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## **2020-2021 ANNUAL REVIEW**

### **OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON- INSTRUCTIONAL PROGRAMS**

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.

The Annual Update is designed to help you track progress on your three-year plan. It allows for updates to your plan based on:

- 1) Updates to Service Area Outcomes assessment cycle or unit data;
- 2) new events, legislation, or processes that affect your unit's ability to meet your mission; and
- 3) a review of progress on your three-year plan's goals.

## BASIC UNIT INFORMATION

**Program/Unit Name**

Marketing Communications and Public Affairs Office

**Department Name**

Marketing Communications and Public Affairs Office

**Division Name**

Office of the President

**Name of Person responsible for the Program/Unit**

Julie Lanthier Bandy

**Website address(es) for your program(s)/unit(s)****Webpage URL 1****Unit webpage**<https://www2.palomar.edu/pages/pao/>**Webpage URL 2****Unit webpage**<https://www2.palomar.edu/pages/pao/palomar-college-news/>**Webpage URL 3****Unit webpage**<https://www2.palomar.edu/pages/news/>**Please list all participants and their respective titles in this Program Review**

Participant	Title
Julie Lanthier Bandy	Director, Marketing Communications and Public Affairs
Dianna Trujillo-Hernandez	Social Media Specialist
Tom Pfingsten	Communications Specialist/Photographer

## STAFFING AND SERVICE UPDATES

### Staffing

Use the link provided to help answer the staffing questions below.

Link: [Permanent Employees Staff Count](#)

This form requires a login and password to access. Please use your Palomar email and password to log in.

**Full-Time Staff****Total Number of Full-time Staff**

2.00

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

**Number of Classified Staff**

1.00

**FTE of Part-time Staff (2x19 hr/wk=.95)****Number of CAST Staff****FTEF of Part-time Faculty****Number of Administrators**

1.00

**Number of Full-time Faculty**

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

Tom Pfingsten, Communications Specialist/Photographer, is a part-time short-term hourly employee.

**Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.**

Due to the need to reduce expenses during FY19-20, the Communications Specialist/Photographer was reduced to a part-time position and is budgeted as such in FY20-21.

## Program/Unit Description

**Have the services your unit performs change in any way over the past year?**

There has been a significant increase in the requirement for internal communications, which has diverted time away from the strategic marketing initiatives by the Director of Marketing, Communications and Public Affairs. The addition of responsibilities associated with the Emergency Operations Center has added at least 10-15 hours per week of workload to the Director's position.

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## PROGRAM/UNIT ASSESSMENT

## SERVICE AREA OUTCOMES UPDATE

### 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 Nuventive Improve (previously named 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 Nuventive Improve by:

- 1) Login to Nuventive Improve (previously TracDat) <https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/>. Your Palomar username and password is your login.
- 2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.
- 3) Revise or edit your current SAOs by revising their wording and/or updating the assessment and assessment results.

## NEED HELP?

### Nuventive Improve:

- 1) If you need help with anything Nuventive Improve 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 Nuventive Improve: <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.

A template for entering SAOs can be found on the [IR&Ps Non-instructional Program Review and Planning website](#)

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)					
2)					
3)					
4)					

Are all of your unit's SAOs and assessment plans **UPDATED** and **ENTERED** in Nuventive Improve?

Yes

## SAOs Summaries / Reflection

If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).

### SAOs

#### SAO 1

##### SAO Title

Integrated Communications and Outreach

##### Assessment Status

Assessed

##### SAO Summary and Reflection

The development and implementation of an integrated communications and outreach strategy. We have seen a steady increase in performance on all social media platforms. The engagement on our website is not quite as steady. The College will benefit from the work being done by the Web Advisory Group, of which the Director of Marketing, Communications and Public Affairs is a member. The work is geared toward the design and launch of a "student first website".

Social Media engagement data:

Facebook engagement increased 10% compared to last academic year in the months of May - August and 9% in September.

Facebook paid ad strategy generates website visits. In September 2020 our ads generated 58% more web sessions than the ads placed in September 2019. The ad content in Sept. 2019 was programmatic and in Sept. 2020 we placed ads promoting the 4-week and 8-week sessions. The ads were able to reach 6,000-9,000 members of our target audience.

The increased engagement on Twitter ranges from 34% to 46% in comparison months of May - September.

On Instagram, the increased engagement ranges from 46%-55% in comparison months of May - September.

Similarly, on LinkedIn, the College has seen increased engagement. In June 2020, the engagement increased 100%. Since that time it has steadily settled in to a more reasonable comparative increase of 8% - 20% in comparison months of July - September.

