.6%        |
| 65 & Over                           | 284                   | 233              | 82.0%        |
| Unknown/Unassigned                  | N<10                  | N<10             | N<10         |
| <b>Overall Course Success</b>       | <b>51,859</b>         | <b>38,703</b>    | <b>74.6%</b> |

Source: Pal PeopleSoft; California Community College  
Chancellor's Office – Palomar College MIS Data

**COURSE SUCCESS  
RATES – OTHER  
POPULATION /  
CHARACTERISTICS  
FALL 2025**

| <b>Other Pop /<br/>Characteristics</b> | <b># All Eligible<br/>Grades</b> | <b># Success<br/>Grades</b> | <b>% Success</b> |
|--|----------------------------------|-----------------------------|------------------|
| <b>First Generation Status</b>         |                                  |                             |                  |
| First Generation                       | 17,044                           | 11,985                      | 70.3%            |
| Not First Generation                   | 30,891                           | 23,937                      | 77.5%            |
| Unknown/Unassigned                     | 3,924                            | 2,781                       | 70.9%            |
| <b>Foster Youth Student</b>            |                                  |                             |                  |
| Yes                                    | 1,264                            | 877                         | 69.4%            |
| No                                     | 50,595                           | 37,826                      | 74.8%            |
| <b>DRC Student</b>                     |                                  |                             |                  |
| Yes                                    | 2,727                            | 2,062                       | 75.6%            |
| No                                     | 49,132                           | 36,641                      | 74.6%            |
| <b>Veteran Student</b>                 |                                  |                             |                  |
| Yes                                    | 4,886                            | 3,779                       | 77.3%            |
| No                                     | 46,973                           | 34,924                      | 74.3%            |
| <b>Full-/Part-Time Status</b>          |                                  |                             |                  |
| Full-Time                              | 27,604                           | 20,943                      | 75.9%            |
| Part-Time                              | 24,255                           | 17,760                      | 73.2%            |
| <b>Overall Course Success</b>          | <b>51,859</b>                    | <b>38,703</b>               | <b>74.6%</b>     |

# COMPLETION MATH & ENGLISH IN YEAR ONE



Source: California Community College Chancellor's Office – Palomar College MIS Data

Source: California Community College Chancellor's Office – Palomar College MIS Data

*Throughput* can be defined in various ways. For the purposes of this slide, throughput refers specifically to the number or proportion of students who completed transfer-level math or English within their first academic year of credit enrollment in the District.

# MATH THROUGHPUT - DEMOGRAPHICS FALL 2024

| Demographics                        | # First-Time Students Fall 2024 | # Math Throughput | % Math Throughput |
|-------------------------------------|---------------------------------|-------------------|-------------------|
| <b>Gender Identity</b>              |                                 |                   |                   |
| Female                              | 1,610                           | 393               | 24%               |
| Male                                | 2,207                           | 408               | 18%               |
| Non-Binary                          | 43                              | 9                 | 21%               |
| Unknown                             | 71                              | 14                | 20%               |
| <b>Race or Ethnicity</b>            |                                 |                   |                   |
| American Indian / Alaska Native     | 23                              | 1                 | 4%                |
| Asian                               | 131                             | 50                | 38%               |
| Black or African American           | 129                             | 19                | 15%               |
| Filipino                            | 78                              | 28                | 36%               |
| Hispanic or Latino                  | 2,074                           | 369               | 18%               |
| Native Hawaiian or Pacific Islander | 15                              | --                | --                |
| White                               | 1,203                           | 296               | 25%               |
| Multi-Ethnicity                     | 213                             | 51                | 24%               |
| Other/Unknown                       | 65                              | 10                | 15%               |
| <b>Age Group</b>                    |                                 |                   |                   |
| 17 And Under                        | 107                             | 19                | 18%               |
| 18 To 24                            | 3,135                           | 755               | 24%               |
| 25 To 29                            | 303                             | 25                | 8%                |
| 25 To 39                            | 268                             | 22                | 8%                |
| 40 To 49                            | 63                              | 3                 | 5%                |
| 50 To 64                            | 49                              | --                | --                |
| 65 & Over                           | N<10                            | --                | --                |
| <b>Overall Math Throughput</b>      | <b>3,931</b>                    | <b>824</b>        | <b>21%</b>        |

# MATH THROUGHPUT - OTHER POPULATION / CHARACTERISTICS FALL 2024

| Characteristics                | # First-Time Students Fall 2024 | # Math Throughput | % Math Throughput |
|--------------------------------|---------------------------------|-------------------|-------------------|
| <b>First Generation Status</b> |                                 |                   |                   |
| First Generation               | 1,386                           | 216               | 16%               |
| Not First Generation           | 2,195                           | 563               | 26%               |
| Unknown/Unassigned             | 350                             | 45                | 13%               |
| <b>Foster Youth Student</b>    |                                 |                   |                   |
| Yes                            | 81                              | 19                | 23%               |
| No                             | 3,847                           | 805               | 21%               |
| <b>DRC Student</b>             |                                 |                   |                   |
| Yes                            | 198                             | 35                | 18%               |
| No                             | 3,733                           | 789               | 21%               |
| <b>Veteran Student</b>         |                                 |                   |                   |
| Yes                            | 124                             | 30                | 24%               |
| No                             | 3,807                           | 794               | 21%               |
| <b>Full-/Part-Time Status</b>  |                                 |                   |                   |
| Full-Time                      | 2,310                           | 718               | 31%               |
| Part-Time                      | 1,621                           | 106               | 7%                |
| <b>Overall Math Throughput</b> | <b>3,931</b>                    | <b>824</b>        | <b>21%</b>        |

