

# 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:

|   |   |
|---|---|
| <b>Date:</b>  | Jan. 3, 2020  |
| <b>Unit Name:</b>                                       | Marketing, Communications and Public Affairs  |
| <b>Department Name:</b>                                 | Marketing, Communications and Public Affairs  |
| <b>Division Name:</b>                                   |   |
| <b>Name of person responsible for the Program/Unit:</b> | Julie Lanthier Bandy  |
| <b>Website address for your unit:</b>                   | <a href="https://www2.palomar.edu/pages/pao/">https://www2.palomar.edu/pages/pao/</a> |

Please list all participants in this Program Review:

| Name                      | Position   |
|---------------------------|--|
| Julie Lanthier Bandy      | Director of Marketing, Communications and Public Affairs |
| Dianna Trujillo-Hernandez | Social Media Specialist                                  |
| Tom Pfingston             | Communications Specialist/Photographer                   |
|                           |  |
|                           |  |

**SECTION 1: Program/Unit Mission Statement**

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

The mission of the Communications, Marketing and Public Affairs Office is to build and maintain awareness and support of the Palomar Community College District through effective communication with Palomar's internal and external communities.

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

Our mission supports the mission and vision of the College through the support we provide in communicating with the various target audiences that make up our student body and community within our service area. Our messaging is widespread and reaches the diverse populations within our service area who are looking to pursue their educational goals.

**SECTION 2: Program/Unit Description****Staffing**

| <b><u>Full-time Staff</u></b>          |   | <b><u>Part-time Staff</u></b>                    |                   |
|--|---|--|-------------------|
| <b>Total Number of Full-time Staff</b> | 2 | <b>Total Number of Permanent Part-time Staff</b> |                   |
| <b>Number of Classified Staff</b>      | 1 | <b>FTE of Part-time Staff (2X19 hr/wk = .95)</b> | 24 hours per week |
| <b>Number of CAST Staff</b>            |   | <b>FTEF of Part-time Faculty</b>                 |                   |
| <b>Number of Administrators</b>        | 1 |  |                   |
| <b>Number of Full-time Faculty</b>     |   |  |                   |

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

In FY19-20, we are budgeted for a total of 3 full-time permanent people, however currently, we have two full-time staff members and one staff member classified as a part-time short-term hourly worker, who job title is Communications Specialist/Photographer.

**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    ☒ Describe organizational structure

## COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

Due to the simplicity of our organizational structure, below is a description:

One administrator (Director of Marketing, Communications and Public Affairs, with two direct reports, a full-time social media specialist and one full-time Communications Specialist/Photographer. This latter position is currently being filled by a short-term temporary employee and most recently in an effort to reduce expenses, the hours for this position were reduced by 40%.

### **Program/Unit Description**

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

We serve the District and College as a whole. We work with administrators, faculty and staff to aid them in communicating program offerings, campus events and activities and the features and benefits of attending classes at one of the four locations.

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

The office of marketing, communications and public affairs works to increase the brand awareness and recognition of Palomar College among the various target audiences.

## 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](mailto: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](mailto: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

If NO, describe why and identify a data by which they will be entered. The current SAOs in TracDat have no assessment associated with them. We will use this as an opportunity to update our SAOs and determine what data will be assessed in order to measure our success and impact to the strategic plan.

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.

- 1) We will amend the SAO by creating a new one that is more relative to our department goals and more measurable. We will begin tracking our success in Spring 2020 utilizing Fall 2019 data as a basis for comparing data going forward. This SAO will become "Integrated Communications and Outreach Strategy".
- 2) We are retiring the second SAO
- 3) We will amend this SAO by creating a new one to be more relevant and measurable going forward. This SAO will become "Government and Community Relations plan".
- 4) Due to the lack of a documented Crisis Communications Plan – this will become a new SAO focused on the development of a Crisis Communications Plan.

## 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**

|                      | Values    |         |         |         |  |
|----------------------|-----------|---------|---------|---------|--|
| Measure              | 2015-16   | 2016-17 | 2017-18 | 2018-19 | Definition/Description of Measure  |
| Website Sessions     | 5,353,071 | -.99%   | +1.73%  | -5.00%  | Period of time user is actively engaged on the website                       |
| Website Users        | 1,763,017 | -6.49%  | +.74%   | +2.13%  | User initiated at least once in the comparative time period (non duplicated) |
| Website New Sessions | +32.46%   | +30.00% | +29.67% | +31.90% | First time visits to the website   |
| Social Media Metrics |           |         |         |         | Impressions, reach, followers/likes are being tracked in FY19-20.            |

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

No data exists for current SAOs

### **Qualitative Data**

Describe any qualitative measures you use and summarize the results.

No qualitative data has been recorded for current SAOs

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

We will re-write/edit our current SAOs so that they are measurable and align with enrollment goals as well as the strategic plan.

### 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!**

Specifically related to student success: Launch (media, event design and implementation) of two new education centers, grand opening of new LRC/Library, promotion of Promise program and grand opening of Maag Food and Nutrition Center. These initiatives increase equity and access to education and the Maag Food and Nutrition Center aids students in addressing food insecurities which can have a negative impact on student progress and success.

Other achievements include media, event design and implementation of the grand openings of M&O building; new police station and Arboretum ground breaking and grand opening.

Cost savings initiatives that have been achieved include the class schedule print and distribution changes; proactive media relations strategy; new digital media strategy to target new and continuing students; integral support of community showcase, and other foundation related events that fund student scholarships; new more impactful branded "Palomar Makes It Possible" ad strategy (received awards and recognition), and more consistent internal communications.

**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?**

\$12 million budget deficit has generated challenges to permanently hire the photographer/communications specialist. Due to budget reduction activities this position is likely to remain a part-time position for our department. However, the department is in desperate need of a marketing coordinator or marketing specialist that can work on media plan implementation, work with vendors on current campaigns, update and optimize website, etc.

In FY19-20, the department submitted a grant to the Foundation and was awarded \$2900 to purchase a camera and associated lens, etc. to be used by the department for web and collateral photography.

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

The District would benefit from a Public Records Act policy to enable the district to charge the requestor the relative time of staff hours to produce a response. In FY19-20 through Feb. 29, 2020, the District has received nearly 75 requests for public records. Due to staffing shortages in a number of impacted departments utilized to produce responsive documents, the District may be able to recoup associated costs for the unconventional number of requests received. A request with multiple deliverables is managed by the PIO but is distributed among many departments that then provide responsive documents. The PIO then spends 8-12 hours per request (if it has multiple deliverables) to comply with the California Public Records Act and deliver a response to the requestor.

**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 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. 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.**

|                       |   |
|-----------------------|---|
| <b>Strengths:</b>     | Small efficient and effective team; community engagement; product quality (annual report, Palomar news stories); resourceful; high level of talent; reliable resource for campus initiatives; positive relationships within District  |
| <b>Opportunities:</b> | Reallocation of dollars within media plan in order to implement measurable and more impactful ad strategy; better alignment with enrollment strategy/team; re-assignment of off-campus events to outreach team; unified social media presence; increased awareness of 3 Minutes of News publication as available internal communication channel; utilize student work in publications (i.e. Palomar News – guest columnist could be a student). |
| <b>Aspirations:</b>   | Larger team (an additional 1-2 marketing professionals); permanent office space; use talent on team to aid in the redevelopment of campus culture that is more collaborative and in better alignment with strategic plan; gain better top of mind placement within local media as thought leader; become more knowledgeable about student influencers (social media personalities/sites)  |
| <b>Results:</b>       | Enrollment growth; growth in social media engagement; increased web traffic and engagement with site; improved conversions on site (user activities related to paid media strategy); more positive and meaningful media coverage.   |

**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.

**COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs**

| <b>Goal</b>  | <b>Completed</b> | <b>Ongoing</b> | <b>No longer a goal</b> |
|--|------------------|----------------|-------------------------|
| NEW: Contribute to enrollment goals: integrated social media strategy, digital strategy, ad and communications campaign implementation |                  |                |                         |
| NEW: Establish College as thought leader in subject areas that impact the region.  |                  |                |                         |
| NEW: Establish integrated social media strategy throughout College   |                  |                |                         |
|  |                  |                |                         |
|  |                  |                |                         |

**Add any comments related to your work on prior goals, if needed (e.g., successes, challenges, reasons for eliminating a goal).**

Prior goals were not documented.

**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  |   |
|--|---|
| <b>Goal</b>  | Contribute to enrollment goals  |
| <b>Strategies for implementation</b>   | Social media strategy and digital ad strategy implementation that is synergistic with communications strategy   |
| <b>Timeline for implementation</b>   | FY20-22   |
| <b>Outcome(s) expected (qualitative/quantitative)</b>                                    | Measurable delivery of engagement with enrollment related calls to action resulting in website visits and phone calls to enrollment team.   |
| <b>How does this goal align with your unit's mission statement?</b>                      | The strategy in place for this goal is directly related to building and maintaining awareness and support of the College with specific use of internal and external communications. |
| <b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b> | Goal #1 – Objective 1<br>Goal #3 – Objective 3  |
| Goal #2  |   |
| <b>Goal</b>  | Establish College as thought leader in subject areas that impact the region.  |
| <b>Strategies for implementation</b>   | Utilize internal communication channels to identify leaders in their field among faculty and staff  |
| <b>Timeline for implementation</b>   | FY20-22   |



**COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs**

|  |   |
|--|---|
| <b>Outcome(s) expected<br/>(qualitative/quantitative)</b>                                | Increased media coverage in all areas of College. Increased engagement with writers/reporters and bloggers, and social media influencers  |
| <b>How does this goal align with your unit's mission statement?</b>                      | The strategy in place for this goal is directly related to building and maintaining awareness and support of the College with specific use of internal and external communications.   |
| <b>How does this goal align with the College's <a href="#">Strategic Plan</a>?</b>       | Goal #3 – Objective 3<br>Goal #3 – Objective 4  |
| <b>Goal #3</b>   |   |
| <b>Goal</b>  | Establish integrated social media strategy throughout College   |
| <b>Strategies for implementation</b>   | Educate social media users within College on proper use of social media<br>Establish College's social media pages/platforms for primary use by social media users to provide advantageous reach to target audience(s).<br>Integrate metrics reporting for all social media pages used to evaluate effectiveness of 65+ users vs. integrating more with College's social media editorial calendar. |
| <b>Timeline for implementation</b>   | FY20-23   |
| <b>Outcome(s) expected<br/>(qualitative/quantitative)</b>                                | Increased use of College's social media use<br>Decline in use of individual program/project related social media pages  |
| <b>How does this goal align with your unit's mission statement?</b>                      | The strategy in place for this goal is directly related to building and maintaining awareness and support of the College with specific use of internal and external communications.   |
| <b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b> | Goal #1 – Objective 1<br>Goal #3 – Objective 1<br>Goal #3 – Objective 3<br>Goal #3 – Objective 4<br>Goal #3 – Objective 5   |
| <b>Goal #4</b>   |   |
| <b>Goal</b>  |   |
| <b>Strategies for implementation</b>   |   |
| <b>Timeline for implementation</b>   |   |
| <b>Outcome(s) expected<br/>(qualitative/quantitative)</b>                                |   |
| <b>How does this goal align with your unit's mission statement?</b>                      |   |
| <b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b> |   |

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

The comprehensive approach and strategies used to contribute to enrollment goals and brand reputation through highlighting the thought leaders among faculty and staff will take into account of the diversity within our College and will show our commitment to equity.

**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](#).**

Our goal to contribute to enrollment goals through the use of an integrated social media strategy and digital ad strategy that is synergistic with our communication strategy will enable the College to meet the VfS outcomes of increasing completion, transfer and contributing to the workforce. As our contribution to enrollment is realized, we will have more students who are within the specific target audiences that with persistence and retention strategies in place as established in the enrollment management plan, will improve the College's VfS outcomes.

## 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.

Re-assignment of creative services to Marketing and Communications and Public Affairs Office: this initiative will better align all external messaging to the marketing and communications strategy and government affairs/community relations plan.

Re-allocation of media strategy funds to media channels that are intentional and measurable. The Outfront media contract will not be renewed at the current investment levels.

### 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 | <a href="#">Strategic Plan 2022 Goal/ Obj.</a> | New / Vacant / Modified / Temporary | Describe Need:  |
|-------------------------|----------------------|--|-------------------------------------|---|
| 1) Marketing Specialist |                      |  | New                                 | The marketing and communications strategy requires an individual in addition to the Director to manage the placement of media, work with vendors and aid in budget management, and respond to internal requests for promotion of programs, etc. |
| 2)                      |                      |  |                                     |   |
| 3)                      |                      |  |                                     |   |

#### TECHNOLOGY

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

| Resource | Unit's Three Year Plan Goal | <a href="#">Strategic Plan 2022 Goal/ Obj.</a> | Cost (\$\$\$) | Describe need and identify if the technology need will require:<br>1) extra wireless access,<br>2) integration with existing technology (hardware and software such as PeopleSoft), and/or<br>3) operational maintenance and support. | For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology, Equipment, or Other Resource Requests. |
|----------|-----------------------------|--|---------------|---|---|
| 1)       |                             |  |               |   |   |
| 2)       |                             |  |               |   |   |
| 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 | <a href="#">Strategic Plan 2022 Goal/ Obj.</a> | Cost (\$\$\$) | Describe need: | For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology, Equipment, or Other Resource Requests |
|----------|----------------------|--|---------------|----------------|--|
| 1)       |                      |  |               |                |  |
| 2)       |                      |  |               |                |  |
| 3)       |                      |  |               |                |  |

**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 | <a href="#">Strategic Plan 2022 Goal/ Obj.</a> | Cost (\$\$\$) | Describe need: | For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <u>ALL</u> of your Technology, Equipment, or Other Resource Requests |
|----------|----------------------|--|---------------|----------------|--|
| 1)       |                      |  |               |                |  |
| 2)       |                      |  |               |                |  |
| 3)       |                      |  |               |                |  |

**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<br>or Last<br>Reviewed | Description of<br>SAO<br>(What is your<br>SAO?) | Assessment<br>Method<br>(How will/do<br>you measure or<br>assess it?) | Criterion<br>(How will/do<br>you know if you<br>met the<br>outcome?) | Date of<br>Assessment | Date of Next<br>Assessment |
|--|---|---|--|-----------------------|----------------------------|
| 1)                                     |   |   |  |                       |                            |
| 2)                                     |   |   |  |                       |                            |
| 3)                                     |   |   |  |                       |                            |
| 4)                                     |   |   |  |                       |                            |