

PALOMAR COLLEGE GOVERNING BOARD'S INSTITUTIONAL EFFECTIVENESS

AND REVIEW CYCLE

Establish/Formalize Board Goals & Related Tasks

Annual Goal Setting Workshop

Mid-Year Check-in on Goals

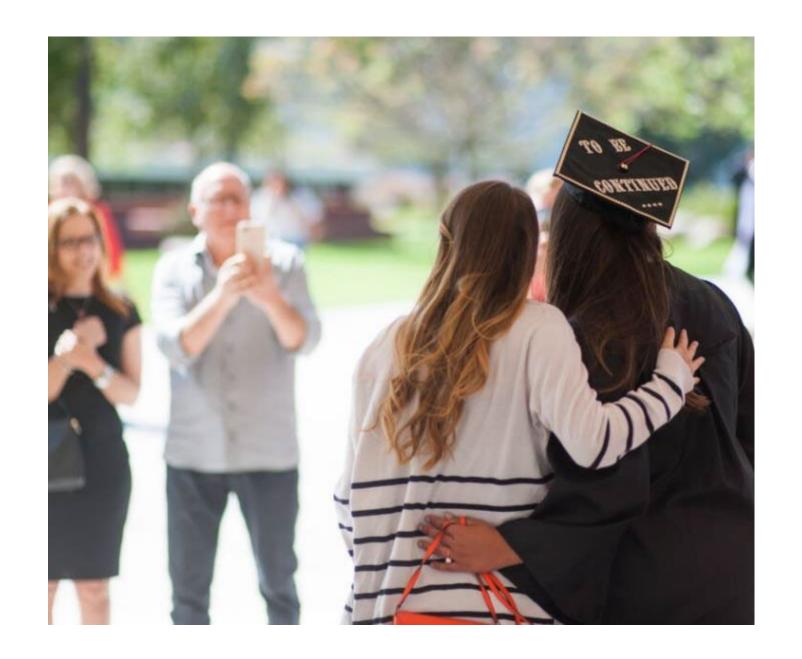
Board Self Evaluation and Survey Annual Institutional Effectiveness Review

We are here

OVERVIEW

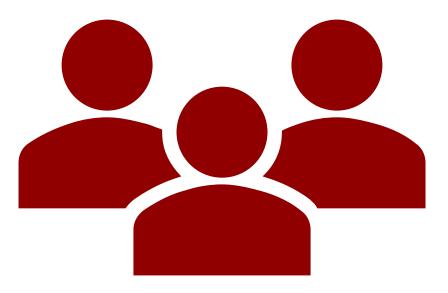
- Presentation/data organized into the following sections:
 - Our Community
 - Our Students
 - Student Journey Metrics
 - Labor Market and Post Education
- Onboarding and Board Goals
 - Goal I: Programs and services access and outcomes
 - Goal 2: Institutional planning
 - Goal 4: Professional development

OUR COMMUNITY

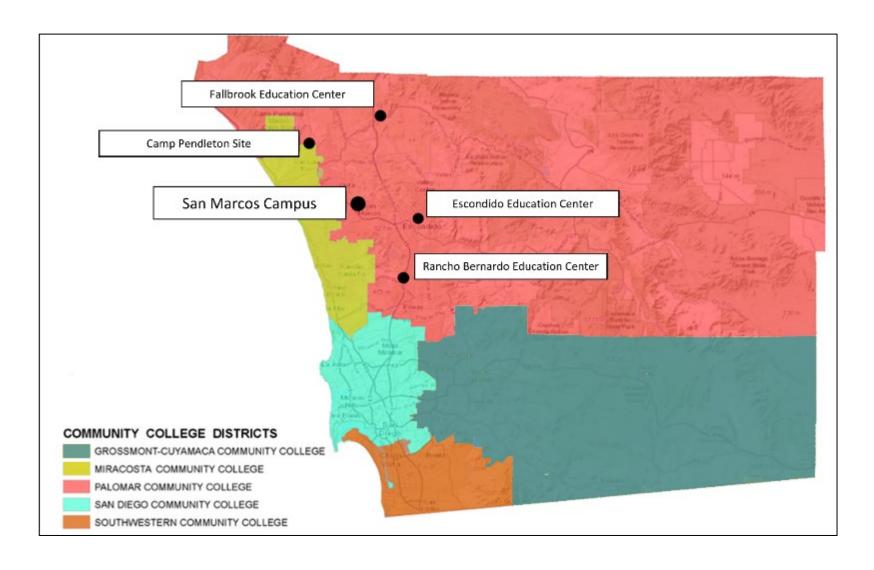


OUR COMMUNITY: OVERVIEW

- District Overview
- Population
- Education
- Community Participation



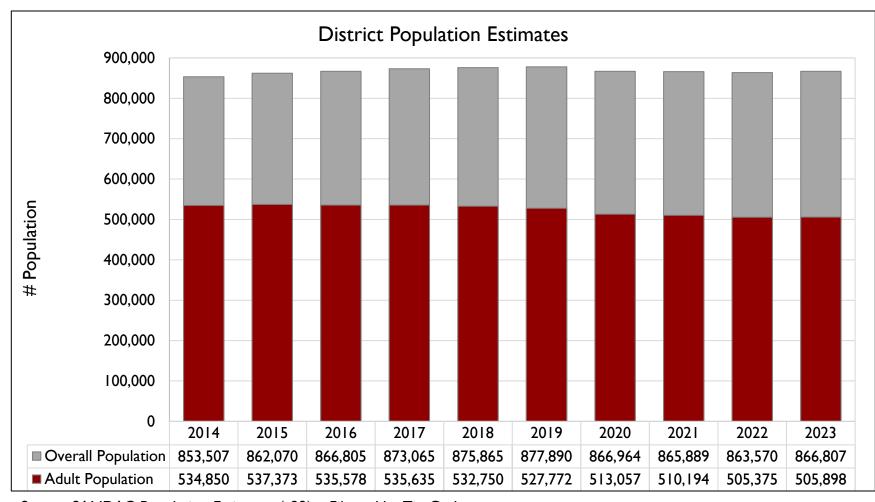
DISTRICT OVERVIEW



- 2,555 square miles; Over 500,000 adults
- Interstate 15, Highway 78, Highway 76
- San Marcos 200 acres
- Escondido EducationCenter 8 acres
- Fallbrook and Rancho
 Bernardo Education
 Centers intended to serve
 anchors in north and
 south.

POPULATION

POPULATION ESTIMATES



10-Year Population Change



Overall Population +1.6%



Adult (18 to 64)
Population
-5.4%

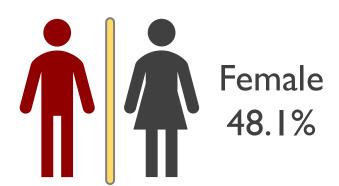
Source: SANDAG Population Estimates (v23) – Filtered by Zip Code

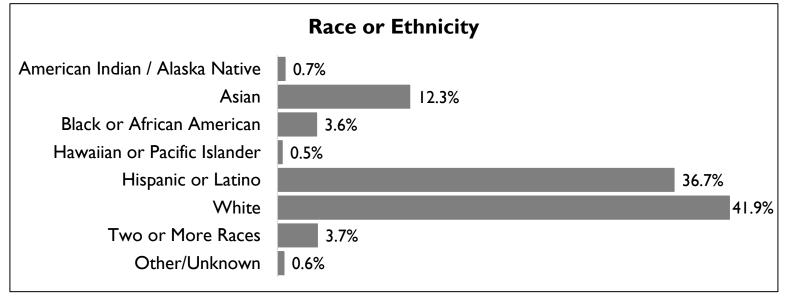
ADULT POPULATION ESTIMATES: DEMOGRAPHICS

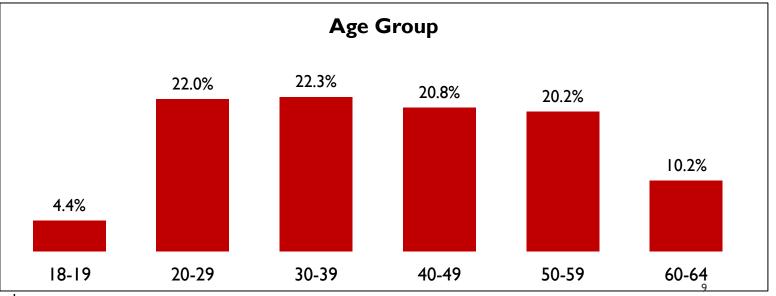
District Adults 2023 N = 505,898

Gender Identity

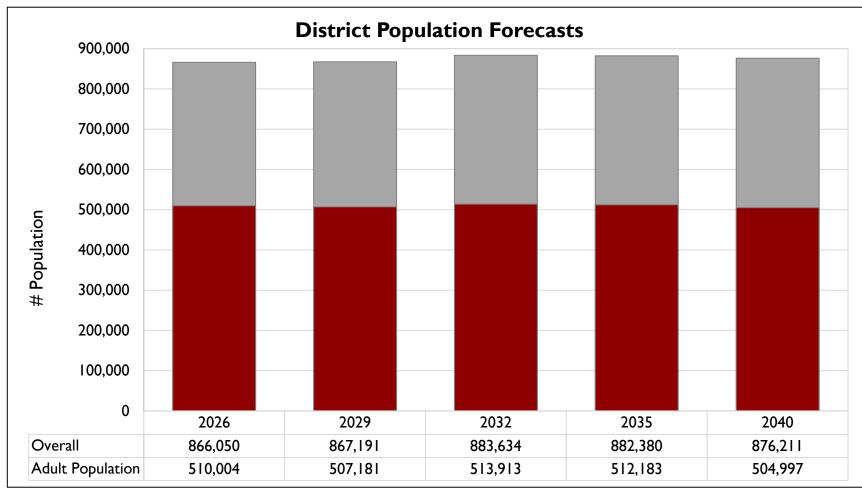
Male 51.9%







POPULATION FORECASTS



2026 – 2040 Forecasted Population Change



Overall Population +1.2%



Adult (18 to 64)
Population
-1.0%

Source: SANDAG Population Estimates (Version 2023) – Filtered by Zip Code

ADULT POPULATION FORECASTS: CHANGES IN DEMOGRAPHICS

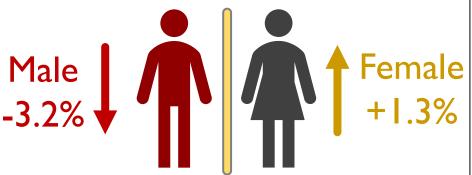
District Adult Forecast

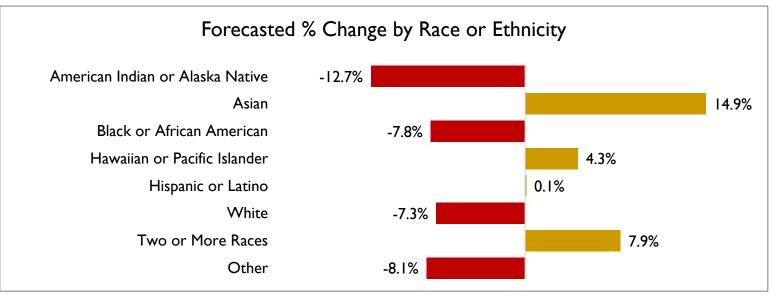
2026 = 510,004

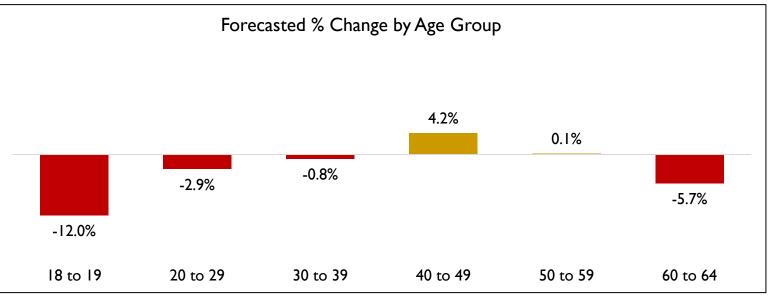
2040 = 504,997

Adult (18 to 64) Population -1.0%

Gender Identity

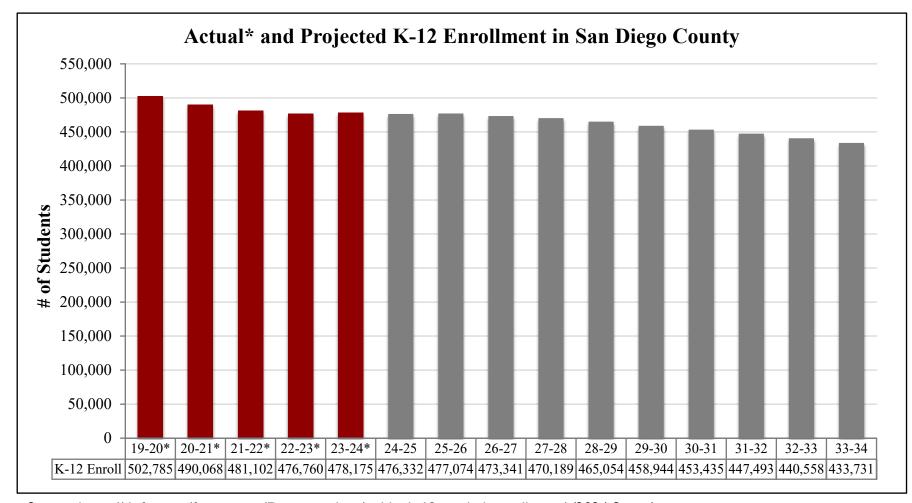






EDUCATION

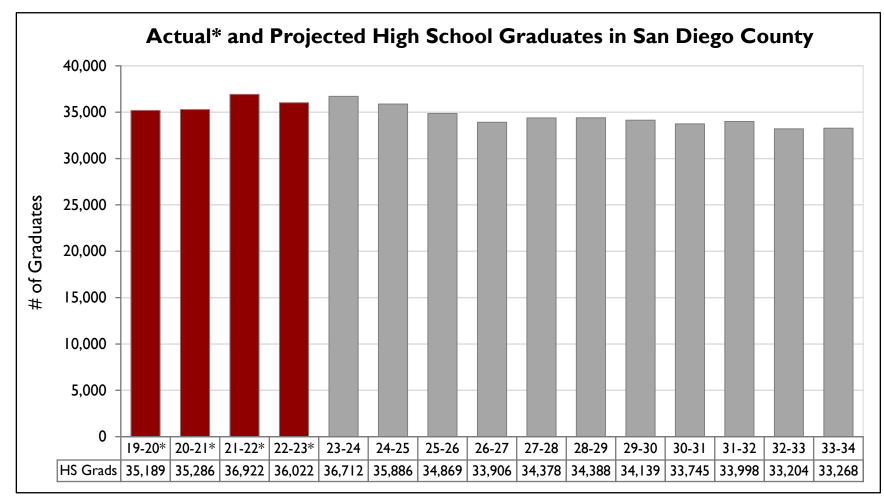
PUBLIC K-12 ENROLLMENT IN SAN DIEGO COUNTY



Expecting ~ 9 % decline in public K-I2 enrollment expected over the next ten years. (2024-25 through 2033-34)

Source: https://dof.ca.gov/forecasting/Demographics/public-k-12-graded-enrollment/ (2024 Series)

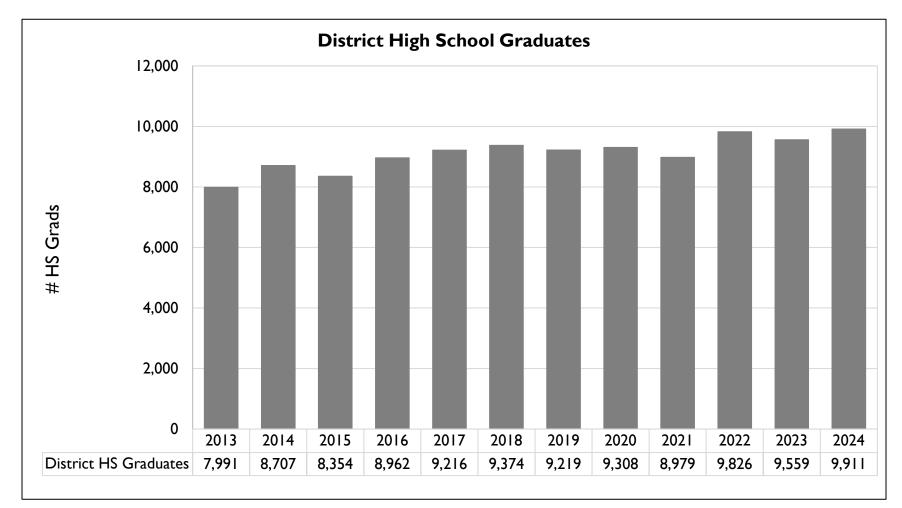
HIGH SCHOOL GRADUATES IN SAN DIEGO COUNTY



Expecting ~ 7% decline in high school graduates over the next ten years. (2024-25 through 2033-34)

Source: https://dof.ca.gov/forecasting/Demographics/public-k-12-graded-enrollment/ (2024 Series)

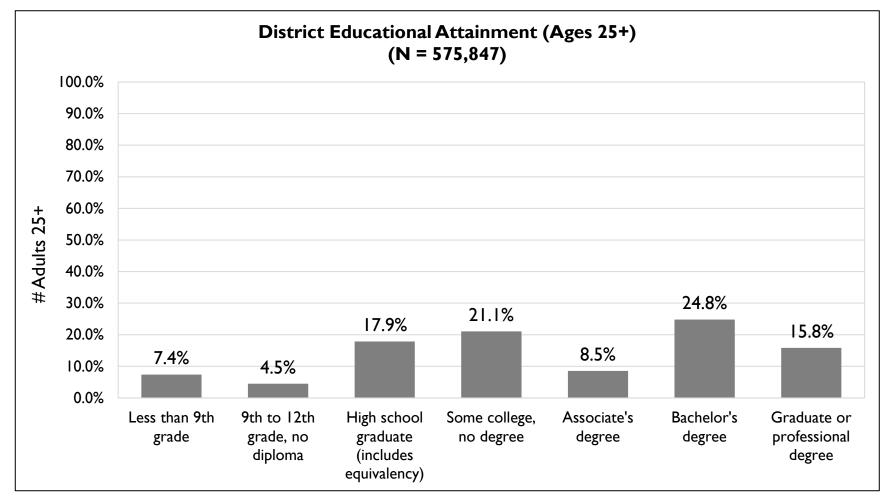
HIGH SCHOOL DISTRICT GRADUATES



About 6% increase in volume of high school graduates over past five years. (2020-2024)

Source: California Department of Education (CDE)

DISTRICT EDUCATIONAL ATTAINMENT (AGES 25+)



About 51% of District Residents do not have a postsecondary degree.

