Entry #: 26 - ---Outreach and Onboarding   **Status:** Submitted   **Submitted:** 4/1/2024 12:14 PM

2023-2024 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 and strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

BASIC UNIT INFORMATION

Are you completing a Comprehensive or Annual PRP?

Annual

Division Name	**Department Name**
Student Services	SS Enrollment Services

Program/Unit Name	**Name of Person responsible for the Program/Unit**
---Outreach and Onboarding	Andrew Mertig

Website address(es) for your program(s)/unit(s)

Webpage URL 1

Unit webpage

https://www.palomar.edu/outreach/

Please list all participants and their respective titles in this Program Review

Participant	Title
Andrew Mertig	Manager - Outreach & Onboarding
Kendyl Magnuson	Senior Director of Enrollment Services

PROGRAM/UNIT DESCRIPTION

Staffing

In this section, you will identify how many faculty and staff support your program. This information is considered when you request permanent staff and faculty hires. It is also useful as you evaluate your program and the human resources and talent you have to support our students.

To help you answer questions in this section, you will need the link shown in red below. This form required a login and password to access. Please use your Palomar email and password to log in.

Link: Permanent Faculty and Staff Count

Full-Time Staff   **Part-Time Staff**

Total Number of Full-time Staff   **Total Number of Permanent Part-time Staff**
3.00

Number of Classified Staff   **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 Workers/Veteran Student Workers)

6 temporary hourly Marketing and Communication employees.
6 student employee Ambassadors.

Program/Unit Description

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

Yes. This is still in conversation with college leadership.

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

PROGRAM/UNIT ASSESSMENT

SERVICE AREA OUTCOME 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 uses Nuventive Improve 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) Login to Nuventive Improve through the Palomar College Single Sign-on.

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 method and/or 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

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

Yes

SAOs SUMMARIES AND REFLECTIONS

Each of your program/unit SAOs should be assessed at least once every three years. 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   **Assessment Status**

Student Communication   Not assessed

If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).

SAO is newly implemented.

Improve prospective student engagement and increase outcomes of outreach and recruitment by tracking students through a CRM and providing them targeted communication through communication journeys.

Next planned assesment

Mid-year and end-of-year assessments for academic year 2024-25.

SAO 2

SAO Title   **Assessment Status**

Activity (Virtual or In-Person) - Satisfaction 21/22   Assessed

SAO Summary and Reflection

Sunsetting goal from previous outreach team model.

SAO 3

SAO Title

Off campus (Or Virtual) Visits - Process 21/22

Assessment Status

Assessed

SAO Summary and Reflection

Sunsetting goal from previous outreach team model.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below. Completed comprehensive reviews can be found on the IRP website - "Completed PRPs".

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

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!

The Outreach & Onboarding Team at Palomar College has achieved remarkable success over the past year despite significant changes and challenges, including the hiring of a new Manager and an entirely new team of Outreach Specialists. Outreach successfully trained and facilitated two new Outreach Assistants and six new Ambassadors, demonstrating adaptability and commitment to maintaining outreach quality.

The team conducted 79 outreach activities reaching 4,782 students and gave 169 tours to 1,893 people. These efforts have played a vital role in informing prospective students about Palomar College's opportunities, guiding them through enrollment, and fostering campus community integration. Overall, the team's achievements reflect a student-centric approach, contributing significantly to student success and the creation of an inclusive campus environment despite being understaffed for much of the academic year.

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit.   What effect will these changes have on your program/unit?

The Huron Group recommended the implementation of a new Customer Relationship Management (CRM) system. Specifically, Element451 has been identified as the college's CRM of choice. This shift reflects a broader trend towards modernizing technology infrastructure to enhance outreach effectiveness and streamline student engagement processes.