# ENGLISH THROUGHPUT - DEMOGRAPHICS FALL 2024

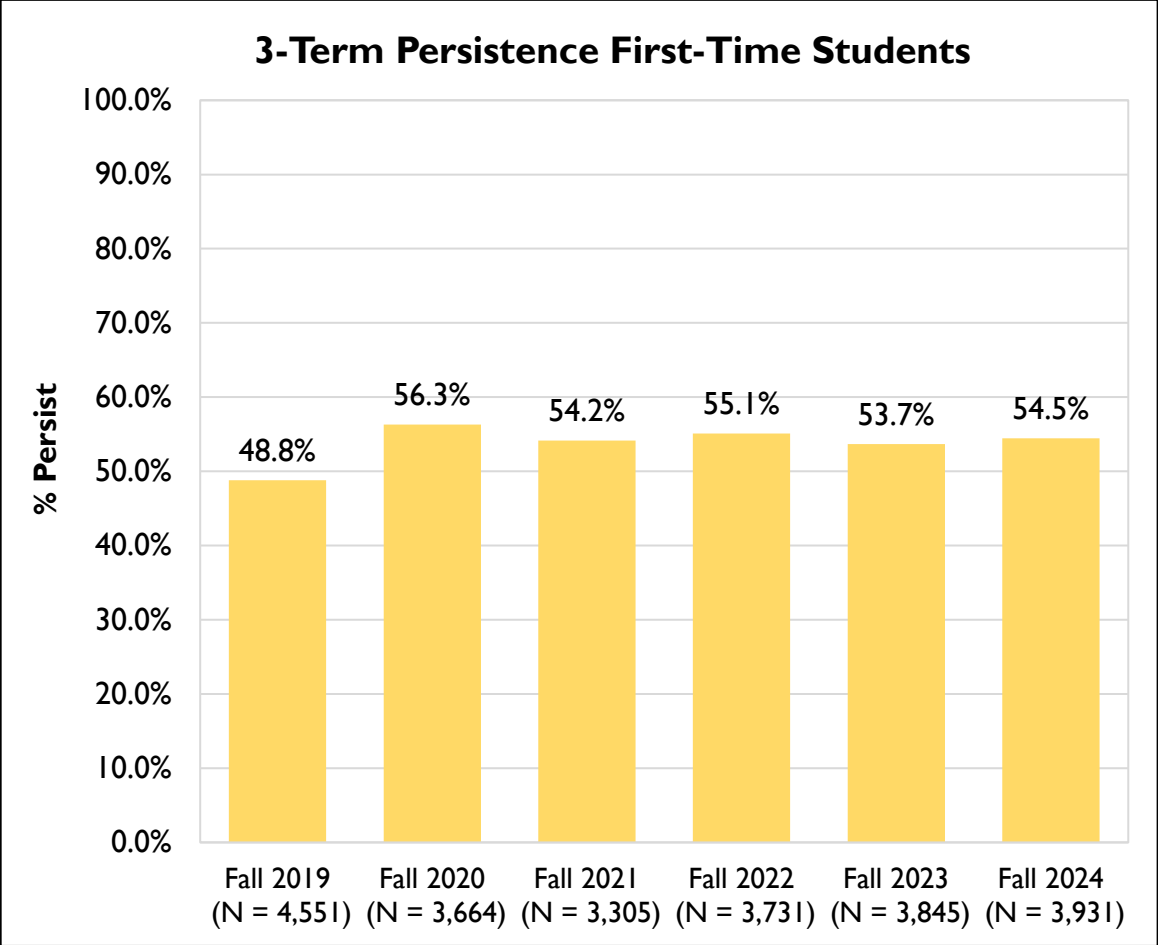
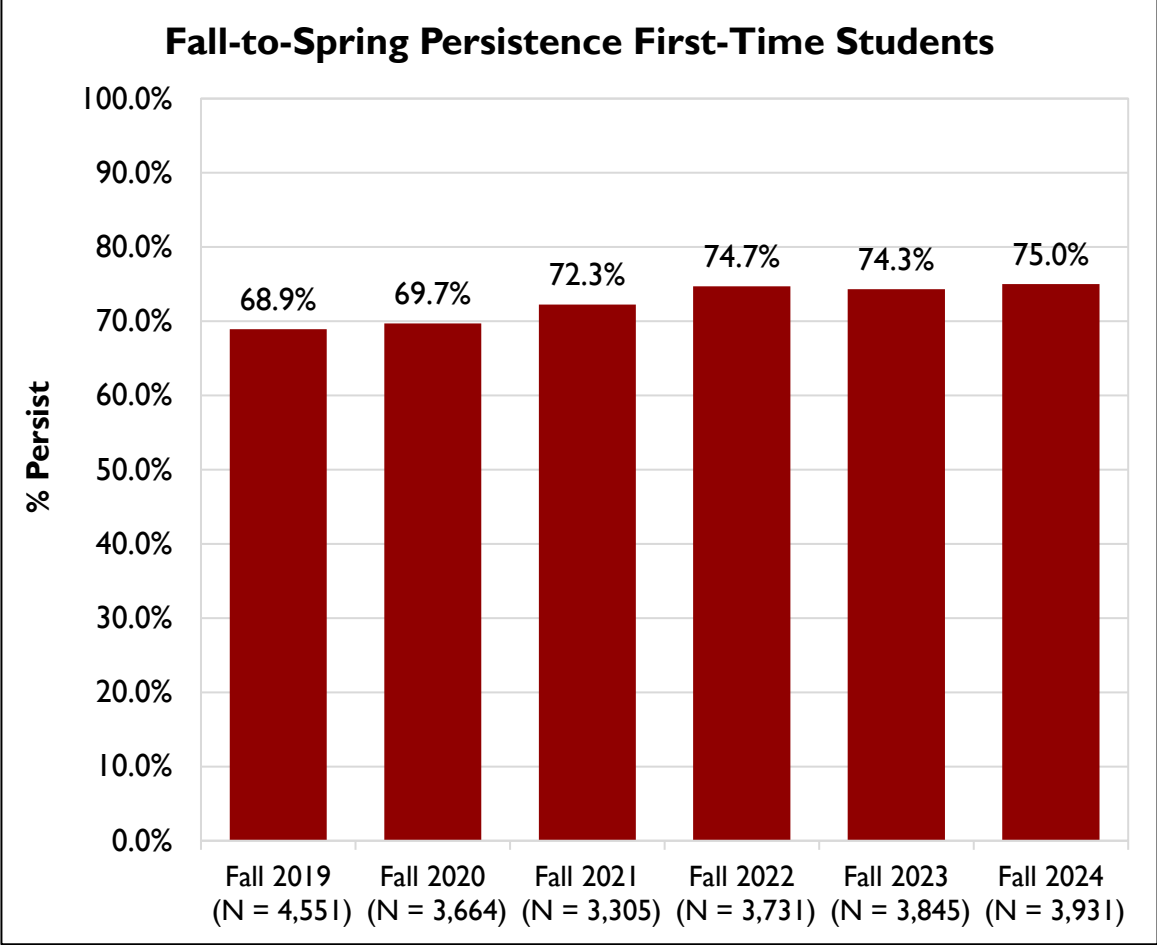
| Demographics                        | # First-Time Students Fall 2024 | # English Throughput | % English Throughput |
|-------------------------------------|---------------------------------|----------------------|----------------------|
| <b>Gender Identity</b>              |                                 |                      |                      |
| Female                              | 1,610                           | 671                  | 42%                  |
| Male                                | 2,207                           | 696                  | 32%                  |
| Non-Binary                          | 43                              | 19                   | 44%                  |
| Unknown                             | 71                              | 20                   | 28%                  |
| <b>Race or Ethnicity</b>            |                                 |                      |                      |
| American Indian / Alaska Native     | 23                              | 6                    | 26%                  |
| Asian                               | 131                             | 56                   | 43%                  |
| Black or African American           | 129                             | 31                   | 24%                  |
| Filipino                            | 78                              | 45                   | 58%                  |
| Hispanic or Latino                  | 2,074                           | 707                  | 34%                  |
| Native Hawaiian or Pacific Islander | 15                              | 2                    | 13%                  |
| White                               | 1,203                           | 458                  | 38%                  |
| Multi-Ethnicity                     | 213                             | 85                   | 40%                  |
| Other/Unknown                       | 65                              | 16                   | 25%                  |
| <b>Age Group</b>                    |                                 |                      |                      |
| 17 And Under                        | 107                             | 23                   | 21%                  |
| 18 To 24                            | 3,135                           | 1,291                | 41%                  |
| 25 To 29                            | 303                             | 48                   | 16%                  |
| 25 To 39                            | 268                             | 30                   | 11%                  |
| 40 To 49                            | 63                              | 9                    | 14%                  |
| 50 To 64                            | 49                              | 5                    | --                   |
| 65 & Over                           | N<10                            | --                   | --                   |
| <b>Overall English Throughput</b>   | <b>3,931</b>                    | <b>1,406</b>         | <b>35%</b>           |

Source: Pal PeopleSoft; California Community College Chancellor's Office – Palomar College MIS Data

