PALOMAR COLLEGE® Learning for Success

Program Review & Planning (PRP)

COMPREHENSIVE
PART 1: BASIC UNIT INFORMATION

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:

Date:	*November 2019*
Unit Name:	*Outreach Services*
Department Name:	*Enrollment Services*
Division Name:	*Student Services*
Name of person responsible for the Program/Unit:	*Deanna K. Shoop*
Website address for your unit:	*www.palomar.edu/outreach* *www.palomar.edu/tours* *www.palomar.edu/connect*

Please list all participants in this Program Review:

Name	Position
Deanna K. Shoop	*Manager, Outreach Services*
Kendyl Magnuson	*Senior Director, Enrollment Services*
Benjamin Moss	*Manager, Enrollment and Financial Services*

SECTION 1: Program/Unit Mission Statement

What is your Program/Unit's mission statement (click here for **how to create a mission statement)**:

Vision
Engage. Inform. Inspire.

Mission
The mission of Outreach Services is to inspire the prospective student population with well-rounded information and quality service, regarding the degrees, services and procedures of the College;
To serve all students of diverse backgrounds, ages, abilities, education levels and career stages;
To connect the community to the College, its centers and the opportunities provided within;
To support students in determining the right path for their educational goals and navigating how to begin that process.

Philosophies
Our philosophies revolve around "4Ps": Professional. Polite. Positive. Empowering.

Compass
"Top Notch" Quality

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

The mission, values, philosophies and strategies of Outreach Services were developed in support of the goals of Palomar College to
- Increase student access, progress, and completion, while decreasing equity gaps
- Strengthen efforts to improve outreach, persistence, and student success

Funding a fully operating Outreach Services department and Palomar Ambassador Program, will support the following College-wide strategic initiatives:

Strategic Plan 2022
Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps.
    Objective 1: Implement an integrated and comprehensive outreach marketing, and communications strategy which includes targeting student enrollment groups from the College's SEM and Master Plans 2022.

SEM (Strategic Enrollment Management) Plan
Strategy 2: Develop and implement integrated, targeted, and comprehensive outreach, marketing, and communications plans aligned with instructional programs, offerings, and calendars. (3.1)

SECTION 2: Program/Unit Description

Staffing

Full-time Staff		Part-time Staff	
Total Number of Full-time Staff	2	**Total Number of Permanent Part-time Staff**	0
Number of Classified Staff	1	**FTE of Part-time Staff (2X19 hr/wk = .95)**	0
Number of CAST Staff	0	**FTEF of Part-time Faculty**	0

Number of Administrators	1		
Number of Full-time Faculty	0		

Describe additional temporary hourly or contract staff support this unit and/or department? (Include FWS/District Student Worker/Veteran Student Worker)

We have created multiple job descriptions for work study and continue to advertise them throughout campus year round. In 2018 – 2020, we have found one hire that serves as College Rep/Tour Guide.

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. Attach a copy of the chart when you are submitting your review or provide the link to your organizational chart if it is online.

OR

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?

__ Upload document   ___ Provide web link   _X_ Describe organizational structure:

Deanna Shoop
Manager
Hired October 2016
Cristian "Tony" Quiroz
Outreach Specialist
Hired March 2018

Program/Unit Description

Who utilizes your services?

Outreach Services serves the District's **prospective student population** and the families, guardians, school counselors and organization coordinators who support them.

Serving as official representatives of Palomar College, providing presentations, tours and information tables, we help varied audiences understand the degrees, services and opportunities that Palomar has to offer. The department works with prospective students at varied educational levels, from career changers to high school students, to re-entry and adult students, to military and veterans, to those who solely want to brush up on a skill or two.

Outreach Services fits into the "Student Exploring Stage" of the Palomar College Engagement Matrix.

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

Outreach Services works with prospective students who are at the **learning or exploring stage** (Engagement Matrix.) The department assists students who are learning more about Palomar and their overall college options, understanding the community college system, determining if college is right for them, or perhaps are still exploring in general.

