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2021-2022 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 review of and reflection on key program elements, Program Review and Planning identifies program strengths and 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.**

The College also uses Program Review and Planning as the conduit to request resources (human, technology, facilities and funding) to further help improve and support programs.

BASIC UNIT INFORMATION

Program/Unit Name

Outreach and Onboarding Services

Department Name

Enrollment Services

Division Name

Student Services

Name of Person responsible for the Program/Unit

Deanna Shoop

Website address(es) for your program(s)/unit(s)**Webpage URL 1****Unit webpage**<https://www2.palomar.edu/pages/outreach>**Webpage URL 2****Unit webpage**<https://www.palomar.edu/tours>**Webpage URL 3****Unit webpage**<https://www.palomar.edu/stepstoenroll>**Webpage URL 4****Unit webpage**<https://www2.palomar.edu/pages/connect>**Webpage URL 5****Unit webpage**<https://www.palomar.edu/orientation>**Webpage URL 6****Unit webpage**<https://www2.palomar.edu/pages/outreach/previewprogram>**Webpage URL 7****Unit webpage**<https://www2.palomar.edu/pages/outreach/virtual/>**Please list all participants and their respective titles in this Program Review****Participant**

Deanna Shoop

Title

Manager, Outreach and Onboarding Services

Participant	Title
Jamie Moss	Manager, Enrollment and Financial Aid Services
Kendyl Magnuson	Senior Director, Enrollment Services

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
4.00

Number of Classified Staff
3.00

Number of CAST Staff

Number of Administrators
1.00

Number of Full-time Faculty

Part-Time Staff

Total Number of Permanent Part-time Staff

FTE of Part-time Staff (2x19 hr/wk=.95)

FTEF of Part-time Faculty

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

One of the reasons the manager was hired in 2016, was to design and launch a Palomar Ambassador Program of 10+ students. Palomar College's competitors in San Diego County have 15 - 30 ambassador-type students, and they have 1/2 - 1/5 the number of schools or size of region to serve. The demand is heavy for outreach and connection to student ambassadors in Palomar's large district, serving 60+ schools and varied community organizations. While the department waits for funding to launch this intended more formal program, when they can find students of the caliber to present and represent the district independently off campus through work study, they are hired. This has provided 0 - 3 work study students at a time. The manager continues to be creative seeking new ways to develop work study or intern positions, however a more concrete budgeted structure is still needed.

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

Two Assessment Specialists have become Outreach Specialists, when the following were added to the department July 1, 2021: application workshops, senior visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and the counselor conference. In addition, these Outreach Specialists, along with one other, have been asked to temporarily continue to maintain the duties previously covered by the Assessment Office. At this time, the department is not at capacity to complete all of the responsibilities that it contains. Duties are based on a strategic and priority process. A determination of expectations of this department is requested.

Program/Unit Description

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

The following were added to the department July 1, 2021: application workshops, senior visits, orientation, onboarding, steps to enroll and counselor conference. In addition, the two new Outreach Specialists, along with one other, temporarily continue to maintain the duties previously covered by the Assessment Office.

This year, the unit continued to advance its virtual offerings for prospective students as the COVID pandemic continued to keep the audience remote (presentations, tours, campus-wide handouts, connecting departments to the community, 1-on-1 Zoom chats, Zoom office hours, tools in Spanish, virtual self-serve tools, virtual toolbox, Academic Showcase, self-serve video and tour pages, facts and figures slide show, mobile app for visitors, virtual college fair table, etc.)

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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 (SAOs).

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 doing the following:

- 1) Log in to Nuventive Improve (previously TracDat) https://idmpg.palomar.edu/_layouts/PG/login.aspx?ReturnUrl=%2Fssso%2Fdefault.aspx. Your Palomar username and password is your login.
- 2) Check your SAOs for **currency**. SAOs should be assessed at least once every three years. **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, if appropriate.

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.
- 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. 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](#)

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?)	Criteria (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

Prospective students (student yet to choose Palomar) will be served with quality, informative campus tours to provide them with knowledge regarding academic programs, services, and steps to enroll procedures.

Assessment Status

Assessed

SAO Summary and Reflection

Quality continues to be the compass of this department's philosophies.