The ongoing work related to Palomar News stories and press releases contributes significantly to the integrated communications strategy. Between June 2019 (748 subscribers) and June 2020 (757 subscribers), there was a very slight increase of 9 subscribers to Palomar News. As of October 28, 2020, the subscriber list has grown to 772. Our subscribers are media representatives, community leaders and industry partners. The highest month of engagement with Palomar News was in May, when we experienced a 41% open rate and a click-thru rate of 7.2%. The industry standard for open rates in education is 23.4%

#### SAO 2

##### SAO Title

Government and Community Relations - Development of a government and community relations plan.

##### Assessment Status

Not assessed

##### Next planned assessment

The plan will be developed in the spring 2021 semester and will include an action plan for the ad-hoc committee of the Board of Trustees.

#### SAO 3

**SAO Title**

Crisis Communications Plan - Development of Crisis Communications Plan

**Assessment Status**

Not assessed

**Next planned assessment**

While not formerly developed at this time, the College has been in "crisis communication" mode since March 2020 due to the COVID-19 pandemic. The communications strategy used during the pandemic will be incorporated into the District's crisis communication plan. The plan will be complete in Spring 2021.

## OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.

## ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

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

Specifically related to student success: Launch of new marketing campaign in June/July 2019. The campaign is designed to make it clear to prospective students that Palomar College Makes It Possible. The campaign incorporates student success stories and images of our own students. Student success profile stories were written and released on a monthly basis throughout FY2019-20. We added paid social media advertising to our media strategy. These ads have driven additional visits to our website and are program specific as it relates to the programs requiring more promotion/enrollment. This ad strategy targeted 6,000 - 9,000 members of our target audience within our District. In September 2020, we realized a 58% increase in web sessions due to the ads.

We also addressed how the College supports students food and housing insecurities and were featured in two media documentaries (one local TV news station and one foreign film documentary that is yet to be published). Our grand opening strategy was significantly improved and garnered record breaking attendance for the Arboretum grand opening in September 2019. We hosted all of the mayors and county supervisor Desmond for the first time in the previous administration's leadership of the campus. This enabled us to update these elected officials on the progress Palomar is making to serve students in ways that improve our relevancy and impact in the region.

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; and more consistent internal communications.

In latter part of FY19-20, the communications strategy to address the needs of the College and its students became more robust due to the COVID-19 pandemic. This strategy included the establishment of a new blog-style website, daily emails, weekly meetings and a signage program to inform external audiences of the status of the campus.

**Provide an update on 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 projected, \$12 million budget deficit in FY19-20 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. The hire of this position is being considered among all other prioritized positions within the College as it looks to re-organize.

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 FY19-20 we changed our student portal from eServices to My.Palomar.edu. As this change took place, it impacted the traffic volume to the palomar.edu website. eServices was a significant referral source of traffic and it appears that My.Palomar.edu is not. The director of marketing, communications and public affairs is working with information services and ATRC to gain a better understanding of the referral traffic to the website. This is important to understand because year-over-year website analytic data may not be as reliable as needed to aid the PIO office in evaluating the impact of all digital advertising.

**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 June 30, 2020, the District has received 85 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. The policy could address reimbursement for staff hours associated with each request. Most recently, October 2020, the College received a request with 25 specific requests, with each request requiring multiple reports and documents.

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## PROGRESS ON GOALS

Review the goals listed on your comprehensive review and summarize progress you have made on the strategies for implementation. If your unit has experienced challenges implementing the goals, describe those challenges.

Click on "+Add Goal" below for each additional goal.

### Goals

#### Goal 1

##### Goal

Contribute to enrollment goals: integrated social media strategy, digital ad strategy, and advertising and communications campaign implementation

##### Choice

In progress

##### Describe Progress

We have made significant progress in the design and launch of a integrated media strategy designed to support enrollment goals. The digital ad strategy is program specific as is the social media strategy. The social media strategy is also very nimble in that we are able to promote new programs or initiatives very quickly, and enables us to collaborate with our colleagues in instruction and student services. This has contributed to our improved reputation as a collaborative unit, which has provided for a positive change in our department's perceived value to the College.

##### Describe Challenges

The primary challenge we have as a department is the multiple demands on time and talent, when there are so few of us. We have a desperate need for a talented marketing coordinator/specialist. This individual will take on the day-to-day detailed operations of the media and marketing strategy, responsible for the data and metrics of campaigns and aid in keeping our external communications strategy implemented on the website and other digital properties. He/she will work with the foundation, student services and instruction on implementing the fine details associated with the support they need to serve our students.