Outreach Services provides the following:

- **Off campus** representation of Palomar College, where guest are seeking college options:
  - [General Presentations](#)
  - Information Tables
  - College Fairs/College Nights/Parent Nights – Tables, panels, presentations
  - Career/CTE/Industry Fairs and Events
  - Representation of the California Community College – Presentations or panels
  - Host Palomar Information Nights at off-campus locations

- **On campus** activities (varied centers/locations):
  - [Campus Tours](#) – Individuals and families with prospective students
  - Group Tours – Prospective students from varied organizations, community groups, youth organizations, schools of any age (HS/MS/ES)
  - Veteran and Military Tours
  - Information Sessions (San Marcos, Escondido, Fallbrook or Rancho Bernardo)
    - Presentations, campus tours, department open houses, specialized tours
  - Support for large or VIP tours at centers

- Support to other departments on campus:
  - Human Resources - New Employee Tours
  - Foundation – Events, Showcases
  - Public Affairs Office – Grand openings, ground breakings, brochure input
  - Admissions – Registration help, first weeks of school assistance
  - Financial Aid – Hands-on FAFSA and DREAM Act workshops
  - Palomar Promise – Events, registration help

Outreach Services serves as the catalyst to get students to the "I am ready to apply" stage. This department provides the stage before the stages of "I am ready to apply" and "How do I be successful?", such as:
- Application Workshops (Assessment and School Relations)
- Orientation Workshops and Visits (Orientation and Follow Up Services)
- On-boarding (Orientation and Follow Up Services)
- Career Assessment (Career Services)
- Discover Palomar (SSSP)

COMPREHENSIVE
PART 2: PROGRAM/UNIT ASSESSMENT

SECTION 1: Service Area Outcomes and Assessment

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So, what is an SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three-year planning and review cycles, all non-instructional units are asked to:
- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results,
- and take action, as necessary.

Palomar has adopted TracDat as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in TracDat by:
1) Login to Nuventive Improve (TracDat) https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/. Your Palomar username and password is your login.
2) Update or add your SAOs and assessment plans.

NEED HELP?

TracDat:
1) If you need help with anything TracDat related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.
2) Check out this video on how to enter SAOs in TracDat: https://youtu.be/b1sRa68wm4c

Defining and Assessing SAOs:
Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

1. Hartnell's SAO Guide is a nice resource! Thank you Hartnell!

2. Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.

3. The SAO template at the end of this document is a useful template for defining an SAO and assessment plan. It is modeled off what we enter in TracDat.

Are all of your unit's SAOs and assessment plans entered in TracDat?	YES – New 2019/20

For each SAO in TracDat, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments.

With the guidance of the Vice President of Student Services, clarifying the role and outcomes of this new department has been a key requirement of success for this unit. With longstanding methods and procedures without an outreach department, the College has a myriad of ideas as to what the role of this department is. The role, as noted throughout this document, was formalized by the previous two Vice Presidents and has been consistently shared and advertised across the campus by managers within Enrollment Services across the past year.

The purchase and implementation of a CRM (Customer Relation Management) software, as noted in the SEM (Strategic Enrollment Management) Plan would boldly effect the success of campus-wide outreach functions, providing a vehicle to provide the following outcomes
o   Track students through all stages of enrollment from inquiry to completion
o   Provide communication to students when they are not moving forward at any point of the enrollment cycle
o   Design personalized and automated multi-level communications for students in all stages of the recruitment function, providing results as to whether or not the student engaged in any way within the email communication
o   Track level of interest and areas of interest from prospective students
o   Strategically communicate with targeted audiences based on region, major, level of interest, support services, etc.

Strategies continue to be built within the department launch, however the manager will be able to allocate more time to this when the team is funded. The current priority is to meet the outreach needs of the community and a district of this substantial size. Overtime, as we are able to pull the manager off scheduling functions and visits that could be covered by an Ambassador, there are many areas where this department can move forward – more strategic initiatives, launching a CRM, more veteran initiatives, more communications strategies, further campus cohesiveness of outreach, etc.

The volume of opportunities to have a presence in our community and schools is vast. Strategies will continue to be fine-tuned to provide a balance between 1) general outreach and representation in our community/schools, and 2) special program outreach (i.e. Palomar Promise, Summer Academies, Centers), to maximize the use of the resources available at any given time. Creative efforts are being made to seek additional resources and support, while we establish the foundation of this new department.

New SAOs have been entered into TracDat for the 2019/20 academic year.

