

Entry #: 2 - ---Rancho Bernardo

Status: Incomplete

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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

Instruction

Department Name

INSTR Sites and Centers

Program/Unit Name

---Rancho Bernardo

Name of Person responsible for the Program/Unit

Tom Medel

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

Webpage URL 1

Unit webpage

<https://www2.palomar.edu/pages/ranchobernardo>

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

Participant

Tom Medel

Title

Director, Education Centers

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

Total Number of Full-time Staff

2.00

Number of Classified Staff

2.00

Number of CAST Staff

0.00

Number of Administrators

1.00

Number of Full-time Faculty

0.00

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

We have one temporary hourly employee who is an on call.

Program/Unit Description

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

In October of 2023, we hired a Sr. Education Center Coordinator for RB. This has helped us serve the students, employees, and public immensely. We will now be able to further advance the center based on the hiring. For the last three years, we did not have a full time coordinator and we were forced to use assistance from the Escondido Campus. Also, our office was closed daily from noon to 5pm due to staffing issues.

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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](#)

SERVICE AREA OUTCOMES TEMPLATE					
Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/ do you measure or assess it?)	Criterion (How will/ do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					

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

Providing Quality Customer Service

Assessment Status

Assessed

SAO Summary and Reflection

To provide outstanding customer service to faculty and students.

We accomplish this by providing Faculty with comparable services to the San Marcos Campus and Escondido Center. Students should benefit from all support services and instructional services as they would at the San Marcos and Escondido Campus. The center prides itself in providing excellent customer service to the students and faculty. The welcoming environment is not just a brand new building with new furniture, it is the services and experience that we have asked employees to enact. RB was set up to follow Escondido as a model. At that center, we provide an experience that contributes to the students overall success at Palomar.

What we will do is reflect and assess how we served students and the community after COVID.

My office staff has served the community well. The community room has served over 20 different organizations this past year. We provide support to those organizations whether it was logistical or operational and this left organizations with a positive image of Palomar. We have also used the community room to market our programs and services.

Reflections: This SAO is in progress. In fall 23, we hired a new senior education center coordinator. The position will give us operational coverage at the center and provide students with a better experience when attending RB. The new position will also allow the director to outreach with community organizations and schools. In spring 2024, we will develop a survey for staff and students. In order to assess our customer service and how we can improve as a unit. We will conduct a survey to students and staff that will focus on customer service satisfaction, room for improvement, and where we can excel. We will use results from the survey to make the changes in our customer service areas.

SAO 2

SAO Title

Enhancing the student experience at Rancho Bernardo.

Assessment Status

Assessed

SAO Summary and Reflection

Enhancing the student experience at Rancho Bernardo.

Embedded in our mission statement is to provide aesthetic and cultural enrichment, by providing our students with these services and events.

This is accomplished by offering an array of services. The Rancho Bernardo Center has enhanced the student experience by partnering with student affairs in offering a farmer's market, student activities, food bank, and health services. In addition, our library and TLC provide numerous seminars for our students to attend.

In the 23/24 academic year, our TLC offered 6 workshops and they were attended by 48 students. Our library offered 12 sessions and were attended by 305 students.

Reflection: We are continuing to enhanced the student experience at RB. Student Affairs has come down bi-monthly for food bank events, handed out student ID cards, and conducted classroom visits.

Our TLC conducts monthly workshops in test taking, tutoring skills, and personal enrichment workshops. Our library holds bi-monthly workshops for English classes. We will measure the effectiveness of the workshops by setting a goal for increased participation. Our goal for the TLC workshops will be 40% increased participation. Our goal for the library is an increase participation by 8%. While the Escondido Center will evaluate services they may be lacking, such as EOPS and DRC, Rancho Bernardo will focus on services such as DRC. DRC has committed to have an employee at RB two days a week to serve students. We will work with the dean of counseling to determine what programs would be effective at RB. The Middle College began last year. We have worked closely with their personnel to determine what programs and services would be beneficial to their advancement at Palomar.

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".

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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!

We are continuing to build our partnership with National University. Palomar has committed to partnering with National University by offering classrooms and office space to our university partners. We are in current talks to offer a third program with National. The process is slow, but we need to evaluate industry needs and if Palomar even offers lower division classes for any future major programs.

The University Center will allow us to supplement lower division coursework on top what we are already offering at the Rancho Bernardo Center. Furthermore, students will be able to fulfill their upper division degree requirements from a university of their choice while we provide matriculation options and opportunities.