##### Describe Outcomes (if any)

We have made incredible strides in becoming integrated into the College and improved our reputation as a resource for all divisions as they consider ways of promoting programs and services. Our external communication strategy is very productive in that we earn more 200% more media mentions each month than we were able to garner previously. In March 2020 we gained 414% more media mentions. In addition, as previously stated our social media engagement has increased steadily compared to the previous time period in the previous year. Between October 2019 and June 30, 2020, our integrated digital ad strategy generated 515 calls to the admissions department.

##### Social Media engagement data:

Facebook engagement increased 10% compared to last academic year in the months of May - August and 9% in September.

Facebook paid ad strategy generates website visits. In September 2020 our ads generated 58% more web sessions than the ads placed in September 2019. The ad content in Sept. 2019 was programmatic and in Sept. 2020 we placed ads promoting the 4-week and 8-week sessions. The ads were able to reach 6,000-9,000 members of our target audience.

The increased engagement on Twitter ranges from 34% to 46% in comparison months of May - September.

On Instagram, the increased engagement ranges from 46%-55% in comparison months of May - September.

Similarly, on LinkedIn, the College has seen increased engagement. In June 2020, the engagement increased 100%. Since that time it has steadily settled in to a more reasonable comparative increase of 8% - 20% in comparison months of July - September.

We are working with Information Services and ATRC to better understand the reduced traffic volume to the Palomar.edu website. All of the direct sources that are paid through the marketing strategy are driving traffic to the site and there is noticeable improvement year-over-year from these sources. These include: social media, display advertising, iHeart media.

#### Goal 2



**Goal**

Establish College as thought leader in subject areas that impact the region.

**Choice**

In progress

**Describe Progress**

Through the thoughtful design of many of the facilities, Palomar College has become known as a leader in sustainability. The College has won many accolades and as such the communications team has implemented tactics to increase the awareness of our leadership in sustainability. More recently, the team is working with facilities and PCTV to produce a video that will be used by SDG&E to recognize leaders in sustainability.

Within the most recent months (Sept - present), the College is utilizing the communications team to develop a series of stories that look back on the early days of the College as it began to address equity and access issues for students of many races. Through this series of stories, the communications team aims to establish the College as a leader in building an antiracism framework that will positively impact not only the College but the students in our region.

**Describe Challenges**

The challenge thus far is setting aside dedicated time and thought into building a strategy around this goal so that a work plan can be developed and implemented. This work will be done in spring 2021.

**Describe Outcomes (if any)****Goal 3****Goal**

Establish integrated social media strategy throughout College - consolidating social media efforts from throughout the College to centralize and increase social media presence

**Choice**

Not Started

**Describe Progress**

Planning for this goal has been stalled. A work plan will be developed by June 2021 and will include professional development opportunities for staff and faculty to learn best practices and the importance of utilizing one integrated strategy to promote the College, its programs and services.

**Describe Challenges**

This work is challenged by the workload within the department and the need to set aside dedicated time and talent to develop the workplan.

**Describe Outcomes (if any)****Goal 4****Goal**

Establish a Board Policy and Administrative Procedure regarding Public Records Act request

**Choice**

Not Started

**Describe Progress**

This work has not yet started.

**Describe Challenges****Describe Outcomes (if any)**

**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.**

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.

**Describe any changes to your goals or three-year plan as a result of this annual update.**

We do not have any changes to our goals or 3-year plan as a result of this annual update.

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## RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following four parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology and Facilities Needs

PART 4: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

**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) that will impact your unit. 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**.**

**Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any other factors (e.g., legislation). Describe the impact of the reallocation of resources to your unit.**

## PART 1: STAFFING NEEDS

Are you requesting new Classified, CAST, or AA positions?

Yes

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the [Benefits Worksheet](#) for additional costs related to benefits for the position.

### REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

#### Staff, CAST, AA request 1

Title of position

Marketing Coordinator

Is this request for a full-time or part-time position?

Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.

This position will allow for the marketing, communications and public information office to operate more effectively and to better serve the College in a strategic manner. Our ability to fulfill all of the obligations of a full-service marketing and communications department is impossible based on our current structure. This position will aid in the day-to-day implementation of the marketing strategy, assist with new initiatives, update the website, and support the goals of the foundation, instruction/program marketing and student services initiatives.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

We are not asking to restructure or reorganize our department but instead add a person to our team that has historically been in our department. This will make our department for efficient and effective.

Is there funding that can help support the position outside of general funds?