**ENGLISH  
THROUGHPUT –  
OTHER POPULATION /  
CHARACTERISTICS  
FALL 2024**

| <b>Characteristics</b>            | <b># First-Time Students Fall 2024</b> | <b># English Throughput</b> | <b>% English Throughput</b> |
|-----------------------------------|--|-----------------------------|-----------------------------|
| <b>First Generation Status</b>    |  |                             |                             |
| First Generation                  | 1,386                                  | 433                         | 31%                         |
| Not First Generation              | 2,195                                  | 892                         | 41%                         |
| Unknown/Unassigned                | 350                                    | 81                          | 23%                         |
| <b>Foster Youth Student</b>       |  |                             |                             |
| Yes                               | 81                                     | 30                          | 37%                         |
| No                                | 3,847                                  | 1,376                       | 36%                         |
| <b>DRC Student</b>                |  |                             |                             |
| Yes                               | 198                                    | 86                          | 43%                         |
| No                                | 3,733                                  | 1,320                       | 35%                         |
| <b>Veteran Student</b>            |  |                             |                             |
| Yes                               | 124                                    | 60                          | 48%                         |
| No                                | 3,807                                  | 1,346                       | 35%                         |
| <b>Full-/Part-Time Status</b>     |  |                             |                             |
| Full-Time                         | 2,310                                  | 1,216                       | 53%                         |
| Part-Time                         | 1,621                                  | 190                         | 12%                         |
| <b>Overall English Throughput</b> | <b>3,931</b>                           | <b>1,406</b>                | <b>35%</b>                  |

# PERSISTENCE (FIRST FALL TO FIRST SPRING | FIRST FALL TO SECOND FALL)



Source: California Community College Chancellor’s Office – Palomar College MIS Data

Source: California Community College Chancellor’s Office – Palomar College MIS Data

1<sup>st</sup> to 2<sup>nd</sup> semester

1<sup>st</sup> to 2<sup>nd</sup> year

# FIRST-TIME STUDENT PERSISTENCE - DEMOGRAPHICS FALL 2024

| Demographics                        | # First-Time Students Fall 2024 | One-Term Persistence (F24 – Sp25) | 3-Term Persistence (F24 – F25) |
|-------------------------------------|---------------------------------|-----------------------------------|--------------------------------|
| <b>Gender Identity</b>              |                                 |                                   |                                |
| Female                              | 1,610                           | 78%                               | 61%                            |
| Male                                | 2,207                           | 73%                               | 50%                            |
| Non-Binary                          | 43                              | 88%                               | 72%                            |
| Unknown                             | 71                              | 69%                               | 44%                            |
| <b>Race or Ethnicity</b>            |                                 |                                   |                                |
| American Indian / Alaska Native     | 23                              | 83%                               | 44%                            |
| Asian                               | 131                             | 75%                               | 55%                            |
| Black or African American           | 129                             | 66%                               | 33%                            |
| Filipino                            | 78                              | 81%                               | 71%                            |
| Hispanic or Latino                  | 2074                            | 74%                               | 55%                            |
| Native Hawaiian or Pacific Islander | 15                              | 80%                               | 47%                            |
| White                               | 1,203                           | 77%                               | 56%                            |
| Multi-Ethnicity                     | 213                             | 82%                               | 57%                            |
| Other/Unknown                       | 65                              | 65%                               | 45%                            |
| <b>Age Group</b>                    |                                 |                                   |                                |
| 17 And Under                        | 107                             | 57%                               | 26%                            |
| 18 To 24                            | 3,135                           | 78%                               | 60%                            |
| 25 To 29                            | 303                             | 67%                               | 29%                            |
| 25 To 39                            | 268                             | 65%                               | 34%                            |
| 40 To 49                            | 63                              | 57%                               | 38%                            |
| 50 To 64                            | 49                              | 61%                               | 37%                            |
| 65 & Over                           | N<10                            | N<10                              | N<10                           |
| <b>Overall Persistence</b>          | <b>3,931</b>                    | <b>75%</b>                        | <b>55%</b>                     |

Source: Pal PeopleSoft; California Community College Chancellor's Office – Palomar College MIS Data

**FIRST-TIME STUDENT  
PERSISTENCE - –  
OTHER POPULATION /  
CHARACTERISTICS  
FALL 2024**

| <b>Student Special Pop /<br/>Characteristics</b> | <b># First-Time<br/>Students<br/>Fall 2024</b> | <b>One-Term<br/>Persistence<br/>(F24 – Sp25)</b> | <b>3-Term<br/>Persistence<br/>(F24 – F25)</b> |
|--|--|--|---|
| <b>First Generation Status</b>                   |  |  |   |
| First Generation                                 | 1,395  | 72%  | 51%   |
| Not First Generation                             | 2,204  | 78%  | 58%   |
| Unknown/Unassigned                               | 332  | 68%  | 44%   |
| <b>Foster Youth Student</b>                      |  |  |   |
| Yes  | 81   | 73%  | 49%   |
| No   | 3,850  | 75%  | 55%   |
| <b>DRC Student</b>                               |  |  |   |
| Yes  | 198  | 84%  | 70%   |
| No   | 3,733  | 75%  | 54%   |
| <b>Veteran Student</b>                           |  |  |   |
| Yes  | 120  | 78%  | 59%   |
| No   | 3,811  | 75%  | 54%   |
| <b>Full-/Part-Time Status</b>                    |  |  |   |
| Full-Time  | 2,310  | 88%  | 68%   |
| Part-Time  | 1,621  | 57%  | 36%   |
| <b>Overall Persistence</b>                       | <b>3,931</b>                                   | <b>75%</b>                                       | <b>55%</b>                                    |

# MOMENTUM: SUMMARY, HIGHLIGHTS, AND TAKEAWAYS



## COURSE SUCCESS

- Fall course success rates have increased over time.
- Course success rates vary by student group.



## COMPLETION OF GATEWAY MATH AND ENGLISH IN THE FIRST YEAR

- Completion of gateway math and English within the first year remains a challenge.



## PERSISTENCE

- First to second semester persistence has increased.
- We lose close to half of our first-time students from year one to year two.



# STUDENT OUTCOMES



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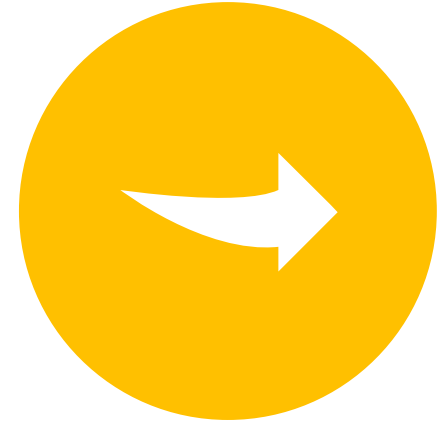
# OVERVIEW