Implementing a new CRM requires substantial funds and I.S. resources. While the adoption of Element451 promises improved data management, streamlined communication, and enhanced student tracking capabilities, the transition period may initially require comprehensive staff training. Overall, the implementation of Element451 holds the potential to revolutionize outreach efforts and bolster student success initiatives, but careful planning, resource allocation, and adaptability will be crucial to navigate the transition effectively.

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

Budgetary considerations should include software costs and expenses for hiring external resources to integrate the CRM with existing systems. An increase in full-time staff is recommended to enhance outreach efforts to local high schools and support on-campus events effectively.

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PROGRESS ON PRIOR PRP 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.

Click here for previous PRPs with goal information.

Prior PRP Goals

Goal 1

Brief Description

Secure a department budget for Outreach Services department and a Welcome Center. Secure permanent funding for Palomar Ambassador program.

Choice

Ongoing

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

A limited department budget has been secured through district funds, but the Ambassador program is currently funded through temporary SB85 funds.

Goal 2

Brief Description

Finalize decisions, expectation, division strategies and funding around the Outreach Services Department. Find an appropriate place for the functions that keep being dropped into this department, pulling it away from outreach and any hope for quality and success.

Choice

Ongoing

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

I would request to change the wording on this goal. "Identify clear expectations, division strategies, and funding allocations pertaining to the Outreach Services Department."

Work with The Huron Group has assisted the direction greatly, and securing funding will help to execute a clear direction that will increase applications, enrollments, and FTES.

Goal 3

Brief Description

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

Choice

Ongoing

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

Element451 has been identified as the CRM of choice. Funding needs to be secured and a plan for implementation needs to be put in place with resources allocated for implementation into current college systems and for management from the Outreach team.

Goal 4

Brief Description

Support the increase in 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

No longer a goal

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

Change goal:
"Assess and implement improvements on an Ambassador-led student tour program. Add an official tour presentation and opportunities for prospective students to complete a Palomar College and Palomar Promise application at the completion of their tour."

Goal 5

Brief Description

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

Choice

No longer a goal

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

Change goal to "Provide frequent in-person classroom presentations, application workshops, and one-on-one touchpoints at all in-district high schools. Assess high school conversion to prioritize schools with larger enrollments and with greater opportunity to increase student transition to Palomar College."

The Vision Plan 2035 includes the College's Educational Vision Plan. Review the goals and objectives in the plan and identify 1-3 objectives that your unit supports. Describe how your unit helps to support those objectives.

Meet enrollment goals by attracting new students and increasing the persistence of our current students.
Outreach will identify students through the CRM, customize engagement through high school visits and campus events, and support them from inquiry to enrollment.

Ensure Palomar's enrollment processes are accessible and easy to use.
Outreach will help to assess the enrollment pathway to ensure steps from application to enrollment are easy to understand and are supported by Palomar College staff up until enrollment.

Implement a tailored student outreach/ in-reach system for Palomar's diverse student body.
The Outreach team will use the CRM and other available data to better understand which students need more assistance to provide equitable outcome opportunities. The Outreach team will also offer programs for specific student populations, to provide opportunities to feel connected to the campus community and support students from disadvantaged backgrounds.

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

Add "Identify a consistent brand and generate marketing materials that create a consistent experience for students and community members."

Add "Redistribute community outreach activities to be organized by department or person identified by college leadership."

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 five parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology Needs

PART 4: Facilities Needs

PART 5: 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 Vision Plan 2035

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.

NOTE: All requests listed in the PRP will be reviewed by deans and supervisors, then forwarded to the appropriate review group for prioritization. A resource requests approved to move forward in the review process does NOT guarantee a position or funding.

PART 1: STAFFING NEEDS

This year, units are asked to identify new positions only as part of the PRP process. Vacant positions will be addressed outside of the PRP process.

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.

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

Yes

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position

Outreach Specialist

Is the position request for AA, CAST, or Classified staff?	**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.)

Adding a 4th Outreach Specialist will allow for more intensive student recruitment at all in-district high schools and grow applications while supporting applicants through their enrollment process.