Limited evaluations were received this year however the following was received:

"First, our speaker was a true professional. He communicated well initially and helped me navigate my group of CCC Corps members to attend a virtual tour of the Palomar campus. I can not say enough good things about his presentation given the circumstances."

"Overall the content was great."

"For our group, it would of been nice to focus on career paths. We had some questions about workforce placement and there was not much information to help our Corps members (for example, electrical apprenticeship applications/careers)."

"The content was thorough. We liked how the tour was modeled as if it would be if it were held in-person. We enjoyed all the pictures and videos (even though there were some technical difficulties playing some of them.)"

"Excellent Virtual Presentation!"

"The Palomar College Outreach Services virtual presentation for my class was amazing!"

OVERALL, I was satisfied with the virtual activity

Average: 10 out of 10

I was satisfied with the QUALITY OF INFORMATION provided in the the virtual activity.

Average: 10 out of 10

SAO 2

SAO Title

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.

Assessment Status

Assessed

SAO Summary and Reflection

107 touch points were made across 29 of our top feeder schools and schools who request our services most frequently. 11 school districts served. The department continues to serve almost all of the schools who make requests services from our department, and proactively reach out and schedule events for our top feeder high schools. While the numbers are less than previous in-person years, we continue to maintain strong communications with all of these organizations.

OTHER ASSESSMENT DATA

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

While the numbers were somewhat skewed this year due to COVID-19, after this year we expect to see the demand and numbers for outreach and tours to continue to grow. [Last in-person year providing 277 tours, 156 outreach activities, and 29 campus support events.

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!

This past year Outreach Services continued its strong creative efforts as a non-funded unit. The department added a couple interns to help build an internship program, to support the manager in carrying out all of the responsibilities of the department, from operations to services, until funding for a Palomar Ambassador program can be established.

A campaign to seek work study students to serve as marketing and communications assistants was created, to support the manager in carrying out all of the responsibilities for prospective student communications. Both sets of new employees/volunteers have allowed the department to build a higher volume of reach to students. The feasibility of these programs remains undetermined with the impact to the manager of the new functions added on July 1.

Additionally, the District's first-ever Palomar Preview Days was launched in Spring 2021, incorporating virtual presentations, tours and resources from departments across the College. This program was part of the continued momentum to bring Palomar to prospective students in a safe virtual environment.

With last years rush to pivot to a virtual department for prospective students, this year included many efforts to dig in and advance those offerings as we brought them to the public. Live, group and self-serve online resources continued to be advanced, after assessing the needs of today's virtual prospective students and families. Creating new ways to connect with students remained the focus, providing different options of 1-on-1 Zoom chats, Zoom office hours, tools in Spanish and new self-serve tools. The Virtual Guided Tour has been redesigned to ensure an opportunity for guests to "see" and "feel" the campus during three unique times. The department's first self-serve virtual resources continued to be grown, which can be used for years to come - "Virtual toolbox for Prospective Students", Academic Showcase, self-serve video and tour pages, facts and figures slide show, mobile app for visitors, virtual college fair table, etc.

The following recently created initiatives were continued this year: evaluation system for all services, Annual Updates program for all individuals in outreach-related positions, collecting electronic handouts to provide online, continuing our campus-wide collaborations

The department was also focused on preparing for and clarifying the proposed changes to this unit as of July 1, when the following functions were added to the department: application workshops, senior/"admit" visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and counselor conference. Two Assessment Specialists (now Outreach Specialists), were added to the team, who will also temporarily maintain the duties previously covered by the Assessment Office. Assessments of all new and old functions and initial plans have begun, but funding, staffing and resource allocation is TBD as of November 2021.

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 current district-wide fiscal crisis is definitely concern for a district trying to launch a department like this, when the District is still needing to secure funding for a five year old outreach department, the Palomar Ambassador Program, and a future welcome center [proposed Spring 2022 opening and launch.] As an institution, discussions need to continue clarifying current and future expectations, especially as we build strategic plans to add following: application workshops, senior/"admit" visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and counselor conference.

Many initiatives related to outreach, onboarding and prospective students are included in the District Strategic Plan, the Strategic Enrollment Management Plan and the Guided Pathways Plan. The District currently stands at an amazing opportunity to make the most of the new department of Outreach and Onboarding Services, by funding this unit.

