

ANNUAL PROGRAM REVIEW AND PLANNING: Instructional Support and Other Units

Includes: Instructional Services Office, Division Dean's Offices, Occupational & Noncredit Administrative Office, Workforce and Community Development and Extended Education (Centers and Site Operations), KKSM, PCTV, Library, Telescope, Boehm Gallery, Academic Technology, Tutoring, Planetarium, Service Learning, Wellness Center, Women's Studies, STEM Center, Teaching & Learning Center, etc.



PART 1: BASIC PROGRAM INFORMATION

Program Review and Planning is the means by which faculty, staff, and/or administrators complete a self-evaluation of an academic discipline, program, or service. The self-evaluation includes an analysis of both quantitative and qualitative data on how the academic discipline, program, or service is supporting the mission and strategic planning of Palomar College in meeting the educational and career interests of students.

Service Area:	Instruction
Department Name:	Camp Pendleton
Division Name:	Extended Education

Please list all participants in this Program Review:

Name	Position
Ryan Williams	Enrollment Services Supervisor
Tory Haynes	Camp Pendleton Site Coordinator

Number of Full Time Staff	3	Number of Part Time Staff	0
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Please list the Classified positions (and their FTE) that support this discipline:

Camp Pendleton Site Coordinator - Tory Haynes (1.0 FTE)
 Camp Pendleton Site Specialist - James Pinckney (1.0 FTE)

What additional hourly staff support this discipline and/or department:

1 Short Term Hourly - Adelma Philips

PART 2: PROGRAM REFLECTION

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Describe your proudest moments or achievements related to student success and outcomes.

The Emergency Medical Services Skillsbridge program allows transitioning service members within 6 months from exiting the military to leave their command for 8 weeks and attend Palomar's EME 106 and EME 106L courses in a 6 week (all day Monday thru Friday) format plus 2 weeks of professional development. This program helps prepare service members leaving the military and begin their civilian lives with an employable certification and qualification to enter Fire, Police, or Paramedic academies. In 2016/2017, we had 80 active duty service members attend and graduate from the program via 3 cohorts (Fall 2016, Spring 2017, and Summer 2017).

Enrollment at CPPEN increased 31% this year (2015/16 = 256.30 FTES to 2016/17 = 371.68 FTES)

We have exerted a lot of energy and resources to increase enrollment this year through strategic marketing, advertising, outreach, course offerings, student services, and reducing the amount of red tape to get started at Palomar on base. We have also worked heavily on creating a culture within the center that is welcoming, unintimidating, and individual focused. We feel the increased visibility, base engagement, ease of processes, and center environment have dramatically improved Palomar's image on base and ultimately increased the demand for classes.

39% increase in Active duty enrollments for all modalities: For the first time we've begun monitoring the number of active duty students enrollments in sections across all modalities and locations, not just face-to-face on Camp Pendleton. Since the center funnels a lot of service members into online classes and to the main campus, we felt it's important to gain a better understanding how many students from Camp Pendleton the college is serving.

Preliminary data shows that in the last year, there has been a 39% increase in overall enrollments by active duty. In 2015/16, there were 2,626 enrollments by active duty students and it has increased to 3,652 in 2016/17.

What areas or activities are you working on this year to improve your program/service area? Please respond to new data as well as feedback from last year's program review.

Marketing and outreach efforts to increase enrollment:

We are continuing our extensive marketing and outreach initiatives to further make the base aware of Palomar College, communicate our value proposition, and ultimately increasing our enrollments in CPPEN and online classes. We have been extremely successful thus far and feel there is still a lot of work to be done in this area. With more than 70,000 people on base, this will be an ongoing plan.

Deployment Program:

We are working on implementing a program where deploying military units can choose an online class or classes their unit would like to take while overseas. Features of the program will include: menu of possible classes, custom term dates, dedicated faculty, admissions and financial aid assistance, orientation, and textbook assistance.