DEGREES

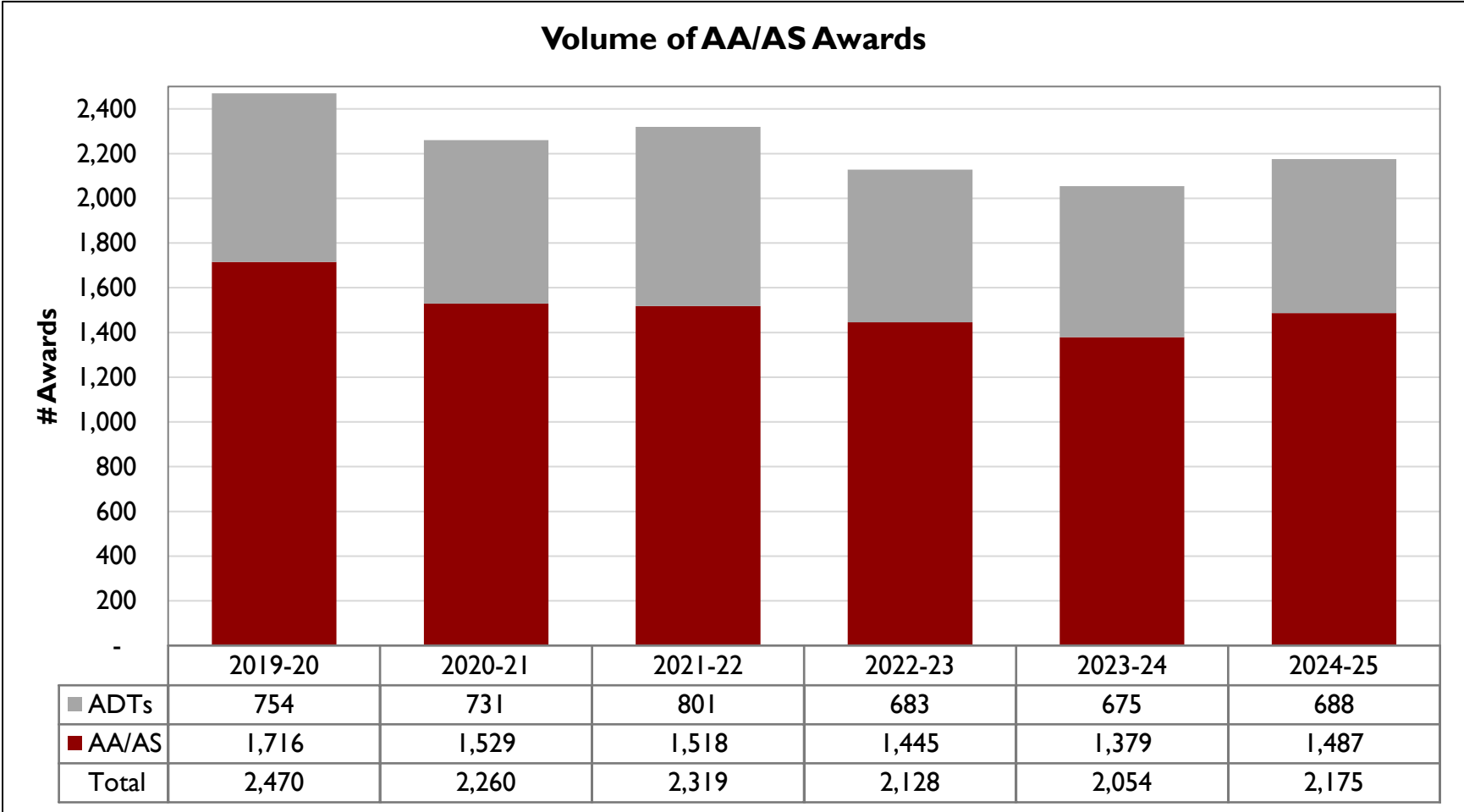


CERTIFICATES



TRANSFER

# ASSOCIATE DEGREES



Source: Pal PeopleSoft

Note. Volume includes multiple degree and certificate earners.

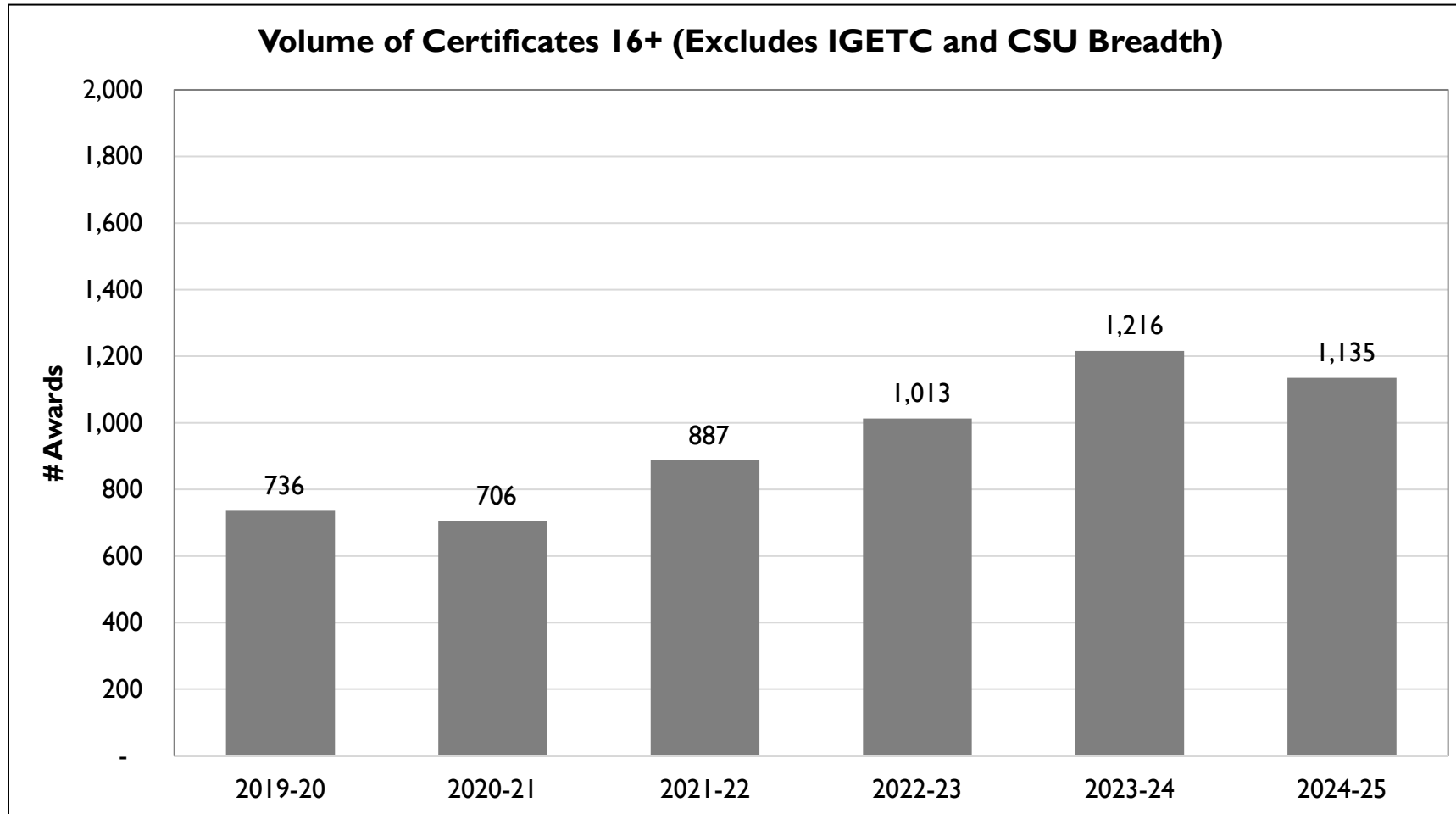
## TOP ASSOCIATE DEGREES 2024-25

| Associate Degree Program                    | Award Type                      | Award Count |
|---|---------------------------------|-------------|
| General Studies: Social/Behavioral Sciences | Associate in Arts               | 265         |
| General Studies: Science & Math             | Associate in Science            | 217         |
| University Studies: Social Sciences         | Associate in Arts               | 155         |
| Business Administration 2.0                 | Associate in Science - Transfer | 151         |
| Psychology                                  | Associate in Arts - Transfer    | 123         |
| University Studies: Science Studies         | Associate in Science            | 116         |
| General Studies: Arts & Humanities          | Associate in Arts               | 76          |
| Nursing                                     | Associate in Science            | 60          |
| Sociology                                   | Associate in Arts - Transfer    | 58          |
| Mathematics                                 | Associate in Science - Transfer | 57          |

Source: Pal PeopleSoft

Note. Volume includes multiple degree and certificate earners.