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

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.

Helps to build connections to our K12 partners, improve the enrollment pipeline for students, and help grow student enrollment at Palomar College.

Vision Plan 2035 Goals and Objectives

2:3	3:4	3:8	4:6
3:1	3:5	4:2	5:1
3:2	3:6	4:3	
3:3	3:7	4:5	

If the position is not moved forward for prioritization, how will you address this need?

We will have to utilize the existing three Outreach Specialists, who will have to be at each high school less frequently and provide less support to students on an individual basis.

Staff, CAST, AA request 2

Title of position

Campus Experience and Communications Coordinator

Is the position request for AA, CAST, or Classified staff?	**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.)

Manages the CRM, student communication journeys, builds reports, and analyzes CRM data,
Supervises and trains Ambassadors, schedules and oversees campus tours, monitors department email and phone calls.
Plans and implements campus events: Open Houses, Campus Preview Days, HS Counselor Conference, and New Student Orientation.

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

Will support the use and implementation of the CRM. Facilitate campus tours to increase the number of visitors, and increase opportunities to connect with prospective students and community members through large-scale campus events.

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.

Helps to build connections to improve our campus tour experience

Vision Plan 2035 Goals and Objectives

2:3	3:4	3:8	4:6
3:1	3:5	4:2	5:1
3:2	3:6	4:3	
3:3	3:7	4:5	

If the position is not moved forward for prioritization, how will you address this need?

CRM and campus tour functions will have to be taken on by existing Outreach Specialist positions, giving them less time to conduct high school outreach. We would likely not be able to incorporate any large-scale campus events.

Staff, CAST, AA request 3

Title of position

Outreach Specialist 3 (Permanently funding position being hired under SB 85 funds)

Is the position request for AA, CAST, or Classified staff?   **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.)

A 3rd Outreach Specialist is a necessity to properly address student recruitment at all in-district high schools and grow applications while supporting applicants through their enrollment process. We cannot facilitate both in-person high school outreach and provide full coverage for campus tours with less than 3 Outreach Specialist, and as indicated above, four is a more comprehensive approach.

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

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.

Helps to build connections to our K12 partners, improve the enrollment pipeline for students, and help grow student enrollment at Palomar College.

Vision Plan 2035 Goals and Objectives

2:3	3:4	3:8	4:6
3:1	3:5	4:2	5:1
3:2	3:6	4:3	
3:3	3:7	4:5	

If the position is not moved forward for prioritization, how will you address this need?

We will not be able to implement the outreach model and services recommended by The Huron Group, and will have to use our two existing full-time staff to be reactive to incoming requests from the community.

Staff, CAST, AA request 4

Title of position

Ambassadors

Is the position request for AA, CAST, or Classified staff?   **Is this request for a full-time or part-time position?**

Part 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.)

Ambassadors provide campus tours for prospective students and guests, and assist full-time staff with outreach and recruitment activities.

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

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

Yes

What funding would support this position?

Federal Work Study

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

We will not be able to implement the outreach model and services recommended by The Huron Group if our full-time staff has to be committed to giving campus tours and are the only support for outreach and recruitment events. These positions are currently funded with SB85 funds and we are working to get them to be Work Study positions, but we will need some permanent funding to extend this model into the future.

Vision Plan 2035 Goals and Objectives

2:3	3:4	3:8	4:6
3:1	3:5	4:2	5:1
3:2	3:6	4:3	
3:3	3:7	4:5	

If the position is not moved forward for prioritization, how will you address this need?

We will have to pull full-time staff to conduct campus tours.

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2021, 2022, 2023. 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.

CRM Implementation - Licensing Annual Fee + Consultant for CRM Implementation or Overtime for Current I.S. staff.
Increased staff funding - Add 2 new FT positions + replacing 3rd Outreach Specialist (currently vacant).
Fiscal support for the Ambassador program once SB85 funds are exhausted. 8 Work Study Ambassadors Year Round + 2 Part-time Hourly Marketing/Communications workers (approximately $60,000/year with Work Study).