Source: ACS One-Year Estimates 2023; \$1501 Filtered by Zip Code

COMMUNITY PARTICIPATION

FALL 2024 STUDENT ENROLLMENT

Where do our Students Live?

Summary	Students	Percent
San Diego County	18,470	87.5%
Within District	15,163	71.8%
Outside District	3,307	15.7%
Other California Counties	2,531	12.0%
Other States/Territories	104	0.5%
Total	21,105	100.0%

PARTICIPATION RATES

- Number of adult students per 1,000 adult residents.
- Used as a measure to monitor access.
- Can also inform target enrollment and enrollment forecasts.

ADULT (18 TO 64) PARTICIPATION RATES

Planning		2023 Adult	Fall 2024	
Area	City	Population	Palomar Students	Participation Rates
North	Bonsall	2,487	86	34.6
	Escondido	25,326	253	10.0
	Fallbrook	32,047	1,086	33.9
	Camp Pendleton	28,085	958	34.1
North	Pala	689	16	23.2
	Palomar Mountain	400	2	5.0
	Pauma Valley	1,361	48	35.3
	Valley Center	11,461	519	45.3
	Vista	31,373	817	26.0
	Total North	133,229	3,785	28.4
Central	Escondido	72,946	3,006	41.2
	Oceanside	63,478	928	14.6
	San Marcos	58,492	2,580	44.1
	Vista	39,971	1,175	29.4
Total Central		234,887	7,689	32.7
	Borrego Springs	1,808	10	5.5
	Julian	1,630	12	7.4
	Poway	26,660	390	14.6
	Ramona	20,769	427	20.6
South	Ranchita	121	I	8.3
	Santa Ysabel	85,777	864	10.1
	Warner Springs	406	13	32.0
	San Diego	611	8	13.1
	Total South	137,782	1,725	12.5
	Grand Total	505,898	13,199	26.1

ENROLLMENT FREE FLOW



Free Flow

Community colleges have service areas, but students aren't limited by district boundaries.

Palomar students can attend other colleges, and students from outside the district can attend Palomar.



What drives "free flow"

Traffic and Location

(20-minute drive time studies)

Programs

Reputation

Others?

FREE FLOW



Flow of Regional College Students in Fall Terms										
	Inflow (District of Residence of Palomar College Students)			Outflow (District of Attendance of Palomar Service Area Residents)			Net			
District	2019-20	2020-2 I	2021-22	2019-20	2020-2 I	2021-22	2019-20	2020-21	2021-22	
GCCD	382	362	268	550	537	537	-168	-175	-269	
MiraCosta	3,066	2,623	2,079	3,567	3,479	2,980	-501	-856	-90 I	
MSJC	3,830	3,443	2,466	71	66	91	3,759	3,377	2,375	
SDCCD	898	894	696	6,274	6,497	6,080	-5,376	-5,603	-5,384	
SWCCD	421	380	222	103	133	124	318	247	98	
Total	8,597	7,702	5,731	10,565	10,712	9,812	-1,968	-3,010(-4,081	



HIGH SCHOOL GRADUATE PARTICIPATION

High School Graduates in Palomar District by Enrollment									
District	HS Grads 21-22	Enroll Palomar 22-23	Enroll Rate 22-23	HS Grads 22-23	Enroll Palomar 23-24	Enroll Rate 23-24	HS Grads 23-24	Enroll Palomar 24-25	Enroll Rate 24-25
Bonsall Unified	80	15	18.8%	42	П	26.2%	71	18	25.4%
Borrego Springs Unified	289	2	0.7%	187	7	3.7%	236	4	1.7%
Escondido Union High	2,037	501	24.6%	2,109	515	24.4%	2,078	501	24.1%
Fallbrook Union High	500	126	25.2%	45 I	131	29.0%	511	121	23.7%
Julian Union Elementary	77	0	0.0%	46	0	0.0%	99	I	1.0%
Julian Union	17	0	0.0%	16	0	0.0%	23	4	17.4%
Poway Unified	2,706	318	11.8%	2,704	199	7.4%	2,781	221	7.9%
Ramona City Unified	401	56	14.0%	374	61	16.3%	417	62	14.9%
San Marcos Unified	1,632	464	28.4%	1,617	405	25.0%	1,643	460	28.0%
Valley Center-Pauma Unified	311	92	29.6%	331	93	28.1%	309	121	39.2%
Vista Unified	1,642	358	21.8%	1,541	315	20.4%	1,594	255	16.0%
Warner Unified	134	3	2.2%	141	2	1.4%	149	3	2.0%
Grand Total	9,826	1,935	19.7%	9,559	1,739	18.2%	9,911	1,771	17.9%

Sources: California Department of Education (CDE); California Community College Chancellor's Office – Palomar College MIS Data

HIGH SCHOOL GRADUATE PARTICIPATION

High School Graduates in Palomar District by Enrollment									
District	HS Grads 21-22	Enroll Palomar 22-23	Enroll Rate 22-23	HS Grads 22-23	Enroll Palomar 23-24	Enroll Rate 23-24	HS Grads 23-24	Enroll Palomar 24-25	Enroll Rate 24-25
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Sources: California Department of Education (CDE); California Community College Chancellor's Office – Palomar College MIS Data

HIGHLIGHTS, PLANNING, AND ACTION

- About 500,000 adults reside within Palomar's service area.
- Given projected slow/no growth and declines in high school enrollments and graduations, strategies moving forward should consider:
 - Strengthening outreach and relationships with high school districts (i.e., we need to increase high school grad participation rate / grow dual enrollments).
- An opportunity exists to increase participation rates across the district and in particular southern planning area. Strategies moving forward should consider:
 - Identifying and growing target student enrollment populations (e.g., adult learners,
 CTE noncredit).
 - Strengthening partnerships with industries and community groups.

OUR STUDENTS



STUDENT JOURNEY

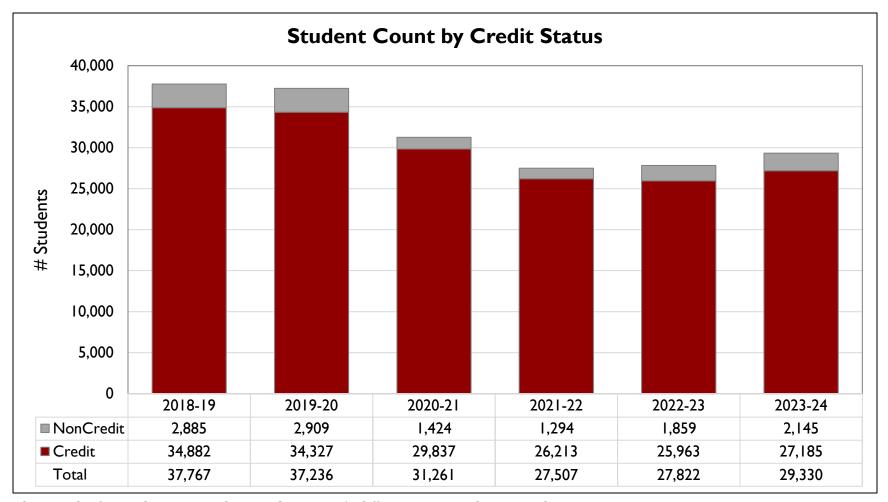
Enrollment

Momentum

Outcomes

ENROLLMENT

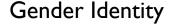
PALOMAR ANNUAL STUDENT HEADCOUNT

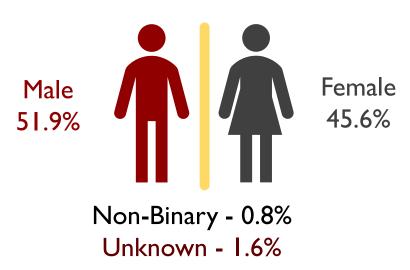


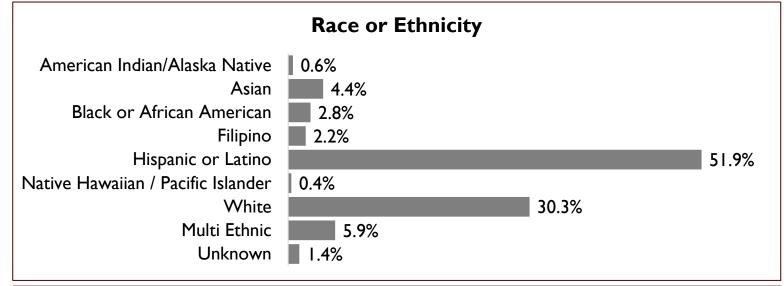
Source: California Community College Chancellor's Office – Palomar College MIS Data

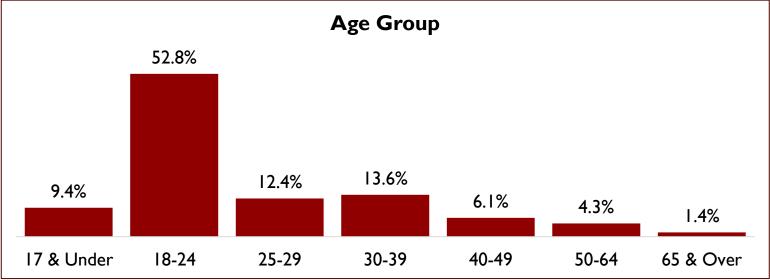
FALL 2024 STUDENTS: DEMOGRAPHICS

Fall 2024 Students N = 21,105





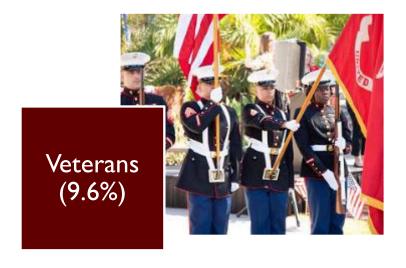


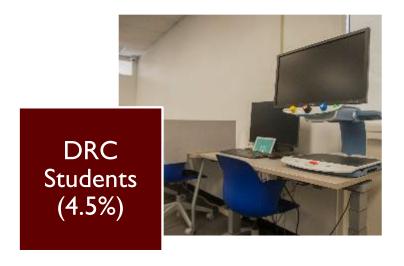


DUAL ENROLLMENT

OTHER STUDENT POPULATIONS: FALL 2024 (N = 21,105)

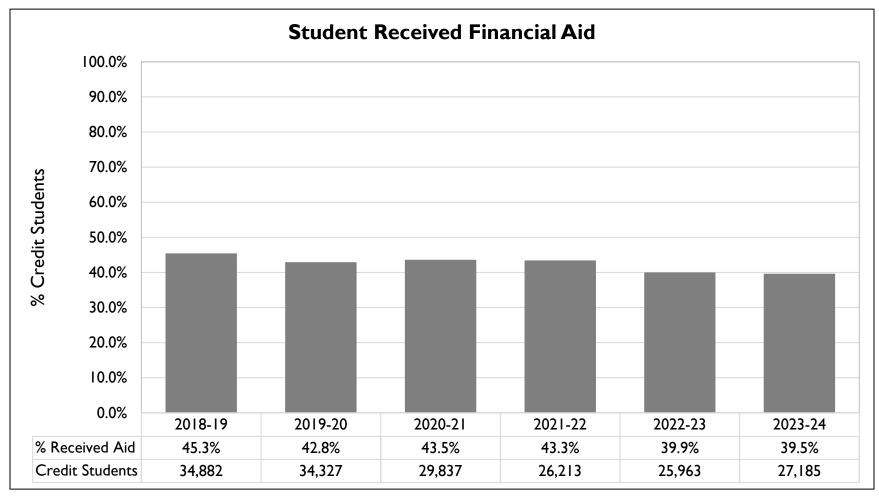






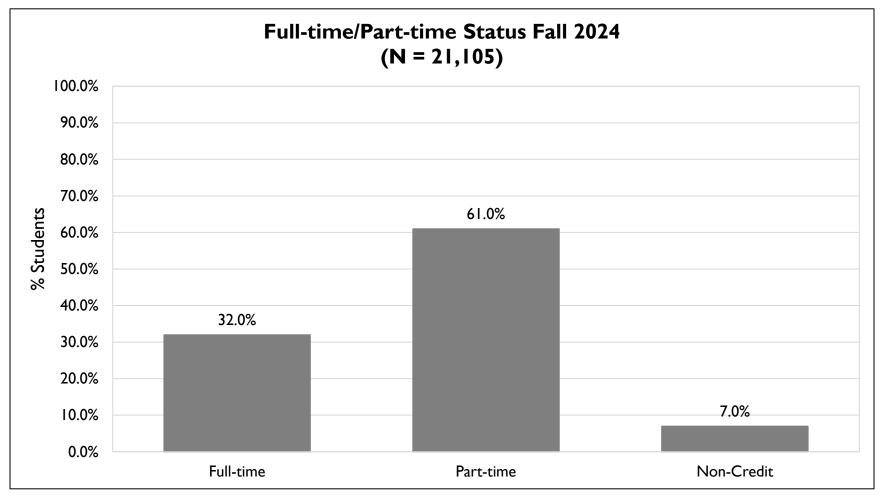


STUDENT CHARACTERISTICS: FINANCIAL AID



Source: California Community College Chancellor's Office – Palomar College MIS Data

STUDENT CHARACTERISTICS: TERM LOAD



Source: California Community College Chancellor's Office – Palomar College MIS Data

STUDENT CHARACTERISTICS: WORK AND GOALS

WORK FOR PAY 44% Work at Least 21 Hours Per Week

EDUCATIONAL 68% of Part-time Students Seek To Complete

85% of Full-time Student Seek to Complete

Source: Community College Survey of Student Engagement Palomar College Administration (Spring 2024)

GOAL

ENROLLMENT: HIGHLIGHTS, PLANNING, AND ACTION

- Highlights
 - **Annual Count** of 29,330 students in 2023–24.
 - Diverse student body
 - Growth in dual enrollment
 - Most of our students attend part-time, and they work.
 - Students seek to complete.
- Planning and Actions
 - Tailored support to meet the needs of a diverse student body.
 - Service to part-time students.
 - Adult Learners / Dual Enrollment / Outreach to High Schools.

MOMENTUM

MOMENTUM: OVERVIEW





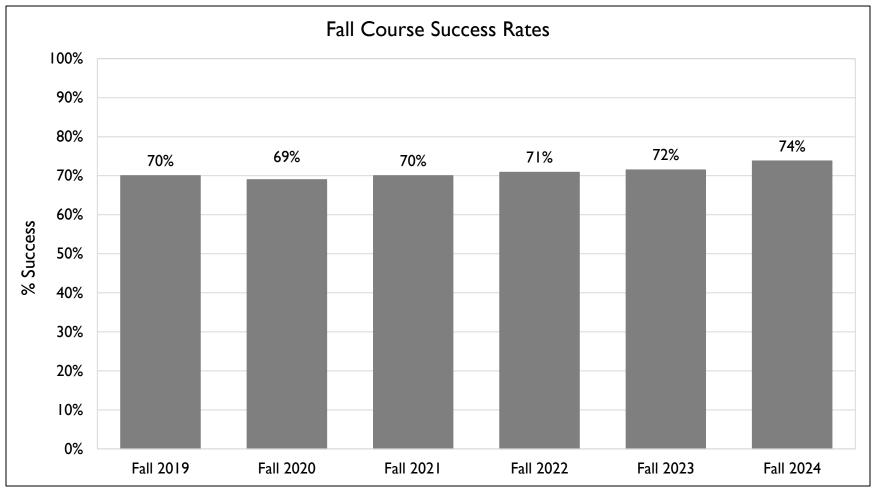


COMPLETION OF GATEWAY MATH AND ENGLISH IN THE FIRST YEAR



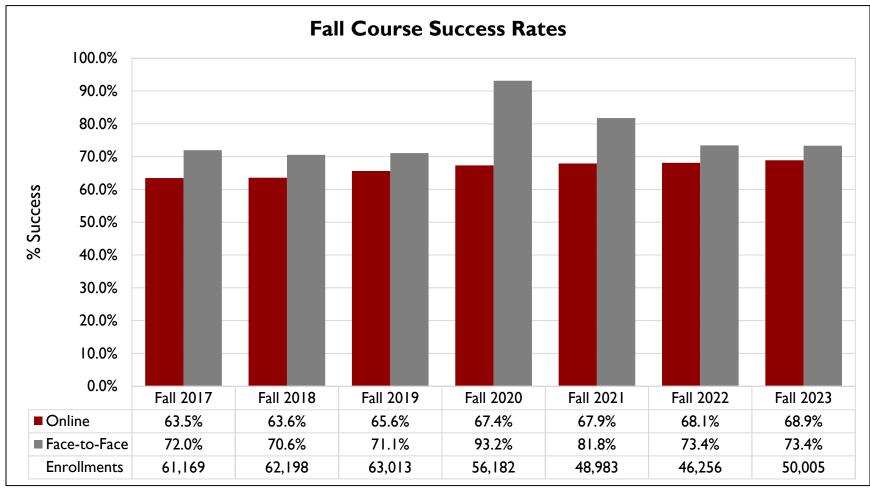
PERSISTENCE

FALL COURSE SUCCESS RATES (% C OR ABOVE)



Source: Pal PeopleSoft

FALL COURSE SUCCESS RATES (% C OR ABOVE): FACE-TO-FACE AND ONLINE



Source: Pal PeopleSoft

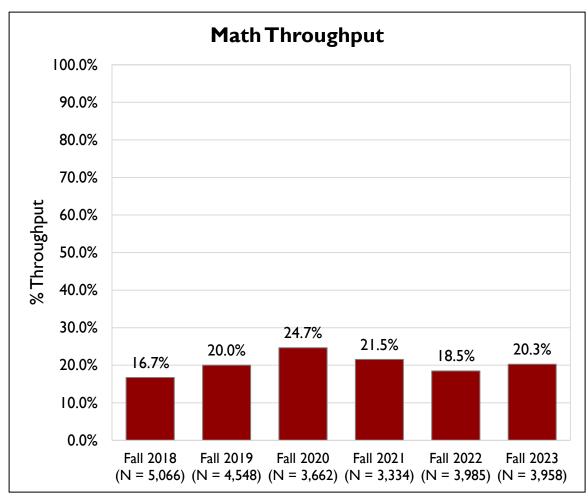
COURSE SUCCESS RATES -DEMOGRAPHICS FALL 2024

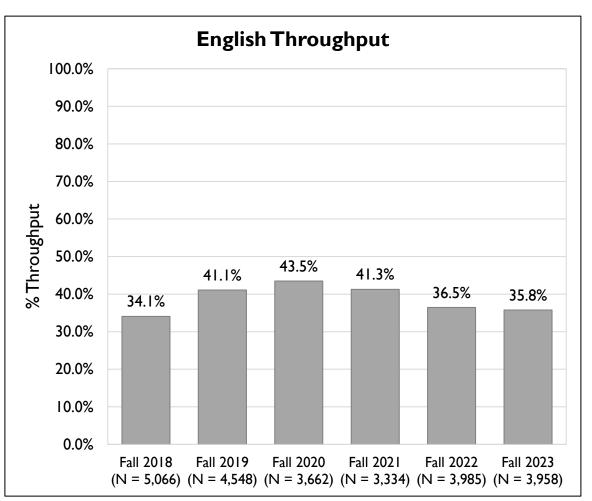
Demographics	#All Eligible Grades	# Success Grades	% S uccess
Gender Identity	Grades	Grades	/º Success
Female	22.066	17.264	72.3%
Male	23,866 27,368	17,264 20,575	75.2%
Non-Binary	526	347	66.0%
Unknown	772	582	75.4%
	112	362	75.7%
Race or Ethnicity			
American Indian / Alaska Native	247	170	68.8%
Asian	2,148	1,819	84.7%
Black or African American	1,563	1,096	70.1%
Filipino	1,323	1,023	77.3%
Hispanic or Latino	26,244	18,223	69.8%
Pacific Islander	242	169	69.4%
White	16,466	13,015	79.0%
Multi-Ethnicity	3,670	2,774	75.6%
Other/Unknown	629	479	76.2%
Age Group			
17 And Under	2,634	2,285	86.8%
18 To 24	35,255	25,147	71.3%
25 To 29	5,791	4,470	77.2%
25 To 39	5,240	4,036	77.0%
40 To 49	2,103	1,680	79.9%
50 To 64	1,236	944 76.4	
65 & Over	271	204	75.3%
Overall Course Success	52,532	38,768	73.8%

COURSE SUCCESS
RATES – OTHER
POPULATION /
CHARACTERISTICS
FALL 2024

Other Pop / Characteristics	# All Eligible Grades	# Success Grades	% Success
First Generation Status			
First Generation	17,127	11,792	68.9%
Not First Generation	31,874	24,406	76.6%
Unknown/Unassigned	3,531	2,570	72.8%
Foster Youth Student			
Yes	1,196	831	69.5%
No	51,336	37,937	73.9%
DRC Student			
Yes	2,851	2,083	73.1%
No	49,681	36,685	73.8%
Veteran Student			
Yes	5,518	4,380	79.4%
No	47,014	34,388	73.1%
Full-/Part-Time Status			
Full-Time	28,979	21,687	74.8%
Part-Time	22,998	16,724	72.5%
Overall Course Success	52,532	38,768	73.8%

COMPLETION MATH & ENGLISH IN YEAR ONE





Source: California Community College Chancellor's Office – Palomar College MIS Data

Source: California Community College Chancellor's Office – Palomar College MIS Data

Throughput can be defined in various ways. For the purposes of this slide, throughput refers specifically to the number or proportion of students who completed transfer-level math or English within their first academic year of credit enrollment in the district.

MATH THROUGHPUT DEMOGRAPHICS FALL 2023

	# First-Time Students	# Math	% M ath
Demographics	Fall 2023	Throughput	Throughput
Gender Identity			
Female	1,570	379	24%
Male	2,289	403	18%
Non-Binary	50	9	18%
Unknown	49	11	22%
Race or Ethnicity			
American Indian / Alaska Native	20	-	
Asian	157	72	46%
Black or African American	150	15	10%
Filipino	74	24	32%
Hispanic or Latino	2,030	335	17%
Pacific Islander	27	I	4%
White	1,212	290	24%
Multi-Ethnicity	250	57	23%
Other/Unknown	38	8	21%
Age Group			
17 And Under	N<20	N<20	N<20
18 To 24	3,156	744	24%
25 To 29	392	32	8%
25 To 39	267	19	7%
40 To 49	87	5	6%
50 To 64	32	I	3%
65 & Over	N<20		
Overall Math Throughput	3,958	802	20%

MATH THROUGHPUT - OTHER POPULATION / CHARACTERISTICS FALL 2024

	# First-Time Students	# Math	% Math	
Characteristics	Fall 2023	Throughput	Throughput	
First Generation Status				
First Generation	893	145	16%	
Not First Generation	1,493	467	31%	
Unknown/Unassigned	1,572	190	12%	
Foster Youth Student				
Yes	89	21	24%	
No	3,869	781	20%	
DRC Student				
Yes	191	28	15%	
No	3,767	774	21%	
Veteran Student				
Yes	122	32	26%	
No	3,836	770	20%	
Full-/Part-Time Status				
Full-Time	2,363	695	29%	
Part-Time	1,595	107	7%	
Overall Math Throughput	3,958	802	20%	

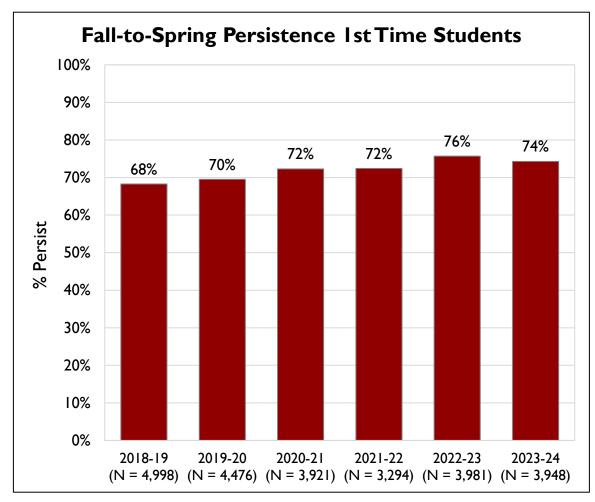
ENGLISH THROUGHPUT DEMOGRAPHICS FALL 2023

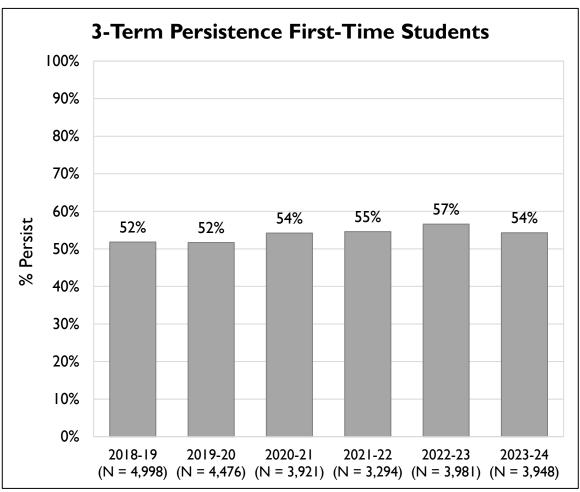
	# First-Time Students	# English	% English
Demographics	Fall 2023	Throughput	Throughput
Gender Identity			
Female	1,570	671	43%
Male	2,289	706	31%
Non-Binary	50	21	42%
Unknown	49	18	37%
Race or Ethnicity			
American Indian / Alaska Native	20	3	15%
Asian	157	95	61%
Black or African American	150	26	17%
Filipino	74	30	41%
Hispanic or Latino	2,030	682	34%
Pacific Islander	27	5	19%
White	1,212	474	39%
Multi-Ethnicity	250	91	36%
Other/Unknown	38	10	26%
Age Group			
17 And Under	N<20	N<20	N<20
18 To 24	3,156	1,328	42%
25 To 29	392	55	14%
25 To 39	267	25	9%
40 To 49	87	5	6%
50 To 64	32	2	6%
65 & Over	N<20		
Overall English Throughput	3,958	1,416	36%

ENGLISH
THROUGHPUT –
OTHER POPULATION /
CHARACTERISTICS
FALL 2024

Characteristics	# First-Time Students Fall 2023	# English Throughput	% English Throughput	
First Generation Status	Tan 2025	Tilloughpuc	Tilloughpuc	
First Generation	893	344	39%	
Not First Generation	1,493	729	49%	
Unknown/Unassigned	1,572	343	22%	
Foster Youth Student				
Yes	89	26	29%	
No	3,869	1,390	36%	
DRC Student				
Yes	191	78	41%	
No	3,767	1,338	36%	
Veteran Student				
Yes	122	49	40%	
No	3,836	1,367	36%	
Full-/Part-Time Status				
Full-Time	2,363	1,219	52%	
Part-Time	1,595	197	12%	
Overall English Throughput	3,958	1,416	36%	

PERSISTENCE (FIRST FALL TO FIRST SPRING | FIRST FALL TO SECOND FALL)





Source: California Community College Chancellor's Office – Palomar College MIS Data Source: California Community College Chancellor's Office – Palomar College MIS Data

1st to 2nd semester

Ist to 2nd year

FIRST-TIME STUDENT PERSISTENCE -DEMOGRAPHICS FALL 2023

	# First-Time Students	One-Term Persistence	3-Term Persistence
Demographics	Fall 2023	(F23 – Sp24)	(F23 – F24)
Gender Identity			
Female	1,569	78%	61%
Male	2,279	72%	49%
Non-Binary	51	78%	57%
Unknown	49	86%	65%
Race or Ethnicity			
American Indian / Alaska Native	20	50%	30%
Asian	158	83%	69%
Black or African American	150	67%	35%
Filipino	74	80%	59%
Hispanic or Latino	27	74%	44%
Pacific Islander	2,021	73%	54%
White	1,207	76%	55%
Multi-Ethnicity	253	77%	56%
Other/Unknown	38	68%	61%
Age Group			
17 And Under	129	74%	72%
18 To 24	3,248	76%	58%
25 To 29	259	68%	28%
25 To 39	224	67%	27%
40 To 49	51	63%	35%
50 To 64	33	58%	33%
65 & Over	N<10	N<10	N<10
Overall Persistence	3,948	74%	54%