SECTION 2: 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	Values				Definition/Description of Measure
	2015-16	**2016-17**	**2017-18**	**2018-19**	
TOURS AND TOUR ACTIVITIES					
TOURS: Individual	N/A				Tours for individuals and families

Tours Contacts	*Department opened doors January 2017*		108 239	157 319	
TOURS: Military/Veteran Tours Contacts			 2 2	 10 15	Tours for active military and veterans
GROUP TOURS: Schools Groups Tours Contacts			 37 57 1110	 41 61 1248	Tours for elementary, middle and high schools
GROUP TOURS: Community Groups Tours Contacts			 10 11 150	 15 16 288	Tours for community groups and organizations – any age, background, industry, education level, career focus or interest
TOURS: Special Events Events/Activities Tours Contacts			 18 23 128	 21 23 106	Special guest tours, special request tours/programs, department tours, center grand openings, Discover Palomar tours
INFORMATION SESSIONS Events Tours Contacts			N/A	 8 10 174	Events hosted by Outreach Services - varied campuses
TOUR TOTALS Groups/Activities (Not individual) Total Tours Provided Contacts			 **65** **201** **1840**	 **85** **277** **2150**	

OUTREACH ACTIVITIES					
SCHOOLS: Presentations Contacts			23 1178	37 889	General Palomar College presentation
SCHOOLS: CC or PC Presentations (Events) Contacts			16 1024	26 1650	Community College overview or Palomar College presentations to prospective student-based audiences (students and families)
SCHOOLS: Other Presentations/Workshops Contacts			11 526	6 124	Applications assistance, counselor meetings or presentations, combined visits, Etc.
SCHOOLS: Tabling (Indiv) Contacts			36 554	15 220	Individual Palomar info table at a single location (not a larger, organized event)
SCHOOLS: Tabling (Events) Contacts			18 1056	41 2986	Tabling at medium to large fairs or events, college fairs, CTE/Career Fairs, Etc. with a prospective student audience
SCHOOLS: Elementary/Middle Contacts			3 289	4 357	Elementary and middle school college-bound events
SCHOOLS: Palomar Nights Contacts			6 222	1 25	"Evening with Palomar" or "Palomar College Info Night" out in the high schools
COMMUNITY: Presentations Contacts			8 212	2 31	General Palomar presentation
COMMUNITY: Tabling (Indiv) Contacts			5 123	0 0	Individual Palomar info table at a single location (not a larger, organized event)

COMMUNITY: Tabling (Events) Contacts			5 218	19 780	Tabling at medium to large fairs or events, college fairs, CTE/Career Fairs, Etc. with a prospective student audience
ON CAMPUS: Tabling (Events) Events/Activities Contacts			10 211	5 184	Tabling at special events, fairs and activities on campus, with a prospective student audience
OUTREACH TOTAL Activities Contacts			**131** **5402**	**156** **7246**	

CAMPUS SUPPORT					
Tour Trainings			2	2	Training Tours for Palomar College employees who have partnered with outreach Services to provide tours, when large tours are requested
New Employee Tours			N/A	11	Tours for new Palomar College Employees
Special Events/Campus Support				16	Commencement, STEM Conference, Grand Openings, Ground Breakings, ASK ME Booths, Admissions/SSC Peak Time Support, Foundation Events (Day of Giving, Campus Showcase)
CAMPUS SUPPORT TOTAL				**29**	

DEPARTMENT PHONE REPORT					
Calls – Inbound			527	550	
Calls – Outbound			1525	1193	

ORGANIZATIONS SERVED					
Schools				84	
Community Organizations				35	

PALOMAR PROMISE COHORT					
		Fall 2017 775	*Fall 2018* 1518	*Fall 2019* 1957	Outreach Services heavily focuses on the recruitment of Palomar Promise students across all events.

FEEDER HIGH SCHOOL ENROLLMENT					
	1797	*1910*	*2056*	*2504*	

Reflect on your quantitative data and summarize your findings or interpretations.
Tours

Tours: 277
Contacts: 2150
Outreach Activity
     Activities: 156
     Contacts: 7246
Campus Support Events: 29

Organizations Served
     Schools: 84
     Community Organizations: 35

Per directives from administration, **Outreach Services** strategically prioritizes it's services towards
1. School Relations – Top 25 Feeder Schools
2. School Relations – Other Schools
3. Community Relations

The above results fall in line with plans based on those priorities.

Admissions, enrollment and Palomar Promise data is used to determine strategies in proactive outreach efforts for
1. School Relations – Top 25 Feeder Schools

The efforts towards advertising our new department's services has helped the volume of activities and contacts to grow quickly, supporting the campus-wide goal of increasing enrollment, which has continued to slowly rise, while many other community colleges stay flat.

The above success is supported by the following:
- Passionate team of manager, full-time specialist and work study student completed 460+ activities
- Strong dedication toward serving the prospective student population in our district and surrounding communities continues, no matter the volume of employees
- Dedicated efforts continue toward efforts to recruit for the Palomar Promise throughout all activities provided by **Outreach Services**, supporting the successful recruitment of the 2019/20 Promise cohort.
  - 2019/20: 1957
  - 2018/19: 1518
  - 2017/18: 804
- An essential part of the success of thus unit comes from strong collaborations within Enrollment Services managers and employees, which continuously support the growth and build of this young department with limited resources
- Information Sessions were designed and launched at varied Palomar campuses, serving audiences up to 80 of prospective students, parents and guests/counselors/Etc.
- The manager is maintaining a manual version of a CRM System via "Palomar Connect" via Connect website, self-connect form, entry process for all events and manual CRM system to provide communications to students who want to stay connected with Palomar College (those we have met or self-opt-in online.)
- Campaigns continue to be designed for "Hot Topics" and "Palomar Connect" to communicate with prospective students, parents and those who work with them.
- Continued focus and philosophy on **quality** in all we do – knowledge, information, etiquette, behavior, written, verbal, attention to detail, how we treat others off and on campus:
  - Professional. Polite. Positive. Empowering.

Qualitative Data

Describe any qualitative measures you use and summarize the results.
Outreach Services maintains an Activity Summary and an Activity Log of its activities and services. Each off campus event is assessed by an Activity Report, which is added to a multi-year summary system. These reports provide an overview and quality review of each event, and a ranking on the productivity of the activity in connection with the recommendation on whether or not to return in future years. Currently in our third year since the opening of our doors, we continue to study the productivity and success of varied events. This is occurring with consideration of

properly serve our surrounding community, in balance with the resources available.

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

Currently in our third year since the opening of our department, we continue to evaluate the productivity and success of varied events. This will be a continuous effort across the years, and will include consideration of those prospective student events throughout our community where our attendance is naturally appropriate.

In an effort to continue to build this new department to an appropriate level of operation and function, in the 2019/20 academic year **Outreach Services** will implement an evaluation process for the following programs:
- Individual Tour
- Group Tour
- Information Session

We continue to always seek improvements in overall departmental function each year in the building of this new department, based around these areas:
- Knowledge
  - Consistently seeking, learning and maintaining up-to-date knowledge on campus services programs and procedures to provide to the public
  - Continuing to build training mechanisms, as a new department, for the revolving door of work study help
- Operations
  - Continuing to design, write and establish mechanisms to efficiently run a new department
- Programs/Projects
  - Strategically focusing on the needs of the schools and community, continue to provide quality tours and programs for the prospective student population

SECTION 3: Achievements and Other Relevant Information

Describe your program's achievements or this past year. Where possible, describe how these achievements are related to our students and their success!

- Launch of Information Sessions
  - Bringing individuals to campus is a key part of helping them to visualize their success, future and/or fit of Palomar College; Providing a high quality experience for guests, shows them what Palomar truly can offer them as a student ; Partnering with a variety of instructional departments and services was instrumental in making this launch a success
- Launch of New Employee Tour
  - Assisting our incoming staff and faculty on how to appropriately serve our students, serves our students, as well as our employees in their confidence to serve with quality
- Continued growth in requests and activities
  - Advertising the services of this young department helped the volume of activities and contacts to grow quickly, supporting the campus-wide goal of increasing enrollment, which has continued to slowly rise
- Momentum continued with campus-wide collaboration
  - **Outreach Services** lead the Outreach Taskforce to build on ways to communicate, inform and collaborate across campus-wide outreach functions
  - The [Engagement Matrix](#) was created, finalized and approved by administration, to help all departments understand the charge of each area, to decrease the duplication of efforts or confusion
  - Outreach Consortium information system was formed
    - "Annual Updates" information training process was designed (to launch in August 2019)
    - Centralized large outreach list was created and maintained by **Outreach Services** to communicate which Palomar departments were attending events, and to not duplicate efforts of varied departments wasting time trying to find events to attend

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?