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

PARTS 3, 4 and 5 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

1. One-Time Fund Requests. Through the PRP process the college implements an approach for prioritizing ad allocating one-time needs/requests. Prioritization takes place through the appropriate groups, leadership, and the Budget Committee. The executive team and Resource Allocation Committee consider various sources for funding PRP requests. Resource requests also inform the larger planning process like Scheduled Maintenance Plans, Staffing Plans, and institutional strategic planning.

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

   If you are a CTE program and think you may qualify for CTE funds for your PRP request(s), you are STRONGLY encouraged to answer the call for Perkins/Strong Workforce grant applications in February. Contact the Dean of CTEE for additional information.

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

1. Technology and Facilities Review. Requests for technology and facilities are assessed by the Deans and then, if appropriate forwarded to the proper institutional group (e.g., technology review committee, or facilities) for review and feedback.

PART 3: TECHNOLOGY NEEDS

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

Yes

Technology Request

Technology Request 1

What are you requesting?

Element451 CRM

Is this a request to replace technology or is it a request for new technology?

New Technology

Provide a detailed description of the request. Include in your response:

a. Description of the need? (e.g., SLO/SAO Assessment, PRP data analysis)

Has Presidential approval and initial years funding. Provides data collection and means better accuracy in data and higher levels of customer-service based on seamless transition from department to department.

b. Who will be impacted by its implementation? (e.g., individual, groups, members of department)

Outreach team will increase effectiveness and the wider college community will gain a better understanding of what students are available for recruitment efforts and how successful the college is at transitioning students from application to enrollment.

c. What are the expected outcomes or impacts of implementation?

Identify prospective students, track, communicate with students, run reports to assess effectiveness of college's outreach plans. Helps us to understand who prospective students are. Aligns with 2035 Plan for outreach and recruitment.

d. Timeline of implementation

6 months to initial implementation and 12-18 months to complete implementation.

What is the anticipated cost for this request? If any, list ongoing costs for the technology (licences, support, maintenance, etc.).

$135,000/year licensing.
Consulting and/or OT help with implementation and optimization - approximately $100,000

Presidential approval for licensing. Looking for support with consulting and implementation costs.

Do you already have a budget for this request?

Yes

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

What Vision Plan 2035 Goal:Objective does this request align with?

2:1	3:2	3:7	5:1
2:3	3:3	3:8	5:4
2:4	3:4	4:2	
2:5	3:5	4:4	
3:1	3:6	4:5	

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

1

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

Will you accept partial funding?

No

PART 4: FACILITIES REQUESTS

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

No

PART 5: OTHER 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

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

Yes

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

amertig@palomar.edu

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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 Immediate Supervisor.

Immediate supervisor who reviewed PRP:	Sign Date
Kendyl Magnuson	4/26/2024

FEEDBACK

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

The Outreach Office experienced tremendous change this past year with a complete turnover of all full time staff. The college engaged the Huron Group (consulting firm) to assist in maintaining activities for the year and to provide a solid framework for the department to move forward with. This includes a refinement of the purpose and definition of Outreach. This will lead to the renaming to Office of Student Recruitment and the proposed implementation of a CRM to facilitate the student lifecycle journey.

Areas of Concern, if any:

The only area of concern is about ensuring the department is funded for the requested changes, software, and staffing.

Recommendations for improvement:

We are on the right track and we just need to follow the plan.

Vice President (or President) Review

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

Outreach and Onboarding is under a tremendous transformation with the hiring of all new permanent staff and completing a consultation project with Huron. Even with all the change, the department still was able to be effective in it's objective of student recruitment.

Areas of concern, if any:

Recommendations for improvement:

VP Name:

Nick Mata

Signature Date:

9/1/2024