FIRST-TIME STUDENT
PERSISTENCE - OTHER POPULATION /
CHARACTERISTICS
FALL 2023

	# First-Time	One-Term	3-Term
Student Special Pop /	Students	Persistence	Persistence
Characteristics	Fall 2023	(F23 – Sp24)	(F23 – F24)
First Generation Status			
First Generation	896	75%	56%
Not First Generation	1,494	82%	67%
Unknown/Unassigned	1,558	67%	41%
Foster Youth Student			
Yes	89	66%	38%
No	3,859	75%	55%
DRC Student			
Yes	317	81%	61%
No	3,631	74%	54%
Veteran Student			
Yes	122	73%	57%
No	3,826	74%	54%
Full-/Part-Time Status			
Full-Time	2,370	85%	66%
Part-Time	1,578	59%	37%
Overall Persistence	3,948	74%	54%

MOMENTUM: HIGHLIGHTS







COURSE SUCCESS

Fall course success rates have increased over time, likely driven by improvements in Distance Education outcomes.

COMPLETION OF GATEWAY MATH AND ENGLISH IN THE FIRST YEAR

Completion of gateway math and English within the first year remains a challenge.

PERSISTENCE

First year to second year persistence rates are lower than we would like them to be.

MOMENTUM: PLANNING AND ACTION

- Program Review and Planning Process
- Piloting Success Team Model
- Implementing AB 1705
- Student-Centered Class Scheduling
- Strategic Enrollment Management Committee
- Student Journey Metrics and Goals

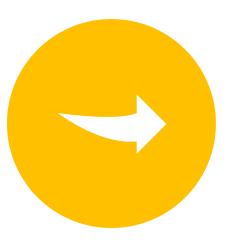


STUDENT OUTCOMES

OVERVIEW





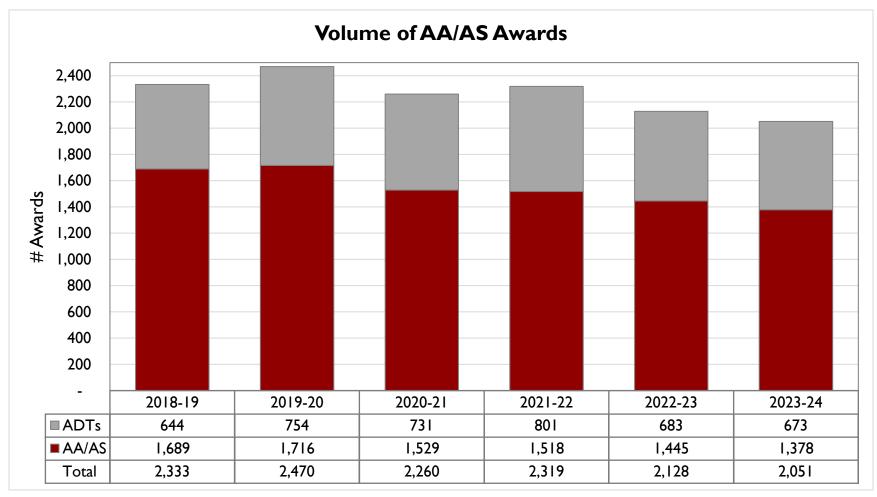


DEGREES

CERTIFICATES

TRANSFER

ASSOCIATE DEGREES



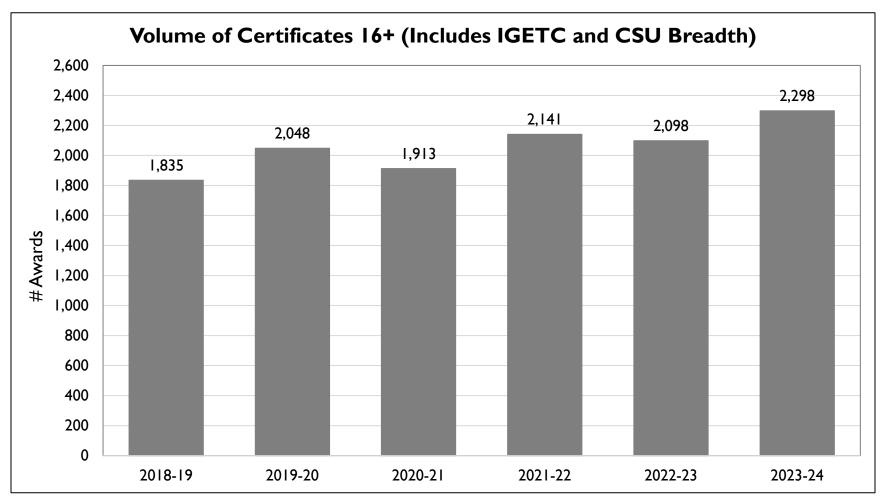
Source: Pal PeopleSoft

Note. Volume includes multiple degree and certificate earners.

TOP ASSOCIATE DEGREES 2023-24

Associate Degree Program	Award Type	Award Count
General Studies: Social/Behavioral Sciences	Associate in Arts	255
General Studies: Science & Math	Associate in Science	202
University Studies: Social Sciences	Associate in Arts	145
Business Administration 2.0	Associate in Science - Transfer	137
Psychology	Associate in Arts - Transfer	102
University Studies: Science Studies	Associate in Science	97
General Studies: Arts & Humanities	Associate in Arts	87
Mathematics	Associate in Science - Transfer	57
Nursing	Associate in Science	51
Business Administration	Associate in Science - Transfer	50
Sociology	Associate in Arts - Transfer	50

CERTIFICATES 16+ (OVERALL)



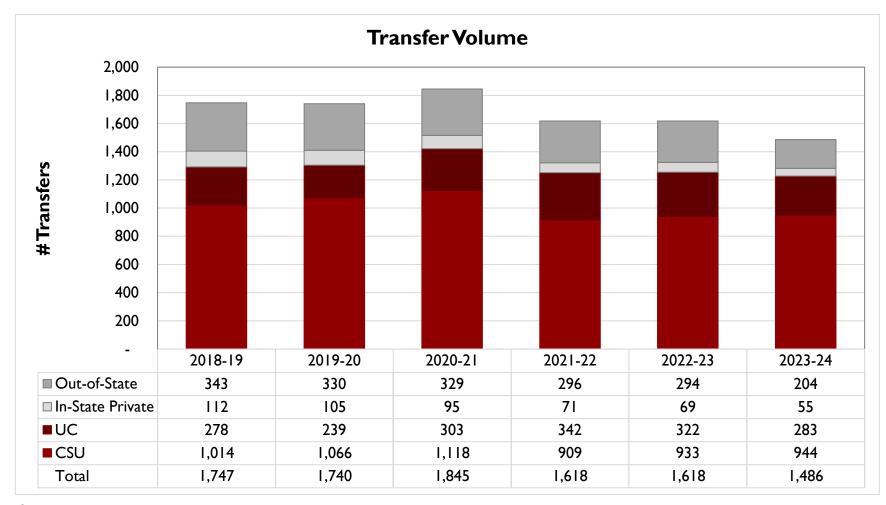
Source: Pal PeopleSoft

Note. Volume includes multiple degree and certificate earners.

TOP CERTIFICATES OF ACHIEVEMENT (2023-24)

Certificate of Achievement Program	Award Type	Award Count
Military Leadership	Cert of Achievement 16-29.9	552
Fire Academy	Cert of Achievement 30-59.9	79
Paramedic Training	Cert of Achievement 30-59.9	40
Fire Tech: General	Cert of Achievement 30-59.9	34
AP - Inside Wireman	Cert of Achievement 30-59.9	30
Accounting	Cert of Achievement 30-59.9	29
Computer Science	Cert of Achievement 16-29.9	23
Fire Tech: Emergency Management	Cert of Achievement 30-59.9	21
Registered Dental Assisting	Cert of Achievement 30-59.9	16
Water Technology Education	Cert of Achievement 16-29.9	15

TRANSFER TO 4-YEAR



Sources:

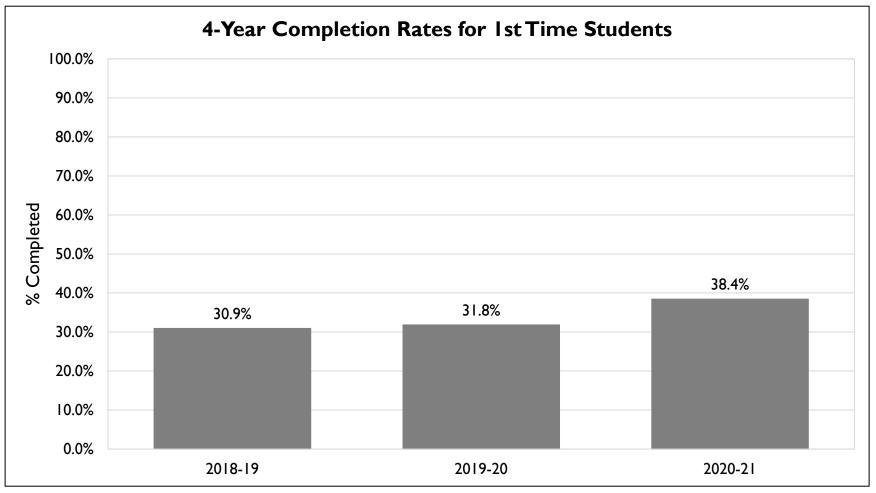
CSU = California State University Analytic Studies; UC = University of California Information Center; In-State Private/Out of State = California Community College Chancellor's Office.