We offer two exciting programs, RN to BSN and Cybersecurity. These programs are highly impacted, and we are looking into other programs to serve our students' needs and provide them with multiple opportunities. In addition, our ultimate goal is to create a holistic University Center that will also meet the needs of our diverse student population and community.

We are committed to strengthen our community ties and form partnerships with the local businesses. We will do this by utilizing our community room and by marketing the mission and goals of Palomar College. We have worked in the past with Northrop Grumman, Sony, Teradata, North County Business Chamber and many other organizations. The goal of our community room and the RB Center is to make the community's we serve aware of who we are as a college and tap into any potential business

opportunities with the college.

The Rancho Bernardo Center has also utilized social media to further our programs and services. Since December 2021, we began an intensive marketing campaign on Facebook and Instagram. The goal is to boost our outreach into the community, however we currently do not have direct data that supports the correlation of increased enrollments. These type of social media connections are looking to expand our footprint into the community and we are confident that it will translate to increased enrollments.

We are proud of the partnerships that we have created with Poway USD. The middle college started last fall. It encompasses and occupies two classrooms/two offices and we are hoping that this will solidify our pipeline to the students of Poway USD. In over a year, the program has doubled in enrollment and provided students with an alternative learning environment. Students receive high school curriculum on campus and also enroll in Palomar classes.

We are encouraged and want this program to grow into a model program.

Our enrollments continue to trend upwards. In fall 23, our enrollment was up 22% from the previous fall. Spring 24 data indicates we are up 22%. The college has made it a goal to reach the 1000 FTE mark and this type of data is encouraging to meeting that goal.

We also continue to grow our academic programs. Two years ago we added Architecture and Interior Design to the RB Center. These two programs have embedded themselves into the community and center. Each semester we see the continual growth of both programs. The programs offer a robust offering of classes and have woven themselves into the fabric of our center. In the fall 2024, we will welcome the Fashion and Merchandising program to RB. We are confident that this program will add to the already bustling programs at our center.

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?

AB 705. We are currently assessing the removal of lower level remedial classes. We have lost remedial English and math classes which will affect our FTE and challenge our support services to provide tutoring for students placed in the wrong level. Another challenge is FTEF been allocated to each center and how classes with different modalities fit. Our challenge is programs that are assigned to the center offer fully online classes and there is an issue with FTEF allocation coming from the center vs San Marcos Campus.

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

Class Scheduling. Being strategic and figuring out how we will balance center enrollments and assuring each center can meet the 1000 FTE goal.

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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

Expand our K12, community, and business partnerships

Choice

Completed

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.

Implementation:

1. Research strategic partnerships to enhance K-12 pathways and work closely with industry experts for academic and non-academic purposes.
2. Establish and maintain regular communication with community organizations
4. Utilize contacts and networks from Poway USD, North County Business Chamber, and many of the businesses in the RB area including Apple, Northrop Grumman, Sony, Teradata, and Amazon.

Outcomes:

1. Increased FTES through middle college high school and concurrent enrollment from students at Poway USD.
2. Increased community partnerships through usage of our community room.
3. Increased revenue opportunities through leasing agreements and on-site events.
4. Development of workforce in the labor market
5. Adding new or enhancing existing academic programs through forged industry relationships. ARCH, ID, and Fashion.

Goal 2

Brief Description

University Center Expansion. One of our goals for the last few years has been to establish a University Center. We signed an MOU with National University to offer 4 year degrees. Currently they have an office at the RB Center and will begin offering on-campus classes in spring 2024. The program aligns itself with our mission statement as well as strategic plan goals. Ultimately we need to give our students choices. It would benefit the college to explore opportunities with other colleges

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.

Our goals are the following:

Working with universities that share our mission and run parallel to our EVP.

Working with Palomar departments to establish auspicious programs.

Identifying majors that meet industry needs or the needs of the students.

Outcomes:

Our University Center will offer 4 year degree programs to current/former Palomar students. We will use the center to further evaluate course offerings and programs.

We will restructure some of our class offerings to line up with those programs. Our

expected outcome is to make sure we align our lower division requirements with those of upper division requirements. Also, we have added a Cybersecurity program in 2023.

These two outcomes will bring added value to RB and allow students more options to articulate to four year institutions.