No

Describe how this position helps implement or support your three-year PRP plan.

We have been able to initiate work on just one of our three goals and just one of our three SAOs. This position will take on day-to-day needs of the department, allowing for the Director of the department to serve the College at a level that allows for goal and SAO completion, all of which are designed to positively impact the College.

Strategic Plan 2022 Objective

1:1

3:1

3:3

3:4

3:5

If the position is not approved, what is your plan?

We will continue to serve the College at the current level and will likely be unable to achieve all goals and SAOs as outlined in this PRP.

## PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2018, 2019, 2020. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

### How to Request the Available Budget Report

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?

No

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## **NOTE: PARTS 3 and 4 – TECHNOLOGY, FACILITIES AND OTHER NEEDS**

This year the College is implementing two new processes related to resource needs coming from the PRP process.

1. One-Time Fund Requests. The college is implementing a process for prioritizing and allocating funds for one-time needs/requests tied to Program Review and Planning. Prioritization will take place through participatory governance in planning councils and the Budget Committee. Then, a recommendation will be made to Exec for funding of request utilizing various funding sources.

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the web page).

Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

2. Technology and Facilities Review. From now on, ALL requests for technology will go through an institutional process. If you request technology here, you will see a description of the process below.

## **PART 3: TECHNOLOGY**

Will you be requesting any technology (hardware/software) this upcoming year?

No

### **Note about technology requests:**

*All technology requests will now go through a review process before prioritization.*

- *Your director will send you a Technology Request Checklist (aka Technology Proposal Analysis Checklist).*
  - *You must complete this checklist and return it to your director no later than 10/30/2020.*
  - *Once the director approves the form and the request, the director will send the document to the Technology Review Committee to determine IS resources needed, any integration issues, and/or potential overlap with existing technology.*
  - *The results of the review will be sent to the director with feedback.*
  - *The director will determine whether or not the request moves forward for prioritization and/or implementation.*
    - *Requests for one-time funding will move forward for prioritization.*
    - *Requests that use funding from your department budget may move forward for purchase.*

## PART 3: FACILITIES NEEDS

Do you have resource needs that require physical space or modification to physical space?

Yes

### Facilities Requests

#### Facility Request 1

What are you requesting?

The PIO team is in space that is not officially assigned. We are nomads without a place to call home. Furthermore, the creative services team is being added to our organization and it would be great if we could all be in the same workspace.

What discipline PRP plan goal/objective does this request align with?

all

What Strategic Plan 2022 Goal/Objective does this request align with?

1:1

3:1

3:3

3:4

3:5

Provide a detailed description of the facilities item or space requested. What is it, and why do you need it? Please be as descriptive as possible. Include in your description how the requested item aligns with your discipline's PRP goals, analysis of PRP data, SLO/SAOs.

The Creative Services team is housed on the 1st floor of the MD building. There is currently one office space in between the lead graphics specialist and the graphics specialist that could accommodate one team member. There was a retirement in the Business Services area and that office is currently vacant. There are two workspaces adjacent to the "supervisor" office that can accommodate up to two members of the PIO team. These workspaces are currently occupied by two individuals and this would need to be addressed from a facilities planning standpoint. I believe the first floor of the MD building has equipment that is not being used and be sold/salvaged/donated to free up space that workspaces can be designed/created.

Is there an associated cost with this request?

No

What impacts will this request have on the facilities/institution (e.g., water/electrical/ADA compliance)?

No impact as the space is inadequately used currently. It is unclear to me if there are costs associated with the design and implementation of an office move. If yes, this expense will need to be budgeted.

## PART 4: ONE TIME NEEDS

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the web page under "Instructional Funding Sources").

Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?

No

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## 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:

Jack S. Kahn, Ph.D.

Date Reviewed

11/30/2020

## FEEDBACK

**Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:**

This unit has a multitude of successes. They have increased communication with the board, with the internal and with the external community. They have raised the bar for professionalism in all areas related to communication and marketing. The unit is responsive, creative and dedicated to the success of the district. This review includes a great summary of previous successes and goals for improvement.

**Areas of Concern, if any:**

None- only to ensure we prioritize a space for this unit to continue to meet goals.

**Recommendations for improvement:**

**Enter your email address to receive a copy of the PRP to keep for your records.**

jlanthierbandy@palomar.edu

**I confirm that the Program Review is complete and ready to be submitted.**

Yes

## Vice President Review

**Strengths and successes of of the discipline as evidenced by the data and analysis:**

**Areas of concern, if any:**

**Recommendations for improvement:**

**VP Name:**

**Signature Date:**