TOP TRANSFER DESTINATIONS AND THEIR MAJOR (2023-24)

- Top CSU Transfer Institutions
 - CSUSM = 604
 - SDSU = 173
- Top CSU Majors
 - Business Administration
 - Psychology
 - Computer Science
 - Kinesiology/Physical Education
 - Liberal Studies

- Top UC Transfer Institutions
 - UCSD = 92
 - UC Berkeley = 25
- Top UC Majors
 - Political Science and Government
 - Biology, General
 - Cell/Cellular Biology and Anatomical Sciences
 - Computer Science
 - English Language and Literature

FOUR YEAR COMPLETION RATE - PILOT



Sources: California Community College Chancellor's Office – Palomar College MIS Data; National Student Clearinghouse; Pal PeopleSoft

HIGHLIGHTS



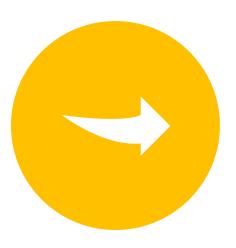


Decrease in enrollments during COVID has likely contributed to a reduction in AA/AS and ADT awards subsequent years.



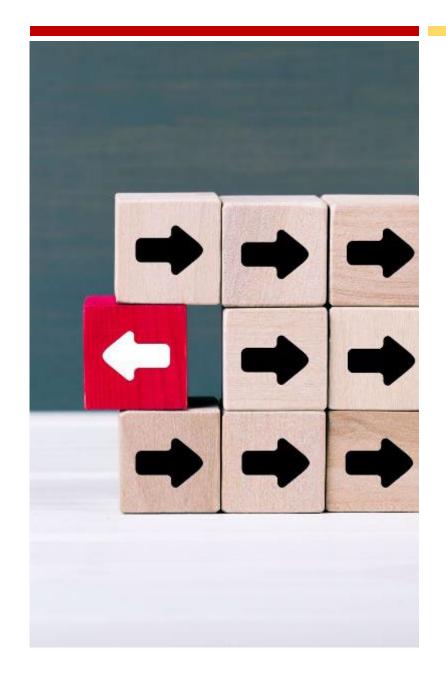
CERTIFICATES

Increase in certificate completion with addition of Military Leadership Program!



TRANSFER

The decline in overall transfers likely reflects the impact of decreased enrollments during the pandemic. Top transfer institutions continue to be local CSUs and UCs.



PLANNING AND ACTION

- Focus on leading indicators to influence completion
- Implement completion-specific strategies
- Strengthen educational and workforce partnerships

PLANNING AND ACCOUNTABILITY METRICS ACROSS THE STUDENT JOURNEY

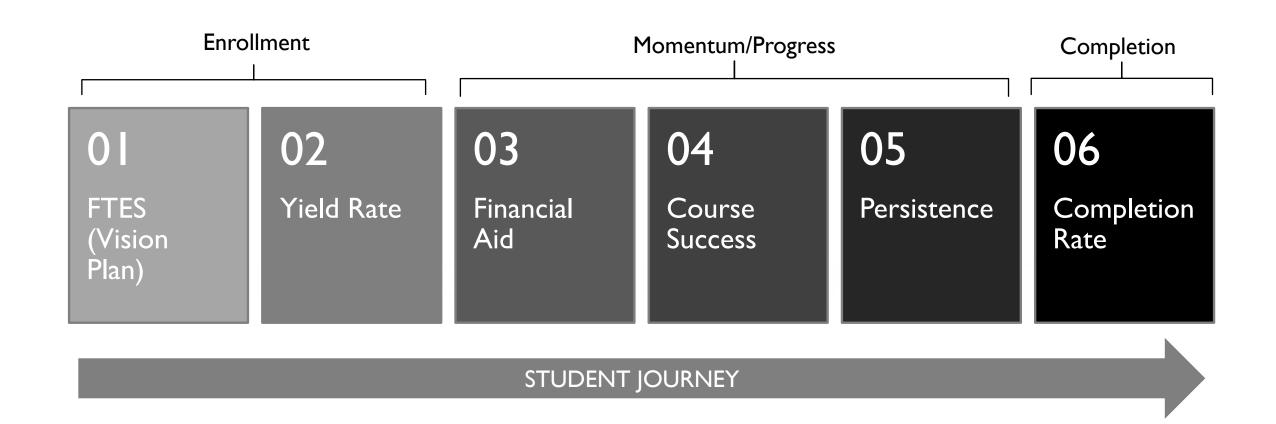


STUDENT JOURNEY

Enrollment

Momentum

Outcomes



In a World Full of Data...

GOALS

Student Journey	Goal	Baseline	Target	Time Frame
Enrollment	FTES	13,888	17,950	2029-30
Enrollment	Yield Rate	40%	43%	2028-29
Momentum	Needs Based Financial Aid	36%	38%	2028-29
Momentum	Course Success Rate	74%	> 72%	Maintain
Momentum	One Year Persistence	54%	57%	2028-29
Completion	Completion Rate	38%	TBD	TBD

2024 METRICS INCLUDED IN 2025 ACCJC ANNUAL REPORT

Metric	Standard	Goal	Actual	Met
Annual Course Success	71.0%	72.0%	74.0%	+
Degrees	2,000	2,300	2,051	II
Certificates	2,000	2,300	2,299	+
Transfers	1,600	2,000	1,486	-

Source: 2025 ACCJC Annual Report

2024 METRICS
INCLUDED IN 2025
ACCJC ANNUAL
REPORT – LICENSURE
PASS RATES

Licensure Type	Exam Type	Standard	Goal	Actual	Met
Nursing	National	85%	90%	98%	+
Registered Dental Assistant	State	80%	90%	100%	+
Emergency Medical Technician	National	70%	80%	79%	+
Paramedics	National	70%	100%	82%	+

Source: 2025 ACCJC Annual Report

HIGHLIGHTS, PLANNING AND ACTION



- Six Student Journey Metrics and the Strategic Enrollment Management Committee
- ACCJC Standards and Stretch Goals
 - Meeting standards and some stretch goals
 - Licensure pass rates are impressive!

LABOR MARKET AND POST EDUCATION



LABOR MARKET

	Recent Job Growth in San Diego County (2021-2024)*+							
NAICS	Industry Description	2021 Jobs	2024 Jobs	# Change (2021-2024)	% Change (2021-2024)	Avg. Earnings Per Jobs		
62	Health Care and Social Assistance	198,160	230,462	32,302	16%	\$79,545		
72	Accommodation and Food Services	143,377	175,434	32,057	22%	\$39,342		
81	Other Services (except Public Administration)	87,096	99,670	12,573	14%	\$42,852		
90	Government	333,409	343,556	10,147	3%	\$108,369		
71	Arts, Entertainment, and Recreation	29,064	38,227	9,163	32%	\$61,239		
23	Construction	102,324	109,242	6,917	7%	\$91,465		
48	Transportation and Warehousing	39,088	43,449	4,361	11%	\$71,778		
56	Administrative and Support and Waste Management and Remediation Services	102,970	107,157	4,187	4%	\$66,956		
54	Professional, Scientific, and Technical Services	170,793	173,600	2,807	2%	\$158,839		
61	Educational Services	35,361	37,079	1,718	5%	\$60,008		
53	Real Estate and Rental and Leasing	37,449	38,376	926	2%	\$90,450		
22	Utilities	5,052	5,934	882	17%	\$217,667		
44	Retail Trade	145,267	146,022	755	1%	\$52,832		
42	Wholesale Trade	43,235	43,958	723	2%	\$116,302		
11	Agriculture, Forestry, Fishing and Hunting	10,322	10,786	464	4%	\$63,964		

^{*.} Excludes Gig Economy Workers & industries with negative growth and insufficient data.

⁺. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

	10-Year Forecasted Job Growth in San Diego County (2024-2034)*+							
NAICS	Industry Description	2024 Jobs	2034 Jobs	# Change	% Change	Avg. Earnings Per Jobs		
62	Health Care and Social Assistance	230,462	282,482	52,020	23%	\$79,545		
72	Accommodation and Food Services	175,434	194,028	18,595	11%	\$39,342		
90	Government	343,556	357,417	13,861	4%	\$108,369		
54	Professional, Scientific, and Technical Services	173,600	184,572	10,971	6%	\$158,839		
81	Other Services (except Public Administration)	99,670	108,210	8,541	9%	\$42,852		
56	Admin & Support & Waste Management & Remediate Services	107,157	114,547	7,390	7%	\$66,956		
48	Transportation and Warehousing	43,449	50,647	7,198	17%	\$71,778		
23	Construction	109,242	115,085	5,843	5%	\$91,465		
71	Arts, Entertainment, and Recreation	38,227	42,699	4,472	12%	\$61,239		
61	Educational Services	37,079	38,696	1,617	4%	\$60,008		
31	Manufacturing	116,515	117,398	884	1%	\$129,562		
53	Real Estate and Rental and Leasing	38,376	38,971	595	2%	\$90,450		
11	Agriculture, Forestry, Fishing and Hunting	10,786	11,243	457	4%	\$63,964		
22	Utilities	5,934	6,371	437	7%	\$217,667		
55	Management of Companies and Enterprises	22,036	22,042	6	0%	\$154,017		

^{*.} Excludes Gig Economy Workers & industries with negative growth and insufficient data.