It still affects the productivity of this department that 18 months ago 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.

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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

Adding to Previous Goal:

Choice

Not Started

Secure a department budget to fund operations, supplies, staffing - Outreach Services department, Welcome Center, Palomar Ambassador Program.

In addition to the above, the following have been added to this department and the funds from these functions/departments need to be transferred: application workshops, senior/"admit" visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and counselor conference. In addition, the Outreach Specialists from the Assessment Office, temporarily continue to maintain the duties of their previous office and funding is needed to support their efforts.

Describe Progress

No new updates on funding as of manager's last inquiry

Describe Challenges

The District's competitors have 3 - 6 staff and 15 to 30 Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve in comparison to the Palomar College District. Appropriately serving Palomar College's surrounding community, high schools (70+ schools) and prospective student community in presentations, tours, visits, college fairs, application help, events, workshops, hands-on support and guidance without funding and resourcing is a daily challenge.

Describe Outcomes (if any)

Palomar College currently stands at an amazing opportunity to make the most of the new department of Outreach and Onboarding Services, by funding, staffing and resourcing this unit. The leadership within this department has an extensive level of experience, creativity and drive. Funding, staffing and resourcing this unit would benefit,

Funding an outreach and onboarding unit would support the California Community Colleges vision to "make sure students from all backgrounds succeed in reaching their goals and improving their families and communities, eliminating achievement gaps once and for all."

Goal 2

Goal

Purchase a CRM (Customer Relations Management) System, per the SEM (Strategic Enrollment Management) Plan.

Choice

Not Started

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.

The purchase of CRM software is included in the SEM Strategic Plan.

Describe Progress

No new updates on funding as of manager's last inquiry

Describe Challenges

Taking the time from the manager to maintain manual spreadsheets and systems in replacement of funding a CRM system, heavily decreases the opportunities that are available from this department. The amount of potential that lies in this department is extreme.

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

Fund and hire ten+ Ambassadors to fulfill the initial plan, upon manager's hire, of developing a Palomar Ambassador Program to serve the institution.

Choice

Not Started

Describe Progress

No new updates on funding as of manager's last inquiry

Describe Challenges

Our competitors have 3 - 6 staff and 15 to 30 Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve in comparison to the Palomar College District. Pulling a manager to complete many of the items that a student ambassador would be excellent with and not the most efficient use of our college's resources. You have a talented manager with many creative ideas and abilities to make the most of what we have, however we desperately need to find this unit with support. The opportunities here with this unit are endless if we could help the college to see the value of the functions found in this department.

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

Choice

Not Started

Describe Progress

Outreach Services continues to pride itself in making quality its compass. We continue to 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

Describe Challenges

Our challenges continue to be based around having a high volume of need for the services and purpose of our department, while not having the staffing or funding for the district's plan to launch the department, the ambassador program, the CRM system and the welcome center, which are to be run by this unit/function [and are needed by our local community.] Our competitors have 3 - 6 staff and 15 to 30 Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve in comparison to the Palomar College District.

Describe Outcomes (if any)

Outreach Services continues to provide strong support for the District's enrollment, by creating high quality programs, services, communication, support and relationships throughout our schools and community organizations.

Goal 5**Goal**

Support the increase of enrollment, by connecting to 4000+ contacts in quality, off-campus programs, annually

Choice

Not Started

Describe Progress

Outreach Services continues to take great pride in the relationships and reputation that we continue to develop off campus, since our launch in January 2017. Cultivating and fostering relationships with 60+ schools and 15 - 20 organizations, we continue to promote 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

Describe Challenges

Our challenges continue to be based around having a high volume of need for the services and purpose of our department, while not having the staffing or funding for the district's plan to launch the department, the ambassador program, the CRM system and the welcome center, which are to be run by this unit/function [and are needed by our local community.] Our competitors have 3 - 6 staff and 15 to 30 Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve in comparison to the Palomar College District.

Describe Outcomes (if any)

Outreach Services continues to provide strong support for the District's enrollment, by creating high quality programs, services, communication, support and relationships throughout our schools and community organizations.

