



Non-Instructional Program Review and Planning

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL AREAS

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions:

[We are using the Strengths, Opportunities, Aspirations, Results \(SOAR\) strategic planning technique to help us focus on our current strengths and opportunities, create a vision of future aspirations, and consider the results of this approach.](#)

BASIC UNIT INFORMATION

Academic Year
2018-2019

Division Name
Arts, Media and Business Administration

Unit Name
Educational Television

Name Person Responsible for the Program/Unit
James Odom

Please list all participants in this Program Review:

Name	Position
James Odom	Manager, Educational Television and KKSM Radio Operations
Bill Wisneski	Educational Television Producer
Luke Bisagna	Educational Television Broadcast Specialist

Website address for your program or unit
<https://www2.palomar.edu/pages/pctv/>

Program/Unit Mission Statement

[\(click here for information on how to create a mission statement\)](#)

What is your Program/Unit's mission statement?

The primary mission of the Educational Television (ETV) department is to produce high-quality video content to 1) support the Palomar College Television channel; 2) support the instructional needs of the institution; and 3) support the external and internal communications needs of the institution. A secondary mission of the ETV department is to provide support to the Media Studies Department by providing television studio space and state-of-the-art equipment for the production of live, student-produced television programs. Internships are also offered each semester, providing an active learning environment in a professional television setting for Palomar students.

Describe how your mission aligns with and contributes to the College's Vision and Mission.

The mission of the ETV department aligns with multiple aspects of the College's Vision and Mission. The PCTV presence on cable television systems in San Diego County gives the College potential exposure in thousands of households. The award-winning programs produced for broadcast on PCTV create a positive impression of Palomar College by all those who view them. Video productions created for use by the Palomar Communications and Marketing Office are an important part of the multi-faceted marketing approach and play an important part in increasing awareness of the College, thereby increasing interest and enrollment. The support provided by the ETV staff and facility to the Media Studies Department gives their students very unique opportunities to create productions in a state-of-the-art facility that have the potential to be viewed in all of San Diego County. The internship opportunities provided for Media Studies students provide valuable work experience and professional growth opportunities not found at other regional institutions.

Program/Unit Description

Staffing

Total Number of Full-time Staff

4

Total Number of Permanent Part-time Staff

1

Number of Classified Staff

4

FTE of Permanent Part-time Staff

Number of CAST Staff

FTEF of Part-time Faculty

Number of Administrators

1

Number of Full-time Faculty

What additional temporary hourly or contract staff support this unit and/or department?

One short-term hourly employee, three contract employees (video production support, editing, and research/social media support).

Typically also have one or two student interns providing various levels of production support.

As part of this PRP cycle, Human Resource Services has sent organizational charts to all non-instructional units. Please review the charts and make any needed changes. You have three options to submit your organizational chart:

1. Upload the document (under 5 MB)
2. Provide URL to document.
3. If you cannot create an organizational chart, or did not receive one from Human Resource

Services, list the positions in your unit showing reporting relationships (e.g., Manager Facilities with the following direct reports, Supervisor Position A, Supervisor Position B, Supervisor Position C; Supervisor Position A with direct reports, Position A, Position B, Position C)

How will you submit your organizational chart?

Describe Organizational Structure

Describe your organizational structure

The staff of the ETV department report to the Manager, Educational Television and KKSM Radio Operations. The Manager reports to the Dean of the AMBA Division.

Program/Unit Description

Who utilizes your services?

The services of the Educational Television unit are available to and utilized regularly by all Palomar College departments.

What services does your program/unit provide (Describe your program/unit)?

Institutional Support

- Production of programming for and the operation of Palomar College Television (PCTV), a 24-hour-per-day broadcast cable channel with audience reach into all of the North County San Diego region, as well as the entire San Diego County region for designated broadcasts.
- Production of promotional video materials for the college's academic divisions and departments.
- Production of promotional and other video materials for internal and outreach use by Palomar College.

Instructional Support

- Production and distribution of instructional video material for use in Palomar College courses. This material may be in the form of full video courses for online and in-classroom use, as well as shorter supplemental video segments. ETV distributes this instructional video material through multiple channels (broadcast, internet streaming, video-on-demand, DVD, Blu-ray, Blackboard/Canvas, mobile devices), leveraging the latest in technology to reach the widest possible audience in the District.
- Direct support of the Media Studies Department by providing television studio space and state-of-the-art equipment for the production of live, student-produced television programs and other video production needs of department academic programs.
- Internships offered each semester, providing an active learning environment in a professional television setting for Palomar students.

PROGRAM/UNIT ASSESSMENT

Service Area Outcomes

Service Area Outcome 1

Describe this Service Area Outcome

Video Support for Palomar College: The ETV staff is consistently successful in providing high-quality, professional video production support for Instructional Services and institutional video production support for Palomar College.

When was this SAO last assessed?

This SAO is assessed on an ongoing basis. As projects are concluded and video materials are delivered to the various campus clients served, an evaluation is made as to the effectiveness of the material

produced. Client expectations and needs are compared to the final product delivered and an assessment is made in regards to the success of the project.

What did you learn from the last assessment?

Each project assessment is valuable and assists the ETV team in delivering better products with each project undertaken.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.

A specific improvement that has been developed during this evaluation period is a better documentation process for projects. When ETV is initially contacted regarding a possible project, information is gathered in a more specific way than in the past. This process has resulted in fewer misunderstandings and changes as projects are produced and completed.

Service Area Outcome 2

Describe this Service Area Outcome

Support for the Media Studies Department: The ETV staff consistently provides operational and technical support for the television production needs of the Media Studies Department.

When was this SAO last assessed?

This SAO is assessed at the end of each academic semester in discussions with the lead instructor of the course supported. The most recent assessment was accomplished in December 2018.

What did you learn from the last assessment?

During this evaluation period, assessment confirmed that the support provided by the ETV department in support of the student-produced programs met the needs of the productions.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.

Strong communication between the teaching faculty responsible for the course and the professional staff at ETV is essential. The one ongoing process that consistently needs improvement is that communication. ETV plans to work closely with the Digital Broadcast Arts faculty to implement stronger communication both at the beginning of each semester and throughout the semester as the productions continue.

Service Area Outcome 3

Describe this Service Area Outcome

Support for the Operation of Palomar College Television (PCTV): The ETV staff consistently produces high-quality, professional video for broadcast on PCTV and provides the operational and technical support to ensure PCTV maintains a consistent on-air presence in San Diego County.

When was this SAO last assessed?

This SAO is assessed on an ongoing basis. Most productions are undertaken with the primary intention of use on-air on PCTV. However, one criteria for other productions undertaken by the ETV department is whether the finished production will be suitable for use on PCTV.

What did you learn from the last assessment?

Each assessment of suitability for on-air use is specific to that production.

Are there improvements you have implemented or plan to implement as a result of this SAO Assessment? If so, please describe.

ETV uses suitability for on-air use as a weighted value when choosing and approving productions. While many productions are undertaken that aren't suitable for on-air use, productions that do meet this criteria are definitely given more priority. One improvement in this area that has been implemented by ETV is in the education of campus clients that productions with on-air as well as stand-alone uses provide more value for the time invested by the ETV production staff.

Other Assessment Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit:

Quantitative Data

Measure	2015	2016	2017	2018	Definition/Description of Measure

Are there any comments or notes about this quantitative data?

No quantitative data was generated.

Qualitative Data

Describe any qualitative measures you use and summarize the results.

No qualitative data was generated.

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.

Achievements and Other Relevant Information

Achievements

Describe Achievement

In June 2018, at the annual Pacific Southwest Chapter of the National Academy of Television Arts & Sciences Emmy Awards event:

- The documentary "Shadow of Drought: California's Looming Water Crisis" awarded seven Emmy Awards.
- A promotional video produced for the Library Information Technology academic program awarded one Emmy Award.
- Students who were supported by the ETV department in their productions awarded three Emmy Awards.

Research, planning, production, and most post-production was accomplished for a new documentary investigating the issue of sex trafficking in Southern California and nationwide.

- Produced multiple "Where's the Comet" program episodes with President Joi Blake, which are used to enhance the internal communications efforts for the campus community.

Produced a "Palomar Highlights" video that was used a key part of the report to the community event hosted by the Palomar Foundation.

Produced multiple video segments used in the Fall 2019 Plenary event on campus.

Working collaboratively with the Palomar web team, provided video footage and online storage for new video backgrounds on redesigned Palomar website.

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit? What effect will these changes have on your program/unit?

A Notice of Proposed Rule Making (NPRM) affecting the Educational Broadband System (EBS) is winding its way through the Federal Communications Commission. The outcome of that NPRM could possibly have some negative impact on the EBS licenses held by Palomar College. Since revenue derived from the lease of excess spectrum on these licenses provides a large percentage of ETV's funding, it is a development that requires attention. None of the proposals in the NPRM would have any immediate impact on the licenses, but would have an impact on the long-term status of the licenses for all licensees. Palomar benefits from membership in the National EBS Association (NEBSA), a professional organization of EBS licensees which monitors and lobbies on behalf of member institutions. It may be several years before any impact is apparent from the FCC's current recommendations, but all EBS licensees are watching the process with interest.

The transition over the past few years to high-definition (HD) and 4K video acquisition has resulted in much larger storage needs for video assets. Working with the campus Information Services department, ETV staff developed a shared storage and long-term backup strategy that will meet the needs of ETV for the immediate future. Using space allocated from new resources in I.S., this strategy has enabled much more efficient use of in-house storage systems.

In addition to (or in response to) the changes listed above, what in-house policies, procedures, and processes need to be updated, created, or deleted?

Membership and active involvement in NEBSA is very important for Palomar and ETV, especially as the FCC NPRM moves through the implementation process.

Even with the above-mentioned storage strategy, digital storage of production assets will continue to require larger capacities. ETV staff have developed a procedure using online collaboration tools to stay aligned with new needs as they arise.

PROGRAM/UNIT EVALUATION AND THREE YEAR PLANNING

Program Evaluation and Planning is completed in two steps.

Section 1: Overall Evaluation of Program

Reflect on your program/unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future, what do we aspire to do?
4. What are the measurable results that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years

Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing your goals for this upcoming three year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion.

Overall Evaluation of Program

Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results ([SOAR](#)) and summarize your discussion below.

Strengths

The biggest strength of the ETV department is its staff. Without exception, the staff - full-time, part-time, short-term, and contract - are talented and dedicated professionals. The quality of work that's produced is remarkable, especially when considering the size of the staff and the limitations of funding. The professional video production needs of the campus are consistently met at a high standard.

Opportunities

A strong opportunity for growth is in the creation of supplemental video material for specific Palomar courses. The high demands on the time of faculty for the past several years at Palomar has made it difficult to find faculty members willing to commit to new productions. As more faculty are being hired, ETV will seek new opportunities to create new instructional content.

Aspirations

The ETV staff has felt for some time that the branding of PCTV needs to be updated with a new graphic look and logo. A primary aspiration for the coming year is to design, implement, and update in those areas.

ETV also aspires to assist in even stronger ways in raising the profile of Palomar College in the region. Through programs produced for PCTV and other material, ETV will continue to be a strong partner with other campus departments in helping Palomar College accomplish its goals.

Results

The result always strived for by the ETV department is to be seen as a vital resource for Palomar College, both internally and externally. Through the positive approach to the opportunities and aspirations mentioned above, ETV hopes to continue to increase awareness of the value of this resource to the campus community.

Program Goals

In the previous sections, you identified opportunities for improvement. Using these opportunities, develop 3-year [SMART goals](#) for your department. Goals should be Specific, Measurable, Attainable, Relevant, Time-Specific. Ensure your goals align with the mission of your department and/or [the College's strategic plan](#).

Please list all discipline goals for this three-year planning cycle. [Click here for previous PRPs and goal information](#).

Goals

Goal 1

Brief Description

Develop a strategy and processes to enhance current online course offerings through production of video supplements.

Is this a new or existing goal?

Existing

Goal Status

Ongoing

How will you complete this goal?

Bring together thoughts that have been discussed in several settings over the past year about this topic. Working with stakeholders such as ATRC, PD, Instruction, etc., determine what ETV could do to best help move this initiative forward. For example, a simple project could be an efficient, template-driven video introduction module for online courses. This would be simple to create and not demand a lot of time for faculty who teach online.