The FRP process to secure a CRM (Customer Relation Management) System failed at the tail end of the process due to lack of funding upon reviewing the final proposals received by Purchasing and Business Services
- Without a CRM we are unable to move forward on previously established goals and objectives:
  - Track a student from prospect to graduation
  - Track the effectiveness of outreach events
  - Build automated, individualized email campaigns to prospective students
- The purchase of CRM software is included in the SEM Strategic Plan.

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

- SSPC voted in November 2018 to remove the "Recruitment and Retention Committee." This item still needs to be removed from varied documents throughout campus websites.

COMPREHENSIVE
PART 3: 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 <u>strengths</u>?
2. What are our best <u>opportunities</u>?
3. What is our preferred future, what do we <u>aspire</u> to do?
4. What are the measurable <u>results</u> 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. Goals should be Specific, Measurable, Attainable, Relevant, and Time –Specific (SMART). Following the goal template below will help you create SMART goals!

SECTION 1: Overall Evaluation of Program

1. Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results (SOAR) and summarize your discussion below.	
Strengths:	- A strong passion and belief in the importance of our work - A dedicated manager carrying personal strengths that support the building of a new department - strategic, developer, responsibility, futuristic, communication - Quality partnerships throughout the campus, that without we would <u>not</u> be able to find our current level of success - Varied instructional departments and Deans, VPI, TLC, FYE/Promise, Admissions, Financial Aid, Career Services, Counseling Services, STEM, Tutoring, Library, etc. - Strong, supportive team effort between Enrollment Services departments to support the forward growth of all departments, to support the forward growth of all departments, teams, practices and services offered - Quality collaboration with Palomar Promise program - A dedicated work study student, serving a positive role model for prospective students - Clear department functions based around three key areas - Knowledge - Consistently seeking, learning and maintaining up-to-date knowledge on campus services programs and procedures to provide to the public - Continuing to build training mechanisms, as a new department, for the revolving door of work study help - Operations - Continuing to design, write and establish mechanisms to efficiently run a new department - Programs/Projects - Strategically focusing on the needs of the schools and community, continue to provide quality tours and programs for the prospective student population

Opportunities:	▪ Continue to build the young department towards quality, established operations ▪ Continue to build or foster a quality image of Palomar College throughout our district and surrounding community ▪ With a budget and employee team, department could grow the relationships where prospective students community and industry
Aspirations:	▪ Secure an **Outreach Services** department budget ▪ Purchase and implement a campus-wide CRM (Customer Relations Management) system ▪ Hire ten Palomar Ambassadors, based on initial campus plan to launch an Outreach department (to cover tours, outreach visits, general campus programs, etc.)

Results:	▪ Prospective students will understand the opportunities, services and majors offered at Palomar College
	▪ Prospective students [and families] will feel confident
	    ○ The educational and career success they can find by attending Palomar College
	    ○ The support they will receive as a Palomar College student
	    ○ Attending Palomar College will help advance their lives, career or education goals
	▪ Prospective students will be empowered to make their own decision to attend Palomar College, with a path toward a major or towards determining such a path
	▪ Prospective students will feel confident in determining the right path for their educational goals and navigating how to begin that process
	▪ Students feeling confident that Prospective students will be provided with well-rounded information and quality service, regarding the degrees, services and procedures of the College
	▪ Students and families of diverse backgrounds, ages, abilities, education levels and career stages will be served and supported
	▪ Prospective students, our districts schools and our community will feel connected to Palomar College, its centers and the opportunities provided within

SECTION 2: Progress on Prior Goals

List current or prior goals your program/unit has been working on and provide an update by placing an "X" in the appropriate status box.			
Goal	**Completed**	**Ongoing**	**No longer a goal**
Secure a department budget to fund operations, supplies and staffing.		X	
Purchase a CRM (Customer Relations Management) System, per the SEM (Strategic Enrollment Management) Plan. ▪ Team was formed in 2018/19 term which went through full RFP process. Funding was not available for any of the final five vendors reviewed and ranked in the RFP process.		X	
Fund and hire ten Ambassadors to fulfill the initial plan, upon manager's hire, of developing a Palomar Ambassador Program to serve the institution. ▪ Department budget needed		X	
Support the increase of enrollment, by providing prospective students and groups with hospitality and information on Palomar's academic programs, services and opportunities through a quality Campus Tour		X	

Program.			
Support the increase of enrollment, by connecting to 4000+ contacts in quality, off-campus programs, across the 2019/20 Academic Year.		**X**	
Design zero-budget ways to bring guests to campus to tour location and receive presentations to learn more about Palomar ▪ Information Sessions created and launched	**X**	**X** Will continue	

Add any comments related to your work on prior goals, if needed (e.g., successes, challenges, reasons for eliminating a goal).
Outreach Services has been able to hit the ground running with full services. We have successfully adjusted our initial plans and budget requests as we progress, based on changes to funding and/or resources. We are continuing to make every effort to be out in organizations and schools, repair relationships that have decreased over the years, be seen as a positive force within the community and serve as a first contact point for individuals wanting to learn more about Palomar College. Securing a department budget and CRM system will allow this department to make a robustly larger impact. Small, but mighty… we will consistently seek new ways to improve as we build this department.

SECTION 3: Establish Goals and Strategies for the Next Three Years

1. New Goals: Please list all goals for this three-year planning cycle:
Goal #1

Goal	Secure a department budget to fund operations, supplies and staffing.
Strategies for implementation	Continue to discuss and provide administration with varied budget options to meet the outreach needs of this institution
Timeline for implementation	ASAP
Outcome(s) expected (qualitative/quantitative)	Provide the institution with a fully operating outreach department and Palomar Ambassador Program
How does this goal align with your unit's mission statement?	Outreach Services looks to inspire the prospective student population with well-rounded information and quality service, regarding the degrees, services and procedures of the College; connecting the community to the College, its centers and the opportunities provided within; supporting students in determining the right path for their educational goals and navigating how to begin that process.
How does this goals align with the College's Strategic Plan 2022?	Funding a fully operating Outreach Services department and Palomar Ambassador Program, supports the following College-wide strategic initiatives: **Strategic Plan 2022** Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps. Objective 1: Implement an integrated and comprehensive outreach strategy which includes targeting student enrollment groups from the

	College's SEM and Master Plans 2022. **SEM (Strategic Enrollment Management) Plan** Strategy 2: Develop and implement integrated, targeted, and comprehensive outreach, marketing, and communications plans aligned with instructional programs, offerings, and calendars. (3.1)
Goal #2	
Goal	Purchase a CRM (Customer Relations Management) System, per the **SEM (Strategic Enrollment Management) Plan**.
Strategies for implementation	Continue to discuss and provide administration with varied budget options to meet the outreach needs of this institution
Timeline for implementation	ASAP
Outcome(s) expected (qualitative/quantitative)	The purchase and implementation of a CRM (Customer Relation Management) software, as noted in the **SEM (Strategic Enrollment Management) Plan** would boldly effect the success of campus-wide outreach functions, providing a vehicle to provide the following outcomes - Track students through all stages of enrollment from inquiry to completion - Provide communication to students when they are not moving forward at any point of the enrollment cycle - Design personalized and automated multi-level communications for students in all stages of the recruitment function, providing results as to whether or not the student engaged in any way within the email communication - Track level of interest and areas of interest from prospective students - Strategically communicate with targeted audiences based on region, major, level of interest, support services, etc.
How does this goal align with your unit's mission statement?	Outreach Services looks to inspire the prospective student population with well-rounded information and quality service, regarding the degrees, services and procedures of the College; serving all students of diverse backgrounds, ages, abilities, education levels and career stages; connecting the community to the College, its centers and the opportunities provided within.
How does this goal align with the College's Strategic Plan?	Implementing a CRM System, supports the following College-wide strategic initiatives: **Strategic Plan 2022** Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps. Objective 1: Implement an integrated and comprehensive outreach strategy which includes targeting student enrollment groups from the College's SEM and Master Plans 2022. **SEM (Strategic Enrollment Management) Plan** Strategy 2: Develop and implement integrated, targeted, and comprehensive outreach, marketing, and communications plans aligned with instructional programs, offerings, and calendars. (3.1)
Goal #3	
Goal	Support the increase of enrollment, by providing prospective students and groups with hospitality and information on Palomar's

