



# 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**  
The Telescope

**Name Person Responsible for the Program/Unit**  
Erin Hiro, Journalism Professor and Telescope Adviser

### Please list all participants in this Program Review:

Name	Position
Erin Hiro	Telescope Adviser

**Website address for your program or unit**  
<http://www.the-telescope.com>

### Program/Unit Mission Statement

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

#### What is your Program/Unit's mission statement?

The mission of The Telescope newspaper is to teach a diverse range of students how to produce an independent, student-run newspaper. The program's goal is to have students work as the staff of the newspaper, its website and social media, with the expectation that they will objectively and

comprehensively report on the students, staff and community of Palomar College.

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

The Telescope's mission statement aligns with Palomar's mission statement because both are dedicated to providing "an engaging teaching and learning environment for students." Also, the college's mission statement talks about training students for transfer-readiness. The Telescope newspaper simulates a real newsroom experience, helping Palomar students get the confidence and exposure to the pressures and challenges of journalism. They are actually working journalists, which prepares them for similar programs at 4-year schools and for internships and their first jobs in the field of journalism.

## **Program/Unit Description**

### **Staffing**

**Total Number of Full-time Staff**

0

**Total Number of Permanent Part-time Staff**

0

**Number of Classified Staff**

0

**FTE of Permanent Part-time Staff**

0

**Number of CAST Staff**

0

**FTEF of Part-time Faculty**

1

**Number of Administrators**

1

**Number of Full-time Faculty**

1

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

The Telescope has one full-time faculty member and the support of a 20-hour week, temporary staff member to help in the newsroom. Lastly, the department has some help from the Media Studies Department ADA and the AMBA Dean.

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 Telescope is a run by one, full-time professor and one part-time employee. It is occasionally supported by federal Work Study students when they are available.

For Spring 2019 the chart is as follows:  
Professor Erin Hiro  
Part-time Employee Maurice Thomas  
Work Study Student Natasha Copple

## **Program/Unit Description**

### **Who utilizes your services?**

The Telescope is part of a 4-class series that trains journalism students how to be print journalists. The end result (the print and online editions of the campus newspaper and yearly magazine) are utilized by the entire campus and its satellite branches as a way to know what is going on at the college. It also serves as the historical archive of the campus history.

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

The Telescope trains students who are interested in print journalism and social media content. It's teachings also helps them transfer to 4-year schools and get internships and jobs in the field of journalism, social media and public relations. It also promotes the college by consistently and fairly reporting on it. Lastly, it archives the events of the college and maintains the paper archives since The Telescope's founding in 1947.

## **PROGRAM/UNIT ASSESSMENT**

### **Service Area Outcomes**

#### **Service Area Outcome 1**

##### **Describe this Service Area Outcome**

Design and implement a way to measure if The Telescope staff is learning the right skills to be marketable in the changing journalism environment.

##### **When was this SAO last assessed?**

This was last assessed in Summer 2016. During that time, we used quizzes and projects from The Telescope classes to ascertain where the students were excelling in the curriculum and where they were falling behind. We also hosted a series of speakers and held an advisory group to see what professionals needed students to know to work successfully in the field of journalism.

##### **What did you learn from the last assessment?**

We found that the students needed to know the basics of journalism, specifically researching, reporting and writing in the approved journalism style. Our results found that generally we were accomplishing that goal but we needed to keep emphasizing that area. We have continued to include projects and assignments that focus on those basic skills.

Next, we found that The Telescope class was spending too much time on design and not enough time on technology fields such as social media, blogging and search engine optimization. We have updated curriculum to reflect those needs and altered syllabi to redirect students' energy and focus to the newspaper's digital platforms.

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

We have altered curriculum to reflect the changing needs of the industry and we continue to monitor our students' work to make sure we are hitting the goals of mastering journalism basics, putting more emphasis on technology while still producing a high-quality student newspaper and magazine.