Timeline for Implementation

More serious discussions in Fall 2019, with some productions taking place by Spring 2020.

Outcome(s) expected (qualitative/quantitative)

The desired outcome is to establish templates for production of online course modules that can be produced in short studio sessions with faculty, followed by a quick post-production timeframe. These modules should successfully introduce the course, the course requirements, and the course instructor. These modules should make any online course more effective and efficient.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.

ETV staff and the ETV production facility are all that are needed to implement this goal.

Of the resources described above, which ones are reallocated and which ones are new or needed?

All resources are in place.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?

This is an important goal for ETV, since online course offerings have been such a talked-about topic for the past few years. The hope is that by helping make part of the online course preparation more efficient and reusable, faculty may be more interested in creating more online offerings.

Expected Goal Completion Date

5/15/2020

Goal 2

Brief Description

Develop new branding for Palomar College Television.

Is this a new or existing goal?

New

How will you complete this goal?

In a collaborative approach, have ETV staff present ideas and concepts for new branding for PCTV. Take this process through various iterations until consensus is reached on a strong package of graphics, logos, etc.

Timeline for Implementation

Development of concepts in Spring 2019.

Take concepts to design phase in Summer 2019.
Implement new branding in Fall 2019.

Outcome(s) expected (qualitative/quantitative)

The overall look and feel of PCTV's broadcast presence will be modernized and more appealing to viewers. Templates will also be developed which allow for easier marketing of specific enrollment periods, etc.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.

ETV staff using current in-house systems.

Of the resources described above, which ones are reallocated and which ones are new or needed?

No reallocations or new resources needed.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?

Completion of this goal will assist in strengthening the college's message to the community.

Expected Goal Completion Date

9/30/2019

Goal 3

Brief Description

Assist in initiative to install remote-controlled camera system in a large classroom on campus.

Is this a new or existing goal?

New

How will you complete this goal?

Working collaboratively with Information Services, Academic Technology, and interested faculty, move an initiative forward to install a remote-controlled camera system in a large classroom on campus. The completion of this goal will require a very collaborative effort involving funding, planning, and implementation. This particular goal is not directly related to the mission of ETV, but successful completion would have positive impacts for the department. For instance, special presentations and other events recorded in this room could be potential programming for PCTV.

Timeline for Implementation

Initial discussions have taken place with some of these groups, but needs to be formalized and put into motion. A probable timeline would be during the summer months as I.S. is planning new installations of equipment on campus. Installation by Spring 2020 would be a likely target date.

Outcome(s) expected (qualitative/quantitative)

Installation of this system would provide a venue that would benefit multiple faculty as well as ETV. At present, it is very difficult to record presentations in smaller classrooms. If there were at least one classroom with a high-quality recording system in place that could be operated by a faculty member or presenter, much more of these types of events could be captured for later use.

Describe the resources (human, technology, equipment, etc) you will need or will assign to implement this goal.

A classroom would need to be identified. MD-157 is the most likely room to target, since conduit for

cabling already exists in that room. Research would need to be done on a camera system that would be workable for the room and easy to operate with minimal training. Funding would need to be identified to purchase the equipment. Recording capabilities and live streaming capabilities would need to be determined.

Of the resources described above, which ones are reallocated and which ones are new or needed?

All of the resources for this project would be new.

How does this goal align with your department mission statement, the college strategic plan, and Guided Pathways?

The goal is completely aligned with spreading teaching and learning across the campus. There are many wonderful presentations and events that would benefit the campus on an ongoing basis if the ability to record and archive them were available.

Expected Goal Completion Date

1/15/2020

How do your goals align with the College's value of diversity?

All of the goals of the ETV department focus on expanding Palomar's diverse offerings to a larger, more diverse audience. The overall ongoing goal of ETV is to reach the maximum number of people with Palomar College's message of "learning for success."

RESOURCES

Staffing Needs

If you have a staffing need, Identify if the staffing need is to replace a position or if the need represents a new position. Further explanation /prioritize. How does it align with North and South Centers/ Define what it is you need staff to do.

Are you requesting additional personnel?

No

Technology, Equipment and Other Needs

Do you have funding requests?

No