	academic programs, services and opportunities through a quality Campus Tour Program.
Strategies for implementation	Advertise, coordinate and execute opportunities to visit campus (varied centers/locations), connecting the public to the personality, support services and academic programs of the College, providing the following: ▪ Campus Tours – Individuals and families with prospective students ▪ Group Tours – Prospective students from varied organizations, community groups, youth organizations, schools of any age (HS/MS/ES) ▪ Veteran and Military Tours ▪ Information Sessions (San Marcos, Escondido, Fallbrook or Rancho Bernardo) ▪ Presentations, campus tours, department open houses, specialized tours • Support for large or VIP tours at centers
Timeline for implementation	Year-round operation
Outcome(s) expected (qualitative/quantitative)	▪ Quality relationships and image with the public and the prospective student population ▪ Increased enrollment ▪ Increased understanding of programs/services by our prospective student population
How does this goal align with your unit's mission statement?	Outreach Services looks to inspire the prospective student population with well-rounded information and quality service, regarding the degrees, services and procedures of the College; connecting the community to the College, its centers and the opportunities provided within; supporting students in determining the right path for their educational goals and navigating how to begin that process
How does this goals align with the College's Strategic Plan 2022?	Executing a quality Campus Tour Program, supports the following College-wide strategic initiatives: **Strategic Plan 2022** Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps. Objective 1: Implement an integrated and comprehensive outreach strategy which includes targeting student enrollment groups from the College's SEM and Master Plans 2022. **SEM (Strategic Enrollment Management) Plan** Strategy 2: Develop and implement integrated, targeted, and comprehensive outreach, marketing, and communications plans aligned with instructional programs, offerings, and calendars. (3.1)
Goal #4	
Goal	Support the increase of enrollment, by connecting to 4000+ contacts in quality, off-campus programs, across the 2019/20 Academic Year.
Strategies for implementation	Cultivate and foster relationships with high schools within the District, top 25 feeder high schools and community organizations; promoting and providing the following throughout the region: ▪ General Presentations

	- Information Tables - College Fairs/College Nights/Parent Nights – Tables, panels, presentations - Career/CTE/Industry Fairs and Events - Representation of the California Community College – Presentations or panels - Host Palomar Information Nights at off-campus locations
Timeline for implementation	Year-round operation
Outcome(s) expected (qualitative/quantitative)	- Quality relationships and image with the public - Increased enrollment - Increased understanding of programs/services by our prospective student population
How does this goal align with your unit's mission statement?	Outreach Services looks to inspire the prospective student population with well-rounded information and quality service, regarding the degrees, services and procedures of the College; connecting the community to the College, its centers and the opportunities provided within; supporting students in determining the right path for their educational goals and navigating how to begin that process
How does this goals align with the College's Strategic Plan 2022?	Executing a Campus Tour Program, supports the following College-wide strategic initiatives: **Strategic Plan 2022** Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps. Objective 1: Implement an integrated and comprehensive outreach strategy which includes targeting student enrollment groups from the College's SEM and Master Plans 2022. **SEM (Strategic Enrollment Management) Plan** Strategy 2: Develop and implement integrated, targeted, and comprehensive outreach, marketing, and communications plans aligned with instructional programs, offerings, and calendars. (3.1)

How do your goals align with the College's value of equity and diversity?
Outreach Services ensures fair and respectful treatment of all of our guests, customers and employees in our policies, procedures, tours, events and activities. We value providing access, information and services to diverse populations of age, race, ethnic background, educational stage, career experience and military experience, incorporating the various needs of individuals of all philosophies, cultures, beliefs, and experiences.

The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes. Click here to access Strategic Plan 2022.
Outreach Services will support the California Community Colleges Vision for Success by ensuring that during the "Exploring Stage" [prospective student stage] students will be informed and motivated regarding completion, graduation, persistence or transfer and the benefits of finding success in these areas. These will all be discussed in all of our services (tours and off campus activities.) Outreach Services will also continue to support events and activities supporting designated student groups showing disproportionate impact on access to education.