# CERTIFICATES 16+ (OVERALL)



Source: Pal PeopleSoft

Note. Volume includes multiple degree and certificate earners.

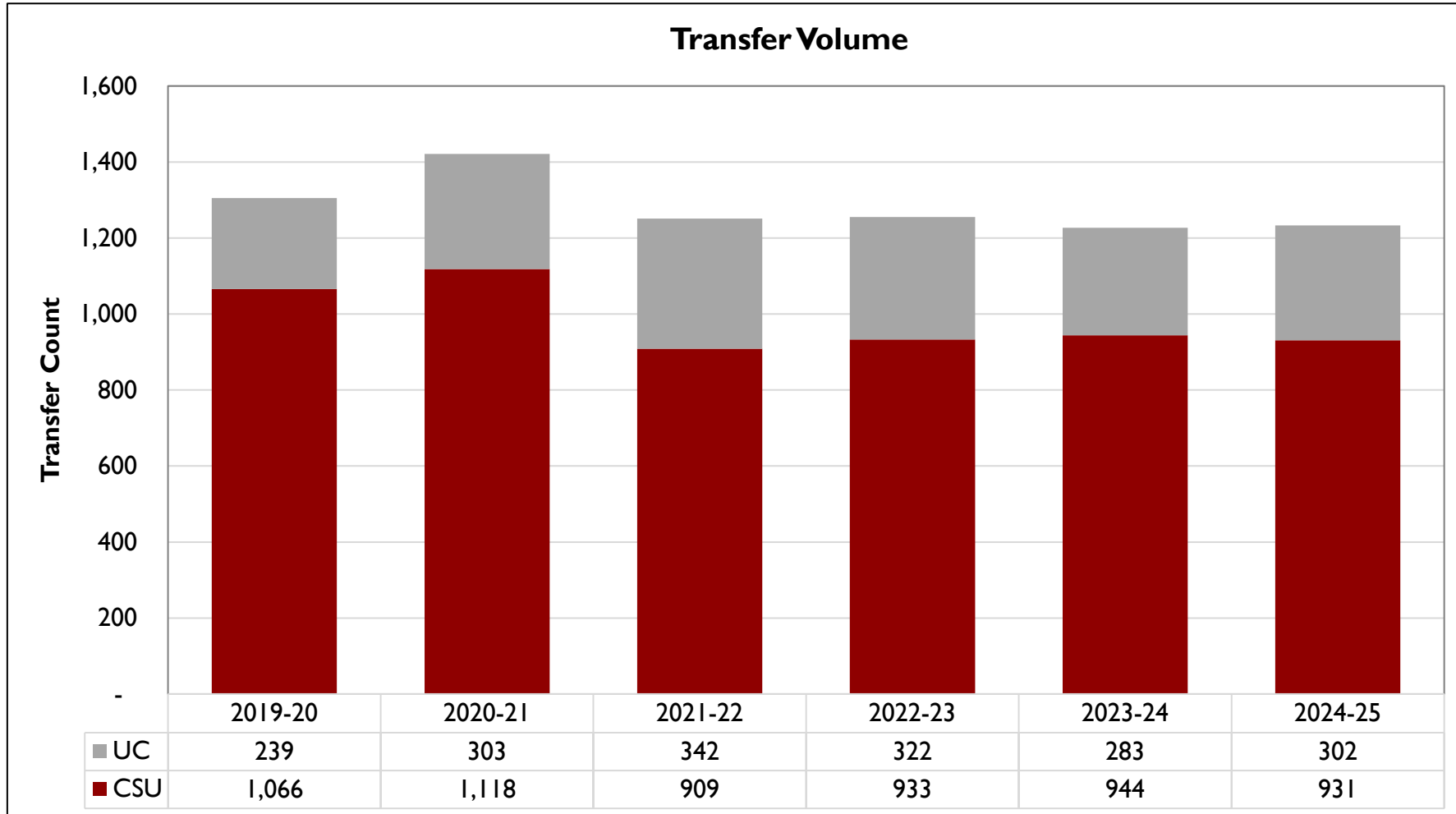
# TOP CERTIFICATES OF ACHIEVEMENT (2024-25)

| Certificate of Achievement Program | Award Type                  | Award Count |
|------------------------------------|-----------------------------|-------------|
| Military Leadership                | Cert of Achievement 16-29.9 | 500         |
| Fire Academy                       | Cert of Achievement 30-59.9 | 73          |
| Alcohol/Other Drug Studies         | Cert of Achievement 30-59.9 | 39          |
| Fire Tech: General                 | Cert of Achievement 30-59.9 | 36          |
| Computer Science                   | Cert of Achievement 16-29.9 | 28          |
| AP - Inside Wireman                | Cert of Achievement 30-59.9 | 23          |
| Registered Dental Assisting        | Cert of Achievement 30-59.9 | 23          |
| Accounting                         | Cert of Achievement 30-59.9 | 19          |
| Paramedic Training                 | Cert of Achievement 30-59.9 | 18          |
| Interior Design                    | Cert of Achievement 30-59.9 | 16          |
| Water Technology Education         | Cert of Achievement 16-29.9 | 16          |

Source: Pal PeopleSoft

\*Note. Volume includes multiple degree and certificate earners.

# TRANSFER TO UC/CSU



Sources: CSU = California State University Analytic Studies; UC = University of California Information Center

# TOP TRANSFER DESTINATIONS AND THEIR MAJOR (2024-25)

## ■ Top CSU Transfer Institutions

- CSUSM = 603
- SDSU = 145

## ■ Top CSU Majors

- Psychology
- Business Administration
- Kinesiology/Physical Education
- Computer Science
- Liberal Studies

## ■ Top UC Transfer Institutions

- UCSD = 87
- UC Berkeley = 27

## ■ Top UC Majors

- Computer Science
- Sociology
- Cell/Cellular Biology and Anatomical Sciences
- Political Science and Government
- Aerospace, Aeronautical, and Astronautical/Space Engineering
- Animal Sciences

# COMPLETION: SUMMARY, HIGHLIGHTS, AND TAKEAWAYS



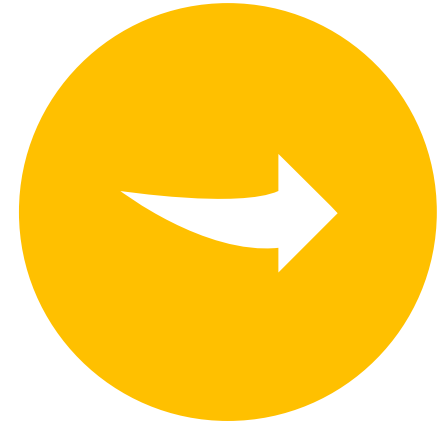
## DEGREES

- Nearly 6% increase in Associates Degrees.



## CERTIFICATES

- Slight decrease in certificates due to fluctuation in our Military Leadership program.

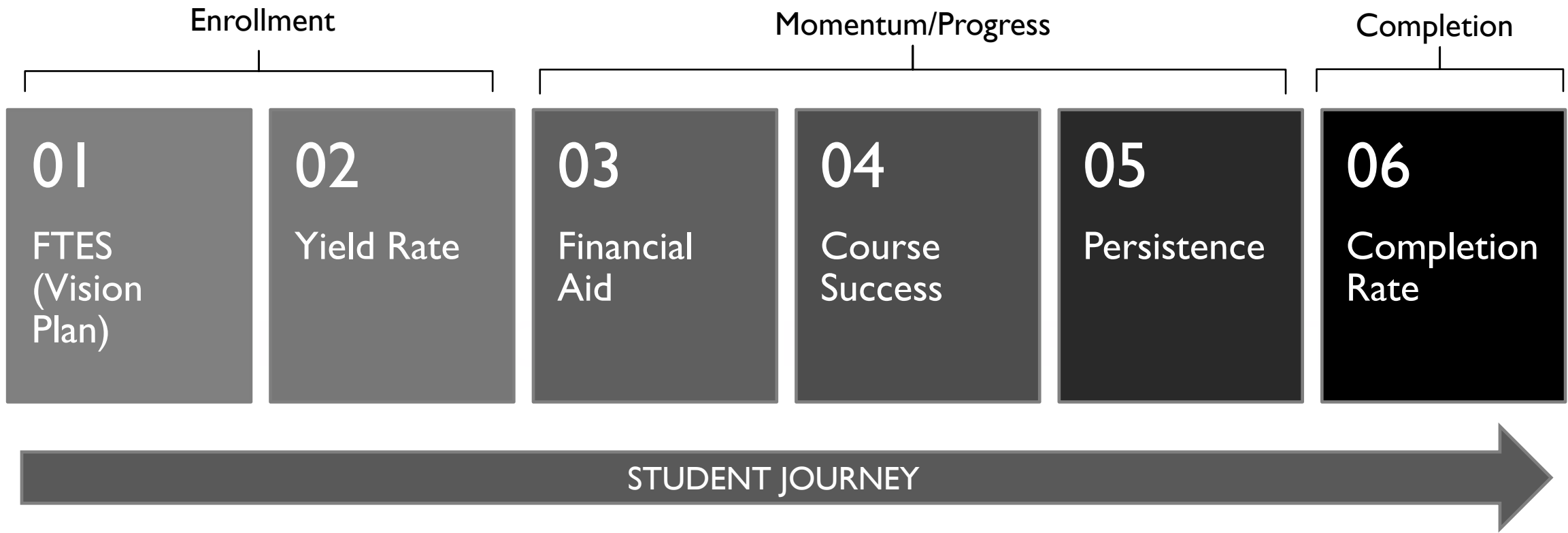


## TRANSFER

- Transfers to UCs and CSUs are stable.

# PLANNING AND ACCOUNTABILITY METRICS ACROSS THE STUDENT JOURNEY





**In a World Full of Data...**

# PROGRESS ON SIX STUDENT JOURNEY METRICS

| Student Journey | Metric                           | Baseline | Progress (2024-25) | Target* |
|-----------------|----------------------------------|----------|--------------------|---------|
| Enrollment      | FTES                             | 13,888   | 14,659             | 17,950  |
| Enrollment      | Yield Rate                       | 39.6%    | 40.4%              | 43%     |
| Momentum        | <u>Needs</u> Based Financial Aid | 36.9%    | 36.2%              | 38%     |
| Momentum        | Course Success Rate              | 73.9%    | 75.5%              | > 72%   |
| Momentum        | One Year Persistence             | 54.3%    | 54.5%              | 57%     |
| Completion      | Completion Rate                  | 38.4%    | 33.6%              | Monitor |

\* Target Year for FTES is 2029-30. Target Year for other metrics is 2028-29.

2025 METRICS  
INCLUDED IN 2026  
ACCJC ANNUAL  
REPORT

| Metric                | Standard | Goal  | Actual | Met |
|-----------------------|----------|-------|--------|-----|
| Annual Course Success | 71.0%    | 72.0% | 75.8%  | +   |
| Degrees               | 2,000    | 2,300 | 2,175  | =   |
| Certificates          | 2,000    | 2,300 | 2,281  | +   |
| Transfers             | 1,600    | 2,000 | 1,486  | -   |

**2025 METRICS  
INCLUDED IN 2026  
ACCJC ANNUAL  
REPORT – LICENSURE  
PASS RATES**

| <b>Licensure Type</b>        | <b>Exam Type</b> | <b>Standard</b> | <b>Goal</b> | <b>Actual</b> | <b>Met</b> |
|------------------------------|------------------|-----------------|-------------|---------------|------------|
| Nursing                      | National         | 85%             | 90%         | 94%           | <b>+</b>   |
| Registered Dental Assistant  | State            | 80%             | 90%         | 100%          | <b>+</b>   |
| Emergency Medical Technician | National         | 70%             | 80%         | 77%           | <b>+</b>   |
| Paramedics                   | National         | 70%             | 100%        | 90%           | <b>+</b>   |

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## SUMMARY, HIGHLIGHTS, AND TAKEAWAYS



- Six Student Journey Metrics and the Strategic Enrollment Management Committee
- ACCJC Standards and Stretch Goals
  - Meeting standards and some stretch goals
  - Licensure pass rates are impressive!



# PLANNING AND ACTION



# STRATEGIES ALIGNED WITH DATA AND VISION PLAN

- Strategies aligned with Vision Plan 2035. (See handout)
- Increase special admit/dual enrollment.
- Strengthen outreach processes and activities at high schools.
  - Letters to graduating seniors
  - Enrollment events (not just for high school graduates)
- Intentionally serve adult learners and grow CTE Pathways.
- Launch CRM (Customer Relations Management) system.
- Establish Call Center (with hours after 5:00).
- Increase student participation in financial aid.

## ACTION ALIGNED WITH DATA AND VISION PLAN (CONTINUED)

- Implementing AB 1705
- Student-Centered Class Scheduling
  - Short-term, eight-week classes
  - Block scheduling
  - Flexible scheduling strategies
- College hour to promote engagement.
- Program review and planning goals aligned with course success and completions.
- Equity Plan strategies to impact persistence.