## 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
What percentage of students in the Telescope classes are earning an 80 percent or higher?	65 percent	67 percent	72 percent	70 percent	

#### Are there any comments or notes about this quantitative data?

The goal for this area is for 80 percent of students in The Telescope class to earn an 80 percent or higher. While we are happy with our general increase in the percentage we struggle in a few areas.

1. We have students who take the course who struggle with basic grammar and writing skills and so are unable to earn an 80 percent in the class.
2. We have students who struggle financially or emotionally and do not attend enough to achieve the grade goals in the class.

We continue to work with these students to bring them up to our goals. While they don't typically meet these goals, we are happy to report that they are progressing and learning from the process. So while they may not hit our goals, they are learning and giving us a diverse staff that makes the classroom environment better for everyone.

### Qualitative Data

#### Describe any qualitative measures you use and summarize the results.

We have the students write a basic news story at the beginning of the semester and again at the end of the semester and compare the progress. Even if they don't hit our quantitative goals, they often show a marked improvement, which helps students with different learning levels and expectations and inspires them to continue to work and learn.

Also, we have them set their own goals for the semester and revisit those goals throughout the semester to keep them on track for improvement and growth.

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

I have added three improvements.

1. One-on-one meetings mid-semester with every member of the class to assess progress and come up for plan to pass the class with 80 percent or more. It inspires accountability and often solves problems that may be impending success.
2. I have added more assignments that focus/review the basics of journalism to make sure the students have a strong foundation and continue to grow in this area
3. I have changed assignments to focus less on design and more on social media promotion and online elements to reporting.

## Achievements and Other Relevant Information

### Achievements

### **Describe Achievement**

The Telescope staff continues to win awards from local, regional and state-wide journalism associations.

The Telescope staff is seeing its online readership grow over the last three years.

The Telescope is maintaining its reputation as one of the best journalism programs in San Diego County.

### **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?**

Federal legislation and attitude toward the media is not helping the reputation of journalists. In this era of fake news, a constant message to my students and to the Palomar College community at large is the importance of a free press in protecting democracy. That is addressed in my class through thoughtful debate and research. But certainly students outside of my program may opt not to go into journalism because they do not understand its true nature. We will have to continue to educate the public so we can have the best journalists reporting on news in the future. We hope to work on that by continuing to host our annual Media Days that invites the community to learn about journalism and its challenges and strengths.

### **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?**

We often feel frustrated by journalism students saying their counselors talked them into changing their major from journalism to university studies because "it gives them access to more classes." That might make it harder for students to transfer into a 4-year journalism program and it definitely makes our numbers of journalism majors who transfer lower than the actual number. The Telescope trains dozens of students a year but does not get credit for those numbers.

## **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 Telescope provides an active learning environment that encourages student interaction and creates a community feel for journalism students. That structure and automatic friend-base keeps students engaged in the program and helps with successful completion and transfer to 4-year schools.

The Telescope's hands-on approach inspires tangible learning and skills that translate into internships, transfer and jobs in the field of journalism.

The Telescope tracks and chronicles the events of Palomar College and has maintained an active and comprehensive archive since 1947.

### **Opportunities**

With a solid reputation, The Telescope have the opportunity to get the best student journalists in the area.

The Telescope class has the opportunity to continue to produce a solid and award-winning newspaper, website and social media platforms.

The Telescope class has the opportunity to continue to grow its active learning environment and make sure it is open to a variety of students at Palomar College.

### **Aspirations**

The Telescope staff aspires to grow the program, getting a diverse group of journalism students.

The Telescope staff aspires to improve the content of The Telescope newspaper, its website and social media.

The Telescope staff aspires to improve the teaching methods to help students learn better and continually update the curriculum to adhere to the changes of the journalism field.

### **Results**

The Telescope staff hopes to grow the program by 10 percent in the next three years paying special attention to including a student staff that is diverse in race, gender, sexual orientation and learning styles.

The Telescope staff will aim for a 5 percent increase in the number of writing awards it wins each year in local and regional journalism contests.