COMPREHENSIVE
PART 4: RESOURCES

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures). How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's **Strategic Plan 2022**.

SECTION 1: Reallocation or Reassignment of Resources

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any upcoming factors in legislation. Describe the impact of the reallocation of resources to your unit.

At this time, the only resources owned by Outreach Services are one manager and one classified employee. No reallocation or reorganization is planned.

SECTION 2: Need for Additional Resources

STAFFING

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section.

Title	Three Year Plan Goal	Strategic Plan 2022 Goal/ Obj.	New / Vacant / Modified / Temporary	Describe Need:
1) Ten Palomar Ambassadors	1,3,4	**G1 O1** **SEM: S2**	Vacant	To meet the outreach needs of a district of this size, more one manager and one full-time employee is needed; Funding is needed to fulfill the initial plan, upon manager's hire, of developing a Palomar Ambassador Program to serve the institution.
2) Outreach Specialist	1,3,4	**G1 O1** **SEM: S2**	New	To meet the outreach needs of a district of this size, more than one full-time employee is needed to cover strategies where a permanent professional employee is required
3) Scheduling Clerk (STH)	1,3,4	**G1 O1** **SEM: S2**	New	The scheduling aspect of arranging 400+ activities per year to run an off-campus outreach program and an on-campus tour program is a part time position in and of itself. Adding a position such as this would allow the manager to focus on the strategic direction, growth and management of launching this new department.

TECHNLOGY

If you are requesting TECHNOLOGY, please fully complete this section. If not, skip to the next resource section.

Resource	Unit's Three Year	Strategic Plan 2022	Cost ($$$)	Describe need and identify if the technology need will require: 1) extra wireless access,	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on)

	Plan Goal	Goal/ Obj.		2) integration with existing technology (hardware and software such as PeopleSoft), and/or 3) operational maintenance and support.	across **ALL** of your Technology, Equipment, or Other Resource Requests.
1) CRM System (Customer Relations Management)		**G1 O1** **SEM: S2**			3

EQUIPMENT (Other than technology)					
If you are requesting EQUIPMENT, please fully complete this section. If not, skip to the next section.					
Resource	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need:**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests**
1) Execute the initial plan to house department in SSC, and launch Welcome Center	1,3,4	**G1 O1** **SEM: S2**		Execute the initial plan of housing Outreach Services in SSC; to align like services in the same location, allowing cross functional department support for efficiency, and to launch the campus Welcome Center function	1
OTHER RESOURCES					
If you are requesting OTHER RESOURCES not described above, please fully complete this section. If not, CHEERS!!! You are DONE!!!					
Resource	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need:**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests**
1) Department Operating Budget	1,3,4	**G1 O1**		Having a department budget is required to provide the institution with a fully operating Outreach Services department and Palomar Ambassador Program, to supports the College-wide strategic initiatives	2

COMPREHENSIVE
PART 5: FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council	
Person/Group/Council Who Reviewed PRP	
Date	

Feedback
1. Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:
2. Areas of Concern, if any:
3. Recommendations for improvement:

SERVICE AREA OUTCOMES TEMPLATE

Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/do you measure or assess it?)	Criterion (How will/do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1) July 2019	**Tours Satisfaction** Prospective students and military/veterans prospective students **will** be served with quality, informative campus tours **to** provide them with knowledge regarding academic programs, services, and steps to enroll procedures.	Survey	80% or more select Good or Excellent satisfaction on Tour Survey	Across the 19/20 Academic Year July 2020	July 2021
2) July 2019	**Off-Campus Visits Process** Prospective students in the top 25 feeder high schools **will** receive at least two visits **to** guarantee that the high schools which send us the highest volume of students are supported, and the students are provided with knowledge regarding academic programs, services, and steps to enroll procedures.	Tracked in Outreach Services Activity Log; Reported in Outreach Services Activity Summary Need enrollment data from Institutional Research and Planning. (Top 25 feeder high schools based on previous year's enrollment.)	2+ Palomar visits will be guaranteed to top 25 feeder high schools	Across the 19/20 Academic Year July 2020	July 2021