⁺. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

TOP 10 OCCUPATIONS REQUIRING ON-THE-JOB-TRAINING (2024-2034)*+

Occupational Description*	Annual Openings	Median Hourly Earnings	Annual Income (Est)
Home Health and Personal Care Aides	9,895	\$16.40	\$34,114.01
Fast Food and Counter Workers	8,996	\$16.74	\$34,815.48
Cashiers	6,389	\$16.79	\$34,914.71
Waiters and Waitresses	4,939	\$16.32	\$33,949.73
Retail Salespersons	4,596	\$17.03	\$35,422.18
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,979	\$17.60	\$36,602.92
Stockers and Order Fillers	3,809	\$18.30	\$38,072.88
Office Clerks, General	3,481	\$22.03	\$45,814.32
Laborers and Freight, Stock, and Material Movers, Hand	3,263	\$18.26	\$37,973.88
Maids and Housekeeping Cleaners	3,198	\$18.17	\$37,789.97

Median Hourly Earnings					
Low High Percentile					
\$41.59	\$224.80	Top 25%			
\$29.38	\$41.58	Upper Middle 25%			
\$21.55	\$29.37	Lower Middle 25%			
\$9.24	\$21.55	Bottom 25%			

^{*.} Excludes Gig Economy Workers & industries with negative growth and insufficient data.

⁺. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

TOP 10 OCCUPATIONS REQUIRING CERTIFICATE (2024-2034)*+

Occupational Description*	Annual Openings	Median Hourly Earnings	Annual Income (Est)
Nursing Assistants	1,685	\$21.25	\$44,201.95
Medical Assistants	1,470	\$22.49	\$46,777.47
Heavy and Tractor-Trailer Truck Drivers	1,333	\$26.66	\$55,456.74
Hairdressers, Hairstylists, and Cosmetologists	922	\$17.22	\$35,807.42
Manicurists and Pedicurists	653	\$16.91	\$35,169.98
Dental Assistants	608	\$23.41	\$48,698.06
Licensed Practical and Licensed Vocational Nurses	561	\$35.67	\$74,196.97
Automotive Service Technicians and Mechanics	538	\$26.17	\$54,424.46
Aircraft Mechanics and Service Technicians	376	\$38.38	\$79,831.61
Massage Therapists	374	\$18.17	\$37,798.93

Median Hourly Earnings					
Low High Percentile					
\$41.59	\$224.80	Top 25%			
\$29.38	\$41.58	Upper Middle 25%			
\$21.55	\$29.37	Lower Middle 25%			
\$9.24	\$21.55	Bottom 25%			

^{*.} Excludes Gig Economy Workers & industries with negative growth and insufficient data.

⁺. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

TOP 10 OCCUPATIONS REQUIRING ASSOCIATES (2024-2034)*+

Occupational Description*	Annual Openings	Median Hourly Earnings	Annual Income (Est)
Preschool Teachers, Except Special Education	609	\$21.20	\$44,091.51
Paralegals and Legal Assistants	521	\$29.76	\$61,898.23
Electrical and Electronic Engineering Technologists and Technicians	264	\$36.85	\$76,657.80
Life, Physical, and Social Science Technicians, All Other	242	\$32.28	\$67,144.29
Dental Hygienists	184	\$52.14	\$108,452.37
Human Resources Assistants, Except Payroll and Timekeeping	182	\$24.47	\$50,901.49
Engineering Technologists and Technicians, Except Drafters, All Other	173	\$39.22	\$81,568.41
Architectural and Civil Drafters	125	\$36.61	\$76,141.10
Physical Therapist Assistants	112	\$40.15	\$83,516.19
Avionics Technicians	106	\$40.32	\$83,867.68

Median Hourly Earnings					
Low High Percentile					
\$224.80	Top 25%				
\$41.58	Upper Middle 25%				
\$29.37	Lower Middle 25%				
\$21.55	Bottom 25%				
	High \$224.80 \$41.58 \$29.37				

^{*.} Excludes Gig Economy Workers & industries with negative growth and insufficient data.

⁺. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

TOP 10 OCCUPATIONS REQUIRING BACHELORS (2024-2034)*+

Occupational Description*	Annual Openings	Median Hourly Earnings	Annual Income (Est)
General and Operations Managers	2,106	\$76.69	\$159,505.12
Business Operations Specialists, All Other	1,602	\$38.06	\$79,155.05
Registered Nurses	1,525	\$63.60	\$132,282.91
Managers, All Other	1,209	\$65.82	\$136,898.66
Accountants and Auditors	1,181	\$42.87	\$89,159.45
Software Developers	1,152	\$73.10	\$152,058.09
Management Analysts	1,086	\$45.47	\$94,574.09
Elementary School Teachers, Except Special Education	978	\$45.23	\$94,072.74
Human Resources Specialists	916	\$37.85	\$78,730.46
Market Research Analysts and Marketing Specialists	900	\$36.77	\$76,485.55

Median Hourly Earnings					
Low High Percentile					
\$41.59	\$224.80	Top 25%			
\$29.38	\$41.58	Upper Middle 25%			
\$21.55	\$29.37	Lower Middle 25%			
\$9.24	\$21.55	Bottom 25%			

^{*.} Excludes Gig Economy Workers & industries with negative growth and insufficient data.

⁺. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

Top Career Program Areas at Palo	mar and Relat	ed Jobs and	Earnings in	San	Diego Co	unty	
	% Total					Typical Entry-	Median Annual
	Completions		# Change	%	Change	Level Earnings:	Earnings:
Career Program Area	(2022-23)^	2024 Jobs	(2021-24)	(2	2021-24)	Related Jobs	Related Jobs
Total Number of Completions	1,618						
Business Administration and Management, General	26.1%	91,462	5,931		7%	\$51,284	\$104,843
Fire Science/Fire-fighting	9.9%	3,897	139		4%	\$43,994	\$70,272
Emergency Medical Technology/Technician (EMT Paramedic)	5.2%	1,436	29		2%	\$38,491	\$62,316
Registered Nursing/Registered Nurse	3.8%	44,685	(1,777)		-4%	\$73,645	\$124,608
Child Care Provider/Assistant	3.8%	53,190	8,107		18%	\$33,023	\$46,517
Electrician	3.6%	24,034	1,626		7%	\$47,661	\$79,647
Early Childhood Education and Teaching	3.5%	29,656	1,888		7%	\$29,635	\$39,443
Fire Prevention and Safety Technology/Technician	2.9%	3,897	139		4%	\$43,994	\$70,272
Business/Commerce, General	2.7%	96,426	7,149		8%	\$49,052	\$100,500
Criminal Justice/Law Enforcement Administration	2.0%	14,435	(412)		-3%	\$65,436	\$109,057
Carpentry/Carpenter	1.9%	21,473	1,584		8%	\$39,480	\$69,306
Accounting	1.8%	31,874	639		2%	\$40,390	\$67,317
Water Quality & Wastewater Treatment Management & Recycling Tech/Technician	1.5%	1,614	(24)		-1%	\$45,380	\$63,576
Apparel and Textile Marketing Management	1.4%	30,015	1,800		6%	\$43,104	\$80,331
Cabinetmaking and Millwork	1.4%	1,140	(154)		-12%	\$34,258	\$45,047
Radio and Television	1.4%	4,210	508		14%	\$34,338	\$67,669
Welding Technology/Welder	1.4%	6,322	(621)		-9%	\$40,679	\$63,354
Interior Design	1.4%	3,962	(99)		-2%	\$32,587	\$48,342
Child Development	1.2%	33,092	4,076		14%	\$37,342	\$62,305

Source: Employment and Salary information - Lightcast - 2025. I Release; Living Wage: Center for Women's Welfare, University of Washington (2024). The Self Sufficiency Standard for California 2024.

Completion Data - Palomar College; Degrees and Certificates 16+ Units CTE programs only; Six-digit Classification of Instructional Programs (CIP) Codes mapped in faculty alignment project to Standard Occupational Classification (SOC) Codes to derive the career program area and related earnings.

*. Excludes Gig Economy Workers. †. Occupations where earning reach the living wage of \$54,100.80 are bolded with green font.

RETURN ON EDUCATION – **AN INITIAL LOOK**

RESEARCH SOURCES

- ACCJC White Paper
- College Scorecard
- Postsecondary Value Commission
- Georgetown Center on Education and the Workforce
- Third Way and College Future Foundation

RETURN ON TWO-YEAR EDUCATION – SAN DIEGO COUNTY

- I. Identify self-sufficiency (living) wage
- 2. Determine San Diego median earnings by educational attainment (high school; some college/two-year degree)
- 3. Calculate Annual Earnings Premium
- 4. Compare to Palomar College Cost of Attendance
- 5. Calculate a Price to Earnings Premium (Similar to ACCJC)
- 6. Review Other Metrics

CONTEXT, CONSIDERATIONS, AND NEXT STEPS

- Students find their passion based on many different factors!
- Current Approach
 - Based on some college or associates degree.
 - Does not consider pathways to bachelor's degrees for which we and other community colleges prepare students for as well.
- Can we create a perfect measure? Probably not, but we can look at it in different ways.
- Work with other CCs; refine our measures/metrics.