Instruction scheduling:

We have worked to schedule course offerings and their details more strategically. This included maximizing classroom efficiency, servicing demand across the base, and deliberately placing Math courses near the Mainside of the base in order to increase the usage of Math tutoring. We are now working to make our course offerings more efficient through increasing the demand for classes and only scheduling highly demanded sections.

Base relations:

We have been improving base relations through networking across the base. Through new contacts we've developed relationships with, we have acquired 4 new classrooms. 2 of them are on Mainside where classes are in high demand and 2 are in the South where we have wanted to expand our reach to. Additionally, we have connected Palomar's EME department and the Field Medical Battalion unit where Combat Medics are trained. We're now teaching EMT classes at their facility and exploring instruction opportunities for their staff and students. Lastly, these new connections have enabled us to participate in several education panels across the base for active duty, veterans, military spouses, and young adults.

Inform Main Campus of CPPEN:

To better connect Palomar's main campus and Camp Pendleton, we have regularly engaged the campus to communicate the various aspects of our Camp Pendleton site. To do this we have hosted many meetings with departments on site, given presentations, represented through shared governance, attended appropriate meetings regarding military affiliated students, and increased communication with instruction and student services departments.

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Have there been any unanticipated factors that have affected the progress of your previous plan?

Classrooms:

We lost 4 classrooms unexpectedly this year due to the military commands deciding they either were not going to make their facilities available for college classes, change of facility ownership, and construction. We were able to find 4 new classrooms, but this illustrates the need to have a large number of available classrooms in case we lose more in the future.

Staff Training:

The marketing and outreach initiatives have caused an extreme increase in student traffic in the center and inquiries via phone or email which has demanded more staff in the center at all times. This has reduced the ability to have staff members travel to campus regularly for training.

What are your Service Area Outcomes (SAO)?

1. Increase awareness of Palomar College and our services offered throughout Camp Pendleton base.
2. Continue with our efforts to increase enrollment numbers.
3. Continue with cross departmental staff training to better assist our students.
4. Continue with our physical improvements of the center.
5. Identify strategies to enhance student success
6. Add base degree programs
7. Develop methods to better support teaching faculty
8. Design a military deployment program

Summarize your planned Service Area Outcomes (SAO) results from last year and your implemented or planned follow-up:

1. Increase awareness of Palomar College and our services offered throughout Camp Pendleton base.

As previously outlined, we have spent a considerable amount of resources on marketing, advertising, and outreach. Strong Workforce has allocated \$50,000 annually on base advertising and Student Equity allocated \$14,000 for a wall advertisement on base this year. The word has spread well about Palomar on base, what we offer, and the benefits of attending Palomar as opposed to the other base colleges.

Through partnership with the MCCS Marketing Department we were able to create a year-long marketing campaign to promote Palomar College on Camp Pendleton. The campaign includes digital marquee advertisements at 3 base entrances, advertisements on all of the lane T.V. monitors in the Bowling Alley (located near our office), free-standing posters in the fitness centers and the Single Marine Program facilities, and website banners on MCCS webpage that links directly to our Camp Pendleton website. Throughout the campaign we are able to update the advertisements to promote the start of our fast track classes, financial aid, our CTE programs, etc. Our campaign also included 3 MCCS paid outreach events: Camp Pendleton Mud Run (3,500 people), 4th of July Beach Bash (40,000 people), and our upcoming Christmas Tree Lighting event (15,000 people). We have been able to table at all these events and provide information and materials regarding Palomar College and Camp Pendleton.

In addition to our partnership with the MCCS, Palomar College's Public Affairs Office had created many advertisements targeting the military and veteran populations. These included the North County Sprinter wrap, Emerald Blvd. billboard, and bus advertisements.

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Finally, this year we have participated in 11 additional outreach events on Camp Pendleton and the surrounding areas to include education fairs and panels, Military in Transition events, and various military units events around base.

Palomar now serves overwhelmingly more students on base than any of the other base institutions. These marketing initiatives will continue this next year as we will continue receiving \$50,000 from Strong Workforce and it is likely we'll receive new funding from Student Equity for base advertising. As the buzz continues around base, we will be asked to participate in more outreach opportunities, education panels, and briefings to military units around the base. This will be a continued SAO.

2. Continue with our efforts to increase enrollment numbers.

The work done in the above #1 (increasing awareness through advertising and outreach) has impacted enrollment significantly and increased by 31% for Camp Pendleton classes and 39% of active duty students across all modalities as described in the accomplishments section. This will be a continued SAO and we will be working with Institutional Research and Planning to collect data in order to have a greater understanding of the classes active duty students are taking so that we know where the demand is. This data will assist in schedule planning on and off base. This will be a continued SAO.

3. Continue with cross departmental staff training to better assist our students.

Staff has attended several on campus meetings and trainings, however more effort needs to be placed on training the staff. Financial Aid is the primary area that is needed. We will work with Adrienne Lee to have a Financial Aid Advisor be available to travel to base and do regular on site trainings. We will also be developing standard operating procedures for the Camp Pendleton staff to ensure they have reference materials readily available. This will be a continued SAO.

4. Continue with our physical improvements of the center.

The new Camp Pendleton Base Education Center has now begun construction and will be finished this year. We will be planning and coordinating the move in the coming months. This will be a continued SAO.

5. Identify strategies to enhance student success

This is an area that needs more planning and execution. We have worked with Student Equity to provide backpacks, school supplies, textbook vouchers, and gas cards to students in need to eliminate barriers to access college. We plan to work closely with Institutional Research and Planning to research data such as graduation rates, completion rates, retention, GPA's, etc. for students on base. After evaluating the data, we can establish initiatives to assist students succeed in their courses and eventually graduate. This should be monitored ongoing and will be a continued SAO for the next year.

6. Add base degree programs

We have not added any degree programs to the base this year. We focused more on increasing the efficiency of the current courses to align with the institution's goals. As demand continues to increase, we will explore new degree programs. One program in particular that we will be engaging with is Computer Science. This will depend on the new Base Education Center design of the computer lab to ensure the classes will have the infrastructure in place for all required courses within the degree.

7. Implement Faculty Support Program

We have worked on implementing faculty support through orientations, website updates, information packets, equipment updates, and increased communication between CPPEN and various departments.

We have started offering Faculty Orientations before each semester to help new and returning faculty get organized and comfortable with teaching on base. These orientation include base knowledge and what to expect, classroom locations, base access, important dates/deadlines, common military situations, cultural awareness, on-base resources, and faculty best practices. Faculty have become more adapted to teaching on base as it is much different than our other campuses and centers.

The Faculty Resource page on our website and information packets are useful tools for our faculty to use throughout the semester. They are able to better prepare and use for reference when they might have a question and our office is already closed. The website and packets include important dates and deadlines, equipment instructions, classroom maps, base access, etc.

This year we started including ADA's (and sometimes Department Chairs) in email correspondence with our faculty members. We have found this useful in the communication between CPPEN and the main campus when it comes to faculty related issues. We have also received positive feedback from the ADA's in regards to the increased communication between CPPEN and their departments.

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The Instruction Office has replaced the old equipment for CPPEN to include laptops, projectors and carrying cases, portable projector screens, and whiteboards. Since most of our locations do not have internet access, PCTV has provided us with Sprint Hotspots for classroom use. These updates have helped our faculty members become more efficient in the classroom.

8. Design a military deployment program

We have put together the first building blocks of the program and it is still in progress. We identified an initial list of courses that will be offered to military units (CINE 100, SOC 100, ANTH 100, AMS, AIS, MCS, and possibly ENG 100) and the faculty associated with the classes. We have met with student services to arrange how we will get the units' students through the admissions and financial aid processes efficiently (group orientations, FASFA workshops, and dedicated financial aid advisor). We are now working with instruction and the foundation to determine funding sources for textbooks. Once the program details are set, we will begin approaching deploying units to evaluate their interest in the program. This will be a continued SAO.

Summarize your planned Service Area Outcomes (SAO) assessment activities for the current academic year:

1. Increasing the efficiency of operational procedures such as financial aid, admissions, and cashier services. We will be implementing OnBase to the center so that the staff may electronically submit documents directly to Admissions (ex: residency packets) and financial aid (ex: students' to-do list items). The students' paperwork will automatically be put into the department's queue and processed in line with main campus students. Currently, the paperwork is mailed on a weekly basis from the base to campus which delays the processing of their documents.

PART 3: PROGRAM GOALS

1. Progress on Previous Year's Goals: Please list discipline goals from the previous year's reviews and provide an update by placing an "X" the appropriate status box .

Goal	Completed	Ongoing	No longer a goal
Implement faculty support program		x	
Increase enrollment at site through marketing and outreach campaign		x	
Increase number of classrooms on base		x	

2. New Goals: Please list all goals for this three-year planning cycle (including those continued from previous planning cycle):

Goal #1	
Goal	Implement faculty support program
Strategies for implementation	The last aspect of this initiative is to complete a Camp Pendleton Faculty Manual. An information packet currently exists but will be developed into a more robust reference guide.
Timeline for implementation	Completed prior to Fall 2018
Outcome(s) expected (qualitative/quantitative)	Faculty will be better informed, ready to teach on base, and set up for successful instruction
Goal #2	
Goal	Increase enrollment at site through marketing and outreach campaign

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Strategies for implementation	As described before, continued advertising and outreach on base
Timeline for implementation	Ongoing
Outcome(s) expected (qualitative/quantitative)	Increase in enrollment for CPPEN sections
Goal #3	
Goal	Increase number of classrooms on base
Strategies for implementation	<ul style="list-style-type: none"> Aligning with improved base relations and gaining new contacts around the base within various military units, we will have a wider network that can lead to new classrooms. There is not a list of all the classrooms around the base so the only method to find new rooms is to extend our reach and foster new relationships. We will also leverage our students who work in these areas.
Timeline for implementation	Ongoing throughout the year
Outcome(s) expected (qualitative/quantitative)	Increase in number of classrooms available on base

Goal #4	
Goal	Plan the new Base Education Center
Strategies for implementation	The new Camp Pendleton Base Education Center began construction in October 2017. We will be planning and coordinating the move in the coming months. We will work closely with Facilities, Information Services, Foundation Office, Student Equity, Instruction, and Student Services.
Timeline for implementation	Construction timelines are still vague but construction should be finished approximately Summer to Fall 2018
Outcome(s) expected (qualitative/quantitative)	The office will move to the new building with new furniture and equipment ready to better serve our students and faculty on base.

PART 4: FEEDBACK AND FOLLOW-UP

This section is for confirming completing and providing feedback.

Confirmation of Completion by Department Chair	
Department Chair	Ryan Williams
Date	11/13/17

***Please email your Dean to inform them that the PRP has been completed and is ready for their review**

Reviewed by Dean	
Reviewer(s)	n/a

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Date	
1. Strengths and successes of the discipline as evidenced by the data and analysis:	
2. Areas of Concern, if any:	
3. Recommendations for improvement:	

***Please email your VP to inform them that the PRP has been completed and is ready for their review**

Reviewed by: Vice President	
Reviewer(s)	Jack S. Kahn Ph.D.
Date	1/22/1018
1. Strengths and successes of the discipline as evidenced by the data and analysis:	
<ol style="list-style-type: none"> 1. EME is such an asset. 2. Wow- 31%!! We need to make this more public- you have done a great job with this Ryan in such a short time. 3. I love the idea of monitoring active duty (and the stats)- we can use that I think in promotion as well. 4. The marketing has made a huge difference. 5. Your SAOs are great – we may want to actually set goals (increase X by y% etc.) lets chat about that. 6. I also appreciate your focus on faculty support and of course student success- we have to always keep this in mind – you have done a great job here emphasizing action oriented strategies to assisting with both 7. Goals are also excellent- lets discuss in our one on one and put these on a timeline etc. 8. Excellent review, thorough, well written, excellent use if data, goals that reflect the narrative, sets the stage for next years work- again really well done 	
2. Areas of Concern, if any:	
3. Recommendations for improvement:	