Goal 6**Goal**

Design zero-budget ways to bring guests to campus to tour location and receive presentations to learn more about Palomar College

Choice

Not Started

Describe Progress

Outreach Services has moved leaps and bounds in this areas this past year due to the natural needs for multiple live, group and self-serve virtual tools (virtual presentations, guided on-line tours, campus-wide handouts, 1-on-1 Zoomchats, Zoom office hours, tools in Spanish, virtual self-serve tools, virtual toolbox, Academic Showcase, self-serve video and tour pages, facts and figures slide show, mobile app for visitors, virtual college fair table, etc.)

Describe Challenges

A new challenge has been brought to this department, which previously struggled to meet the capacity of its expectations with the manpower of one manager and one classified employee. Demand included 150+ outreach activities/year and 250+ tours/year. New challenges are currently found by adding the following to that previous set up: application workshops, senior/"admit" visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and counselor conference. In addition, two Assessment Specialists were added (as Outreach Specialists), and they maintain the duties previously covered by the Assessment Office. The manager is now further extended into a myriad of roles outside of the managers duties, in addition to designing strategies, plans and structures [additionally without a determination of budget.]

Our challenges continue to be based around having a high volume of need for the services and purpose of our department, while not having the staffing or funding for the district's plan to launch the department, the ambassador program, the CRM system and the welcome center, which are to be run by this unit/function [and are needed by our local community.] Our competitors have 3 - 6 staff and 15 to 30 Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve in comparison to the Palomar College District.

Describe Outcomes (if any)

Outreach Services continues to provide strong support for the District's enrollment, by creating high quality programs, services, communication, support and relationships throughout our schools and community organizations.

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.

Outreach and Onboarding Services supports the Vision for Success by ensuring that prospective students at any prospect stage, will be informed and motivated regarding completion, graduation, persistence or transfer and the benefits of finding success in these areas. These are discussed with students in all of our services (tours, presentations, application workshops, hands-on workshops, off campus outreach, college fairs, events, onboarding support.) This department continues to lead or assist events and activities supporting the growth, knowledge, motivation and access to student groups showing a disproportionate impact on access to education.

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

Next year when resources, staffing and funding are confirmed for this new department, a new Comprehensive PRP will be established. For now the department continues to use its creative efforts towards the current goals, as established for the previous department of Outreach Services, which also support Outreach and Onboarding Services.

Palomar College stands at a vital opportunity right now to build a strong department of Outreach and Onboarding Services, to provide a solid foundation for its potential students and students who are in their initial preparation for success. Experienced department leadership is in place, along with a strong structure built at the Outreach Services department. Adding these additional functions and departments were part of the re-organization process, however this process needs to continue to be carried out with resources, staffing and funding. At this time the manager is assessing needs of the students as it pertains to these functions, requesting expectations from the District and administration, and is ready to hear the funding for these functions, to finalize strategic plans and structure.

There are extensive long term benefits to the students and the District, by securing funding for a welcome center, outreach department and Palomar Ambassador Program... and now application workshops, senior/"admit" visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and a counselor conference. As a California Community College we need to work together to determine our priorities and funding allocations to ensure that we are serving our community appropriately.

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

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

Department Assistant - OR movement of more of the staff that previously supported the new functions moved to this department

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

Both

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.

The manager was hired to launch a formal outreach department, Ambassador Program, and Welcome Center. As we come up to the completion of year four, this area has yet to be funded any budget. The manager is paid by removing the manager of Evaluations and Records. The current Outreach Specialist is paid by removing an Admissions Specialist.

With the number of activities requested by this small unit of two people reaching over 400 each year, without an Ambassador program, we are taxing two employees to an extreme. Handling this volume of work is not feasible or sustainable.

Our competitors have 3 - 6 staff members and 15 to 30 student Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve, in comparison to the vast size of the Palomar College District boundaries.

We have now added application workshops, senior/"admit" visits, orientation, onboarding [formerly Discover Palomar], Steps to Enroll and counselor conference. Two Assessment Specialists have been added to the department (as Outreach Specialists) and will continue to maintain the duties previously covered by the Assessment Office.

The staff or funding that was previously serving these departments was not transferred - nine Peer Mentors, web/graphic designer, multiple BSAs, Grant/Fiscal Support, etc.

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

Reorganization/restructuring

An additional staff member will be needed when a CRM system is purchased.

This position supports the District's decision to launch an outreach function, Welcome Center and Ambassador Program to support the prospective student population, to properly inform this audience and to support a healthy enrollment.

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

Yes

What funding would support this position?

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

In reality, the overall goal is to fulfill the District's need to establish the outreach department, welcome center, prospective student communications and ambassador program. These functions are crucial to support long term enrollment and college image, and the local community is begging for it, but it cannot be done without funding, staffing and resources.

The number of activities requested by this small unit of two people reaches over 400 each year. The local and campus community have a growing need for the services provided by a welcome center and department such as this, as seen by the growing numbers over the four years since we have opened our doors. Many of our goals are functioning at extremely limited levels due to our resource restraints, coupled with the extensive amount of varied roles needed from an outreach function. The potential for the volume of prospective student support that could be provided by truly building a welcome center and outreach department is extreme, and this district has an individual in place with experience, skills and drive to lead that effort and make it happen, but she cannot do it alone.

Strategic Plan 2022 Objective

1:1

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

The manager will continue to prioritize and work strategically on what is feasible with the resources she can find.

We will continue to have diplomatic conversations about creating appropriate expectations when the District was notable to secure funding to fulfill its expectations to launch a full outreach department, launch a Welcome Center and launch an Ambassador team. We need to have global conversations on priority and strategy, and continue to inform the campus of the resource we are working with.

Without establish funding for outreach specialists and the Ambassador Program, the manager is carrying out an extensive amount of roles (from management, to specialist, to communications coordinator, to scheduling clerk, to student Ambassador), which is not feasible or sustainable to provide an appropriate, quality outreach function.

Staff, CAST, AA request 2**Title of position**

Palomar Ambassador Program

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

STH/Seasonal Employees

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.

The manager was hired to launch a formal outreach department, Ambassador Program, and Welcome Center. As we come up to the completion of year four, this area has yet to be funded any budget. The manager is paid by removing the manager of Evaluations and Records. The current Outreach Specialist is paid by removing an Admissions Specialist.

With the number of activities requested by this small unit of two people reaching over 400 each year, without an Ambassador program, we are taxing two employees to an extreme. Handling this volume of work is not feasible or sustainable.

Our competitors have 3 - 6 staff members and 15 to 30 student Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve, in comparison to the vast size of the Palomar College District boundaries.

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

This position establishes more efficient department operations and District operations, supporting the District's decision to launch an outreach function, Welcome Center and Ambassador Program to support the prospective student population, to properly inform this audience and to support a healthy enrollment.

Our competitors have 3 - 6 staff and 15 to 30 Ambassadors, with 1/3 to 1/10 the number of high schools and organizations to serve in comparison to the vast size of the Palomar College District boundaries.

Previously students from varied departments across campus carried out various roles associated with outreach and tour functions, and yet after a department was formed no student employee funds were secured, yet the community and the District still expect those functions to be executed [as they should.] This taxes both the two employees of the department, as well as the reputation and image of Palomar College.

Without establish funding for outreach specialists and the Ambassador Program, the manager is carrying out an extensive amount of roles (from management, to specialist, to communications coordinator, to scheduling clerk, to student Ambassador), which is not feasible or sustainable to provide an appropriate quality outreach function.

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.

In reality, the overall goal is to fulfill the District's need to establish the outreach department, welcome center, prospective student communications and ambassador program. These functions are crucial to support long term enrollment and college image, and the local community is begging for it, but it cannot be done without funding, staffing and resources.

The number of activities requested by this small unit of two people reaches over 400 each year. The local and campus community have a growing need for the services provided by a welcome center and department such as this, as seen by the growing numbers over the four years since we have opened our doors. Many of our goals are functioning at extremely limited levels due to our resource restraints, coupled with the extensive amount of varied roles needed from an outreach function. The potential for the volume of prospective student support that could be provided by truly building a welcome center and outreach department is extreme, and this district has an individual in place with experience, skills and drive to lead that effort and make it happen, but she cannot do it alone.

Strategic Plan 2022 Objective

1:1

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

The manager will continue to prioritize and work strategically on what is feasible with the resources she can find.