# LABOR MARKET AND POST EDUCATION OUTCOMES





# LABOR MARKET



## Recent Job Growth in San Diego County (2022-2025)<sup>\*+</sup>

| NAICS | Industry Description                          | 2022 Jobs | 2025 Jobs | # Change (2021-2024) | % Change (2021-2024) | Avg. Earnings Per Jobs |
|-------|---|-----------|-----------|----------------------|----------------------|------------------------|
| 62    | Health Care and Social Assistance             | 209,657   | 242,143   | 32,485               | 15%                  | <b>\$80,678</b>        |
| 90    | Government                                    | 347,874   | 360,995   | 13,121               | 4%                   | <b>\$107,584</b>       |
| 72    | Accommodation and Food Services               | 169,199   | 175,313   | 6,115                | 4%                   | \$41,691               |
| 81    | Other Services (except Public Administration) | 94,484    | 98,517    | 4,033                | 4%                   | \$43,723               |
| 71    | Arts, Entertainment, and Recreation           | 35,631    | 38,623    | 2,992                | 8%                   | <b>\$61,639</b>        |
| 61    | Educational Services                          | 36,217    | 38,319    | 2,102                | 6%                   | <b>\$60,002</b>        |
| 23    | Construction                                  | 106,135   | 108,224   | 2,089                | 2%                   | <b>\$93,826</b>        |
| 48    | Transportation and Warehousing                | 42,739    | 44,307    | 1,568                | 4%                   | <b>\$74,567</b>        |
| 99    | Unclassified Industry                         | 100       | 420       | 320                  | 320%                 | <b>\$72,600</b>        |
| 22    | Utilities                                     | 5,570     | 5,830     | 260                  | 5%                   | <b>\$225,830</b>       |
| 21    | Mining, Quarrying, and Oil and Gas Extraction | 386       | 331       | (55)                 | -14%                 | <b>\$123,333</b>       |
| 11    | Agriculture, Forestry, Fishing and Hunting    | 11,126    | 10,322    | (803)                | -7%                  | <b>\$65,460</b>        |
| 53    | Real Estate and Rental and Leasing            | 38,875    | 37,982    | (892)                | -2%                  | <b>\$93,035</b>        |
| 42    | Wholesale Trade                               | 44,649    | 42,666    | (1,983)              | -4%                  | <b>\$123,368</b>       |
| 55    | Management of Companies and Enterprises       | 24,165    | 21,687    | (2,478)              | -10%                 | <b>\$162,325</b>       |

Source: Employment and Salary information - Lightcast - 2026.1 Release; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2025 – Single Adult Living Alone

\*. Excludes Gig Economy Workers & industries with negative growth and insufficient data.

+. Occupations where earnings reach the living wage for a single adult living alone (**\$59,737.60**) are bolded with green font. Note: Median High School graduate income for those working in California is \$32,476 (2022 American Community Survey).

## 10-Year Forecasted Job Growth in San Diego County (2025-2035)\*+

| NAICS | Industry Description   | 2025 Jobs | 2035 Jobs | # Change | % Change | Avg. Earnings Per Job |
|-------|--|-----------|-----------|----------|----------|-----------------------|
| 62    | Health Care and Social Assistance  | 242,143   | 291,517   | 49,374   | 20%      | <b>\$80,678</b>       |
| 90    | Government   | 360,995   | 379,651   | 18,656   | 5%       | <b>\$107,584</b>      |
| 72    | Accommodation and Food Services  | 175,313   | 190,691   | 15,378   | 9%       | \$41,691              |
| 81    | Other Services (except Public Administration)                            | 98,517    | 104,781   | 6,265    | 6%       | \$43,723              |
| 48    | Transportation and Warehousing   | 44,307    | 49,922    | 5,615    | 13%      | <b>\$74,567</b>       |
| 23    | Construction   | 108,224   | 113,445   | 5,221    | 5%       | <b>\$93,826</b>       |
| 54    | Professional, Scientific, and Technical Services                         | 169,434   | 172,485   | 3,051    | 2%       | <b>\$161,875</b>      |
| 71    | Arts, Entertainment, and Recreation                                      | 38,623    | 41,572    | 2,949    | 8%       | <b>\$61,639</b>       |
| 56    | Administrative and Support and Waste Management and Remediation Services | 104,546   | 107,366   | 2,820    | 3%       | <b>\$68,796</b>       |
| 22    | Utilities  | 5,830     | 6,383     | 553      | 9%       | <b>\$225,830</b>      |
| 31    | Manufacturing  | 114,621   | 114,916   | 295      | 0%       | <b>\$144,537</b>      |
| 21    | Mining, Quarrying, and Oil and Gas Extraction                            | 331       | 318       | (13)     | -4%      | <b>\$123,333</b>      |
| 99    | Unclassified Industry  | 420       | 80        | (340)    | -81%     | <b>\$72,600</b>       |
| 53    | Real Estate and Rental and Leasing                                       | 37,982    | 37,640    | (342)    | -1%      | <b>\$93,035</b>       |
| 11    | Agriculture, Forestry, Fishing and Hunting                               | 10,322    | 9,928     | (395)    | -4%      | <b>\$65,460</b>       |

Source: Employment and Salary information - Lightcast - 2026.1 Release; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2025 – Single Adult Living Alone

\*. Excludes Gig Economy Workers & industries with negative growth and insufficient data.

†. Occupations where earnings reach the living wage for a single adult living alone (**\$59,737.60**) are bolded with green font. Note: Median High School graduate income for those working in California is \$32,476 (2022 American Community Survey).

# TOP 10 OCCUPATIONS REQUIRING CERTIFICATE (2025-2035)\*+

| Occupational Description*                         | Annual Openings | Median Hourly Earnings | Annual Income (Est) |
|---|-----------------|------------------------|---------------------|
| Nursing Assistants                                | 1,624           | \$22.39                | \$46,580.90         |
| Medical Assistants                                | 1,228           | \$22.94                | \$47,710.09         |
| Heavy and Tractor-Trailer Truck Drivers           | 1,277           | \$28.32                | \$58,913.91         |
| Hairdressers, Hairstylists, and Cosmetologists    | 772             | \$17.86                | \$37,159.10         |
| Licensed Practical and Licensed Vocational Nurses | 604             | \$37.12                | \$77,206.56         |
| Dental Assistants                                 | 597             | \$22.24                | \$46,255.47         |
| Manicurists and Pedicurists                       | 547             | \$17.00                | \$35,364.14         |
| Automotive Service Technicians and Mechanics      | 554             | \$27.95                | \$58,132.24         |
| Aircraft Mechanics and Service Technicians        | 477             | \$40.89                | \$85,041.58         |
| Massage Therapists                                | 331             | \$20.24                | \$42,099.70         |

| Median Hourly Earnings |          |                  |
|------------------------|----------|------------------|
| Low                    | High     | Percentile       |
| \$41.59                | \$224.80 | Top 25%          |
| \$29.38                | \$41.58  | Upper Middle 25% |
| \$21.55                | \$29.37  | Lower Middle 25% |
| \$9.24                 | \$21.55  | Bottom 25%       |

Source: Employment and Salary information - Lightcast - 2026.1 Release; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2025 – Single Adult Living Alone

\*. Excludes Gig Economy Workers & industries with negative growth and insufficient data.

†. Occupations where earnings reach the living wage for a single adult living alone (**\$59,737.60**) are bolded with green font. Note: Median High School graduate income for those working in California is \$32,476 (2022 American Community Survey).

# TOP 10 OCCUPATIONS REQUIRING ASSOCIATES (2025-2035)\*+

| Occupational Description *                                      | Annual Openings | Median Hourly Earnings | Annual Income (Est) |
|---|-----------------|------------------------|---------------------|
| Preschool Teachers, Except Special Education                    | 622             | \$21.73                | \$45,192.92         |
| Paralegals and Legal Assistants                                 | 440             | \$36.86                | <b>\$76,663.44</b>  |
| Life, Physical, and Social Science Technicians, All Other       | 258             | \$31.50                | <b>\$65,524.12</b>  |
| Electrical & Electronic Engineering Technologists & Technicians | 205             | \$39.74                | <b>\$82,664.91</b>  |
| Veterinary Technologists and Technicians                        | 138             | \$24.91                | \$51,802.53         |
| Dental Hygienists   | 134             | \$57.50                | <b>\$119,605.84</b> |
| Human Resources Assistants, Except Payroll and Timekeeping      | 152             | \$26.17                | \$54,435.85         |
| Engineering Technologists & Techs, Except Drafters, All Other   | 142             | \$43.65                | <b>\$90,801.29</b>  |
| Architectural and Civil Drafters                                | 124             | \$36.66                | <b>\$76,251.78</b>  |
| Physical Therapist Assistants                                   | 116             | \$39.21                | <b>\$81,563.69</b>  |

| Median Hourly Earnings |          |                         |
|------------------------|----------|-------------------------|
| Low                    | High     | Percentile              |
| \$41.59                | \$224.80 | <b>Top 25%</b>          |
| \$29.38                | \$41.58  | <b>Upper Middle 25%</b> |
| \$21.55                | \$29.37  | <b>Lower Middle 25%</b> |
| \$9.24                 | \$21.55  | <b>Bottom 25%</b>       |

Source: Employment and Salary information - Lightcast - 2026.1 Release; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2025 – Single Adult Living Alone

\*. Excludes Gig Economy Workers & industries with negative growth and insufficient data.