The Telescope staff will assess every other year whether new teaching methods and curriculum changes are improving student learning.

## **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

Better promote the newspaper and magazine to reach a wider audience

### Is this a new or existing goal?

Existing

### Goal Status

Ongoing

### How will you complete this goal?

We are one year into this three year goal.

We are working on the following strategies to accomplish this goal.

1. Continue learning and teaching new theories and technology to help the students promote the newspaper and magazine. PENDING
2. Add new assignments to the curriculum that put promotion theories to the test. PENDING
3. Invite guest speakers who are professionals in this area. Perhaps dedicate a workshop on this topic during our Spring Media Days. DONE
4. Add new technology to our PRP request list that will make promotion easier. COMPLETE

### Timeline for Implementation

Two more years.

### Outcome(s) expected (qualitative/quantitative)

We have two more years to determine if we reach the goal of a 50-percent increase in online traffic and content on our newspaper website.

We have already met our second goal of a magazine website.

<https://www2.palomar.edu/impactmagazine/>

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

The Telescope has the technology and knowledge to do this but always struggles to have enough time with the one professor's other contract obligations. The professor will continue to work toward this goal.

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

None.

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

This goal aligns with our mission statement because it will better prepare The Telescope students for transfer or work in the journalism world by improving the curriculum and better training the student. Also, if the student's work is more widely distributed, it will help them get noticed by potential employers or journalism schools.

### Expected Goal Completion Date

5/25/2021

## Goal 2

### Brief Description

Grow the program

**Is this a new or existing goal?**

Existing

**Goal Status**

Ongoing

**How will you complete this goal?**

We need to maintain or slightly increase our average 25 students in the core newspaper class while growing our students in the newer social media and digital media classes.

We will send regular emails to all Media Studies classes

We will expand our emails to other areas such as graphics, art and English.

We will ask to be invited to recruit in those classes as well.

We will ask to present to the counselors at their meetings about our programs.

We will advertise in local college media as well as in The Telescope.

**Timeline for Implementation**

Two more years

**Outcome(s) expected (qualitative/quantitative)**

We expect to increase the average 25 students in the core newspaper class while growing our students in the newer social media and digital media classes.

We expect to send monthly emails to all Media Studies classes

We expect to recruit in other areas and departments.

We expect to continue working with counselors to get Telescope information to more students.

We expect to advertise in local college media as well as in The Telescope.

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

We could use a part-time employee to help with recruitment and advertising.

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

We have a 20 hour employee who could work on this if given five more hours per week.

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

Growing the program will allow for a more diverse student staff that will create a well-rounded experience for The Telescope. The variety of ideas and learning styles will help the students work together more effectively and create a better product. Creating a better product will give the students better clips in their portfolios. A stronger portfolio will result in more internships and transfers to prestigious jobs and schools.

**Expected Goal Completion Date**

5/25/2021

## Goal 3

**Brief Description**

Get funding for a full-time classified staff member for the newsroom.

**Is this a new or existing goal?**

**Goal Status**



Existing

No longer a goal

**How will you complete this goal?**

This goal will not be completed. While it would be helpful to The Telescope staff to have a full-time person to aid the Journalism professor, we don't have the numbers or the need for a full-time employee. Instead, we hope to share a full-time person with another department. That would better utilize precious resources and save the school money. Or we are content to continue with a person who works between 20 and 25 hours per week.

**Timeline for Implementation**

NA

**Outcome(s) expected (qualitative/quantitative)**

We are happy with our part-time employee who works 20-25 hours per week.

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

None as long as we keep our part-time employee hours each year.

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

None.

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

Having a part-time employee allows students to have another person to teach them skills in journalism. It also give them more access to computer technology in the lab as the part-time employee keeps the computer lab open while the professor is teaching or in other parts of campus.

**Expected Goal Completion Date**

5/25/2019

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

The goals align with the college's value of diversity because the goals seek to grow the program and increase the racial, gender, and learning style diversity of The Telescope staff.

## **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