We will continue to have diplomatic conversations about creating appropriate expectations when the District was notable to secure funding to fulfill its expectations to launch a full outreach department, launch a Welcome Center and launch an Ambassador team. We need to have global conversations on priority and strategy, and continue to inform the campus of the resource we are working with.

Without establish funding for outreach specialists and the Ambassador Program, the manager is carrying out an extensive amount of roles (from management, to specialist, to communications coordinator, to scheduling clerk, to student Ambassador), which is not feasible or sustainable to provide an appropriate, quality outreach function.

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2019, 2020, and 2021. 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?

Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.

No existing budget.

If the district wants to have a legitimate outreach department, welcome center, prospective student communication program and Palomar Ambassador Program, we need to invest in securing a budget for Outreach Services. The manager was hired to launch these programs four years ago.

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

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?

Yes

Technology Request

Technology Request 1

What are you requesting?

CRM - Customer Relations Management System
(Per the Strategic Enrollment Management Plan)

Provide a detailed description of the technology item 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 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.

Estimated Amount of Request.

\$200,000.00

Will you fund the request through your budget or other sources?

No Existing Budget

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

Goal 2.) Purchase a CRM (Customer Relations Management) System, per the SEM (Strategic Enrollment Management) Plan.

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

1:1

If you have multiple requests for technology and had to prioritize, what number would give this? (1 = Highest)

1

Do you think that your request for technology will require changes to a facility?

No

Technology Request 2

What are you requesting?

It is still unknown if the new Outreach Specialists moved to this department from the Assessment Office will come with their previous computers, equipment, budget, etc,

Provide a detailed description of the technology item 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.

Estimated Amount of Request.

Will you fund the request through your budget or other sources?

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

All

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

1:1

If you have multiple requests for technology and had to prioritize, what number would give this? (1 = Highest)

Do you think that your request for technology will require changes to a facility?

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 11/19/2021.*
 - *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?

Furniture and some reconfigurations of of the TLC for Welcome Center (TLC)

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

Support the increase of enrollment (multiple goals)

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

1:1

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.

To be discussed

Is there an associated cost with this request?

Yes

Will you fund the request through your budget or other sources?

TBD/Unknown

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

Ability to provide our prospective nd new students with a welcome center

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?

Yes

Requests

Request 1

What are you requesting?

Ability for manager to attend professional development conferences to provide more opportunities for learning where other colleges are finding success, especially with limited resources.

Estimated Amount of Request.

\$5,000.00

Will you accept partial funding?

Yes

Budget Category

Operating Expenses

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

Support the increase of enrollment (multiple goals)

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

1:1

Provide a detailed description of the item 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.

We hired a manager four years ago, to launch a welcome center, department and student team. She brought an extensive amount of experience and skills in this area. Then we expected her to launch these services without a budget or team. Perhaps we could support her with some opportunities for external ideas, growth, networking, morale, and professional development to continue to learn what other institutions are finding successful.

Please upload a copy of the quote, if available.

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

dshoop@palomar.edu

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

Yes

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

Page 5 will show for reviewers (VP and/or Planning Councils) upon submission of the form.

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:

Kendyl Magnuson

Date Reviewed

11/30/2021

FEEDBACK

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

The Department is doing outstanding work with minimal resources. The Manager has produced numerous documents and plans for a coordinated and effective recruitment cycle. The District as a whole has not adopted a coordinated plan. It is hoped that the SS Strategic Plan will bring this prior work to the surface and utilize the 18 month recruitment cycle that was developed years ago under Dr. Blake.

The assignment of two staff from the Assessment function was a good step forward. The transition is taking some time, but they are making good progress in their new roles.

Areas of Concern, if any:

The one major concern is a lack of funding. This year there is AB 85 money, but to date the District has not even created a budget line for this department.

Recommendations for improvement:

There needs to be a budget started and supported over the long term.

Vice President Review

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

Areas of concern, if any:

We are not ready for a full-blown CRM system. Once we have a Manager of Student Services Technology and the new Director of Early College, Outreach, and Access, we will assess the appropriate technology needs

Recommendations for improvement:

Budget documents have been submitted for this department and an annual operational budget will be assigned.

VP Name:

Dr. Vikash Lakhani

Signature Date:

2/1/2022