+. Occupations where earnings reach the living wage for a single adult living alone (**\$59,737.60**) are bolded with green font.

# TOP 10 OCCUPATIONS REQUIRING BACHELORS (2025-2035)\*+

| Occupational Description *                 | Annual Openings | Median Hourly Earnings | Annual Income (Est) |
|--|-----------------|------------------------|---------------------|
| General and Operations Managers            | 2,270           | \$75.44                | <b>\$156,919.02</b> |
| Registered Nurses                          | 2,004           | \$63.85                | <b>\$132,811.19</b> |
| Business Operations Specialists, All Other | 1,663           | \$38.75                | <b>\$80,609.82</b>  |
| Postsecondary Teachers                     | 1,524           | \$54.20                | <b>\$112,744.74</b> |
| Managers, All Other                        | 1,273           | \$70.31                | <b>\$146,247.32</b> |
| Accountants and Auditors                   | 1,195           | \$44.87                | <b>\$93,331.11</b>  |
| Substitute Teachers, Short-Term            | 1,186           | \$26.79                | \$55,724.94         |
| Software Developers                        | 1,136           | \$76.32                | <b>\$158,755.82</b> |
| Management Analysts                        | 1,053           | \$49.16                | <b>\$102,259.89</b> |
| Human Resources Specialists                | 987             | \$38.11                | <b>\$79,262.57</b>  |

| Median Hourly Earnings |          |                         |
|------------------------|----------|-------------------------|
| Low                    | High     | Percentile              |
| \$41.59                | \$224.80 | <b>Top 25%</b>          |
| \$29.38                | \$41.58  | <b>Upper Middle 25%</b> |
| \$21.55                | \$29.37  | <b>Lower Middle 25%</b> |
| \$9.24                 | \$21.55  | <b>Bottom 25%</b>       |

Source: Employment and Salary information - Lightcast - 2026.1 Release; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2025 – Single Adult Living Alone

\*. Excludes Gig Economy Workers & industries with negative growth and insufficient data.

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## Top Career Program Areas at Palomar and Related Jobs and Earnings in San Diego County\*†

| Career Program Area   | % Total Completions (2023-24)^ | 2025 Jobs | # Change (2022-25) | % Change (2022-25) | Typical Entry-Level Earnings: Related Jobs | Median Annual Earnings: Related Jobs |
|---|--------------------------------|-----------|--------------------|--------------------|--|--------------------------------------|
| <b>Total Number of Completions in Career Programs</b>                   | <b>2,248</b>                   |           |                    |                    |  |                                      |
| Business Administration and Management, General                         | 33.5%                          | 220,025   | 2,898              | 1%                 | \$43,015                                   | <b>\$93,356</b>                      |
| Emergency Medical Technology/Technician (EMT Paramedic)                 | 11.0%                          | 9,609     | 1,253              | 15%                | \$36,848                                   | \$51,975                             |
| Fire Science/Fire-fighting  | 6.1%                           | 3,839     | (129)              | -3%                | \$48,123                                   | <b>\$76,073</b>                      |
| Early Childhood Education and Teaching                                  | 3.2%                           | 56,882    | 479                | 1%                 | \$34,566                                   | \$51,005                             |
| Registered Nursing/Registered Nurse                                     | 3.0%                           | 39,567    | 3,990              | 11%                | <b>\$98,451</b>                            | <b>\$136,170</b>                     |
| Accounting  | 2.7%                           | 44,612    | (1,965)            | -4%                | \$45,936                                   | <b>\$81,339</b>                      |
| Radio and Television  | 2.0%                           | 7,690     | (470)              | -6%                | \$42,462                                   | <b>\$79,544</b>                      |
| Electrician   | 2.0%                           | 23,482    | 449                | 2%                 | \$49,746                                   | <b>\$81,853</b>                      |
| Welding Technology/Welder   | 2.0%                           | 20,824    | (811)              | -4%                | \$39,038                                   | <b>\$54,379</b>                      |
| Water Quality & Wastewater Trtmt Management & Recycling Technology/Tech | 1.7%                           | 3,747     | 34                 | 1%                 | <b>\$70,685</b>                            | <b>\$165,137</b>                     |
| Fire Prevention and Safety Technology/Technician                        | 1.5%                           | 4,103     | (111)              | -3%                | \$47,929                                   | <b>\$77,399</b>                      |
| Geographic Information Science and Cartography                          | 1.5%                           | 30,551    | 1,300              | 4%                 | \$47,769                                   | <b>\$123,911</b>                     |
| Criminal Justice/Law Enforcement Administration                         | 1.5%                           | 60,627    | 2,703              | 5%                 | \$50,748                                   | <b>\$107,657</b>                     |
| Cabinetmaking and Millwork  | 1.4%                           | 1,241     | (191)              | -13%               | \$35,864                                   | \$49,588                             |
| Child Care Provider/Assistant   | 1.3%                           | 38,298    | 1,420              | 4%                 | \$33,438                                   | \$44,178                             |
| Child Development   | 1.2%                           | 32,396    | 1,632              | 5%                 | \$33,281                                   | \$45,678                             |
| Fashion/Apparel Design  | 1.1%                           | 257       | (35)               | -12%               | \$14,797                                   | <b>\$83,638</b>                      |
| Automobile/Automotive Mechanics Technology/Technician                   | 1.0%                           | 13,847    | 102                | 1%                 | \$37,364                                   | <b>\$68,127</b>                      |
| Architectural Technology/Technician                                     | 1.0%                           | 28,209    | 2,624              | 10%                | <b>\$59,822</b>                            | <b>\$96,263</b>                      |
| Dental Assisting/Assistant  | 1.0%                           | 4,407     | (64)               | -1%                | \$37,327                                   | \$46,255                             |

Source: Employment and Salary information - Lightcast - 2026.1 Release; Massachusetts Institute of Technology (MIT) Living Wage Calculator 2025 – Single Adult Living Alone

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# POST EDUCATION OUTCOMES



# POST EDUCATION OUTCOMES: BACKGROUND AND ROI

- Background
- ACCJC Return on Investment (ROI)
  - Tracks how quickly graduates recover educational costs through earnings
  - Palomar College – *1.1 years to recoup cost*
- Labor Market Outcomes
  - Salaries in fields related to program of study
  - Salaries of graduates at points in time

# LABOR MARKET OUTCOMES

- Federal Earnings Test
- No measure will be perfect.
- *Recognize the value of education and a degree is not just about income.*
- We all seek to support the social mobility of our students. Their ability to earn a living/thriving wage directly impacts social mobility.



Palomar College  
San Marcos, California

THANK YOU!