Goal 3

Brief Description

Implement Middle College High School. We have continued this goal by creating a middle college high school. The program began in August 2022.

Our goals for the following year will include adding more college classes that will supplement the program. Currently we are offering COUN 110 classes and ASL. We will work with the PPMC coordinator and our counseling department chair to look at what classes would benefit middle college students. Our second goal is to work with our dean of counseling to better prepare support services for students. We will focus on services that move students through the program and into Palomar FT. The services that we will look at includes counseling, tutoring, DRC, and EOPS.

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.

Implementation:

1. Palomar has been meeting with Poway USD to develop best practices for the middle college program.
2. Space has been allocated and design to meet the needs of the PPMC program.
3. The college's dual enrollment team will continue strengthening dual and concurrent enrollment with Poway USD.
4. Planning meetings will continue to discuss topics such as logistics, operations, and personnel.

Outcomes:

1. Increase concurrent enrollment offerings at the center.
2. Increase number of students utilizing concurrent enrollment from these high schools
3. Stronger K-12 Guided Pathways
4. Establishing stronger relationship with the high schools.

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.

Our unit supports VF 2035 Goals 1,2, 4, and 5.

We support Goal 4 by strengthening partnerships with the communities we serve. Our collaboration with Poway Middle College and the Poway Unified School District, ensure that we have a consistent flow of students and information between the two entities. We also belong to service clubs and host several non profit organizations at the center. Our community room is structured in a way that allows outside entities to collaborate with Palomar College and showcase the opportunities that Palomar College can offer external organizations.

We support Goal 1 by developing schedules that facilitate degree completion and transfer goals. For the last few years we have set up a schedule rotation that students achieve this goal. The Centers also foster a welcoming learning environment that caters to the diverse student populations we serve.

We also support Goal 2 by investing in our employees. We do this by adding diverse programs and services that address access, retention, and assist disproportionately impacted students. Our goal is to provide a campus where students experience inclusion. We also support this goal by offering multi training opportunities for employees. Those include emergency training, professional development, and working with our unions to support their members at our centers.

We support Goal 3 by continuing to optimize enrollment growth. This is done by evaluating opportunities for academic programs to relocate to the centers, working with K-12 partners to solidify our enrollment pipeline. We also have built a strong social media platform to so that are community and students have awareness of Palomar College and opportunities.

Goal 5 focuses on the centers as a whole. The college continues to invest in the centers via scheduling, proper services offered, continual engagement with the community, and investing in infrastructure.

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

No changes.

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

Manager, Rancho Bernardo Center

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

AA

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.)

As part of the college's strategic plan, substantive change proposal to ACCJC, and the HR staffing plan, the college has stated that a Manager of the RB Center become a permanent position. This position will become a vital piece of the overall college's success and planning for the southern portion of our district. The position will oversee day to day operations of the center, planning, personnel, and most importantly solidifying the college's commitment within the local school and business realm. A manager at RB would allow the director to return to Escondido FT . We would not need to hire a manager at Escondido. The manager at RB would run the operations, budget, personnel, and facilities. The director would work with the manager on items such as scheduling, budgeting, and planning. A manager would allow us to accomplish goals that the district has set. Community engagement, working with businesses, increasing enrollments, and establishing stronger ties with the Poway USD. Our biggest challenge as a district are enrollments and outreach to the community. A manager could be immersed into the community and work with the Poway USD and service organizations.

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

The manager position would be part of a restructure. It would allow the center to become more efficient based on the position being dedicated 100% at RB. Currently, the center director, splits time between two education centers. This is concerning, in terms of, operations, liability to the district, emergency situations, working with the community, and personnel matters. As part of a restructure, the Manager position would report to the Center Director.

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.

The manager position would support our goals by providing the center and community with a dedicated manager, all while focusing on efficiency and cost saving measures. This position is focused on effectiveness and gives 100% of their time to this center which will help the college grow FTE, immerse itself into the community, and have a dedicated administrator on site when there are emergencies, personnel matters, or events that need oversight. It also helps the college fulfill the substantive change proposal that was submitted to ACCJC.

Vision Plan 2035 Goals and Objectives

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

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

We will continue to manage two centers with one administrator.

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?

No

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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 and 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?

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.

tmedel@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

FEEDBACK

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

Areas of Concern, if any:

Recommendations for improvement:

Vice President (or President) Review

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

Areas of concern, if any:

Recommendations for improvement:

VP Name:

Signature Date: