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# PALOMAR COLLEGE INSTITUTIONAL EFFECTIVENESS

APRIL 25, 2023

DRAFT

PALOMAR COLLEGE  
BOARD OF TRUSTEES  
WORKSHOP



## OVERVIEW

Institutional Effectiveness

Update on Educational And Facilities Vision  
Plan / Accreditation Follow-up Report

Governing Board Self Evaluation Prep

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# INSTITUTIONAL EFFECTIVENESS



# OVERVIEW

- Presentation/data organized into the following sections:
  - Our Community
  - Our Students
  - Our People
- That's a lot to cover!
  - Primary focus for this workshop is the community we serve
  - Provide a quick overview of our students and their progress and achievement
  - Talk briefly about our faculty, staff, administrators

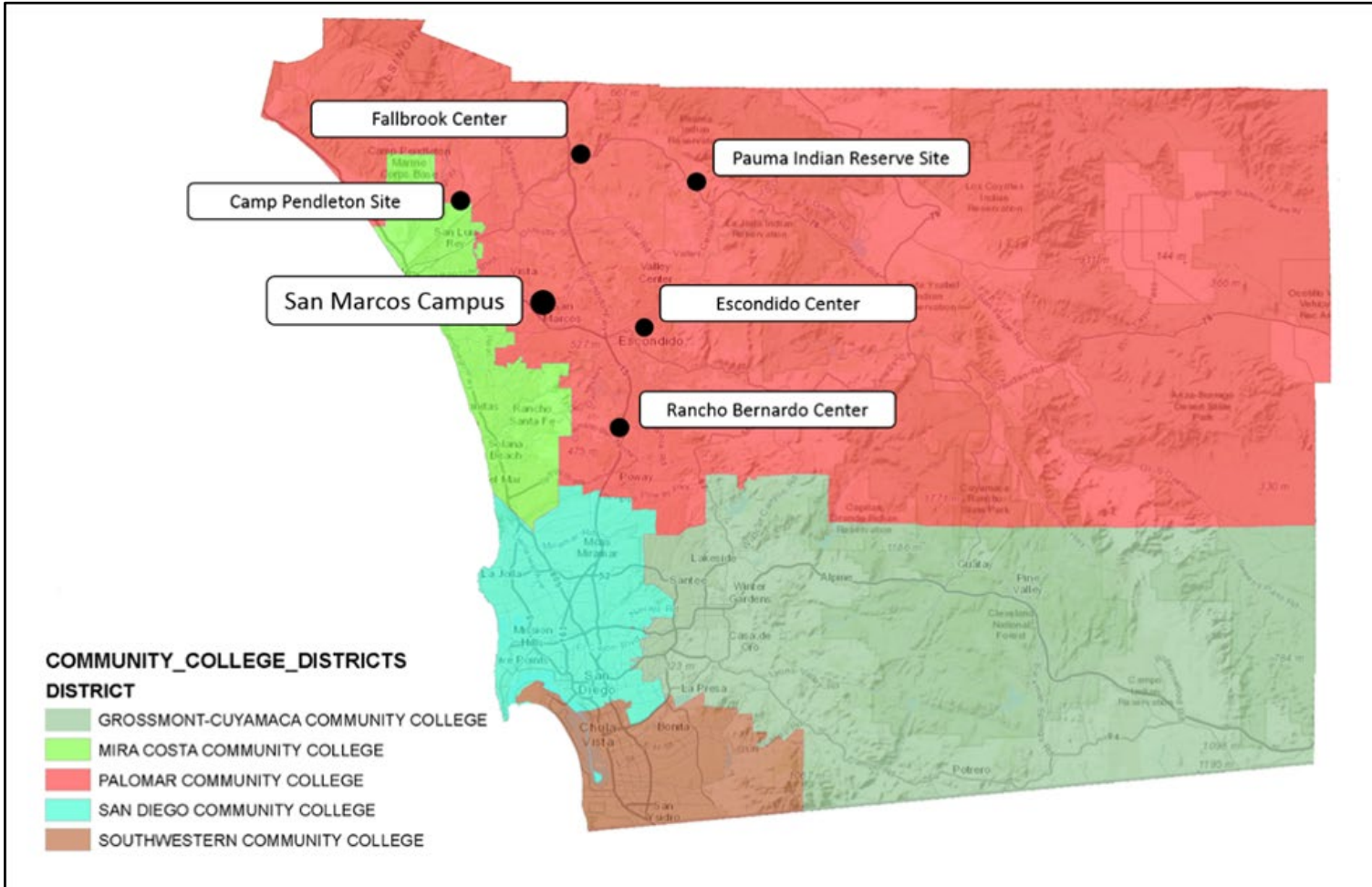


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# OUR COMMUNITY: POPULATION ESTIMATES, DEMOGRAPHICS, AND FORECASTS

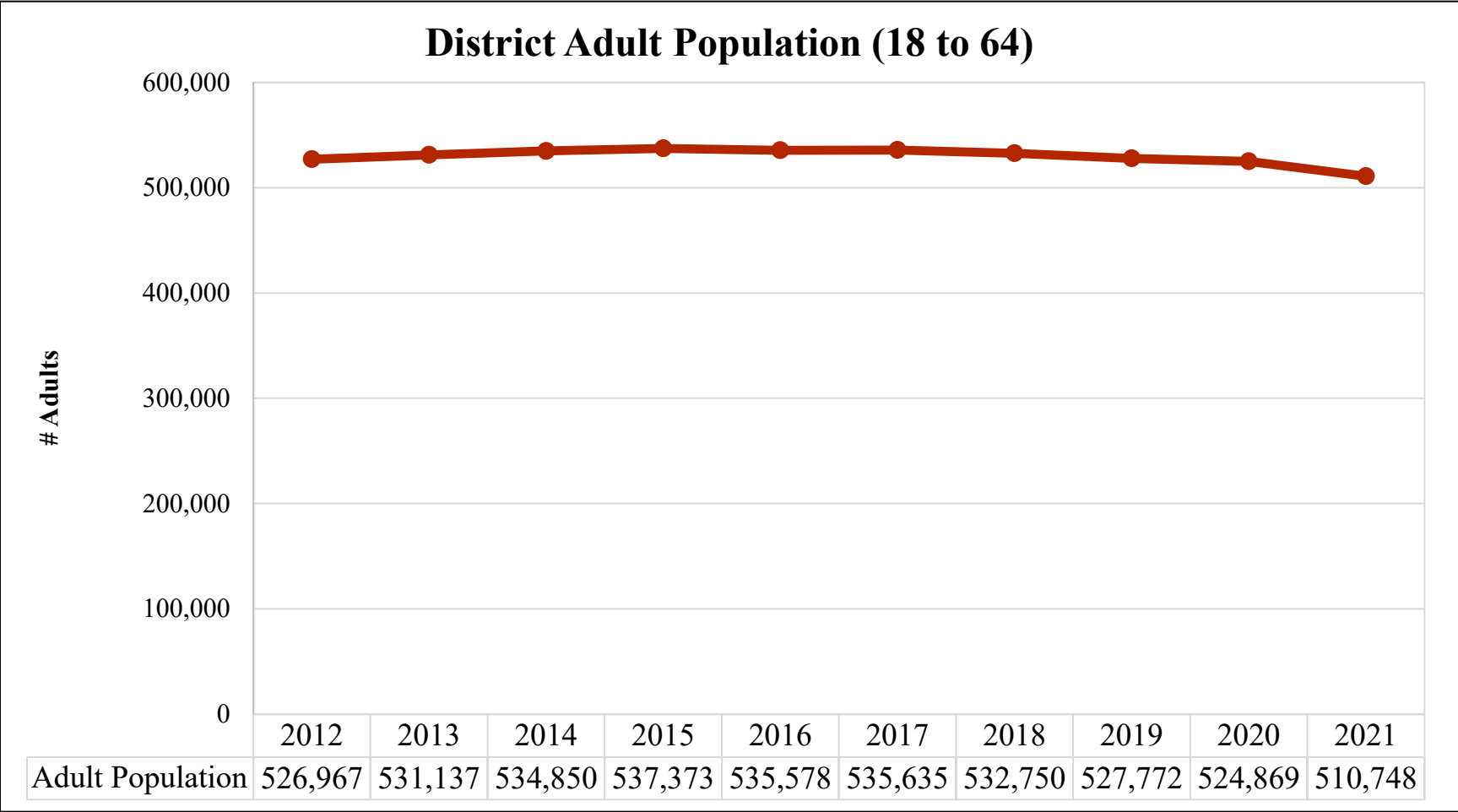


# OVERVIEW OF THE DISTRICT



- 2,555 square miles; Over 500,000 adults
- Serve 11 High School Districts; Nine Native American Tribes
- Interstate 15, Highway 78, Highway 76
- San Marcos – 200 acres
- Escondido Center – 8 acres
- Fallbrook and Rancho Bernardo intended to serve anchors in north and south.

# ADULT POPULATION ESTIMATES

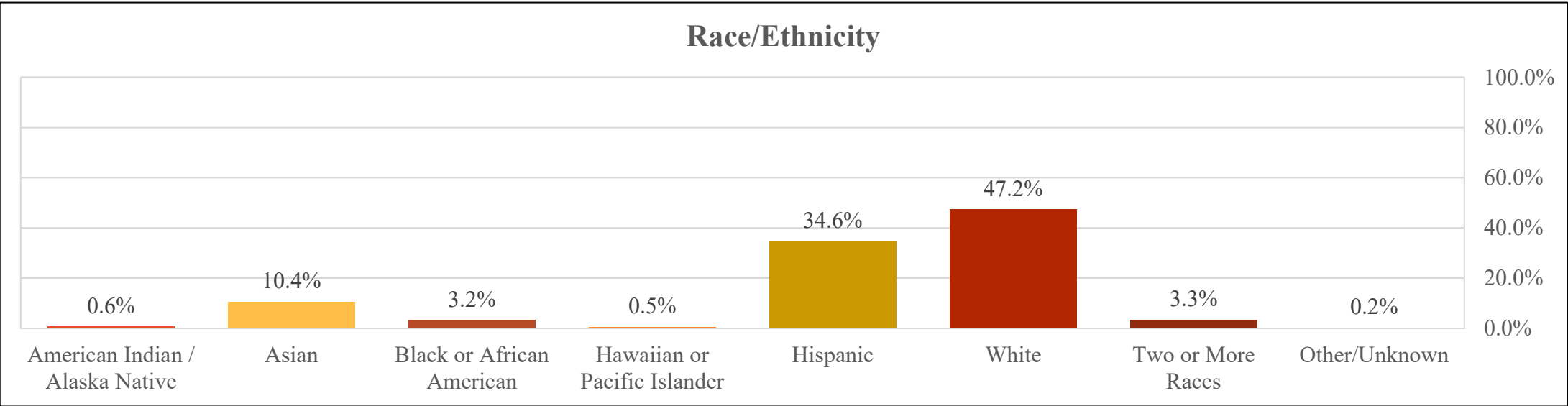
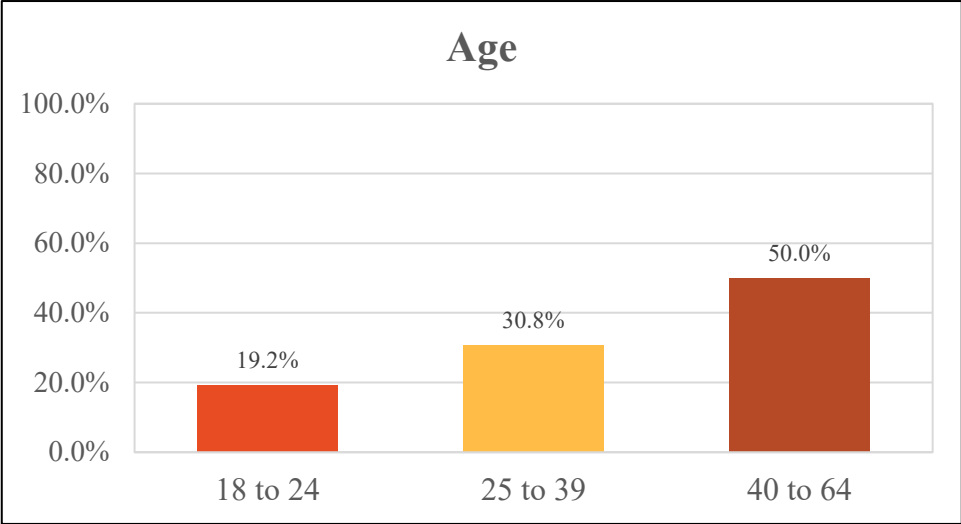
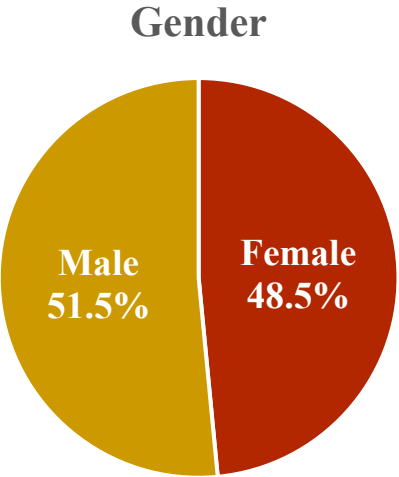


Source: SANDAG Estimates

Adult population has grown at a slow or no rate until recently where it has decreased slightly

# DISTRICT ADULT POPULATION (18 TO 64) DEMOGRAPHICS

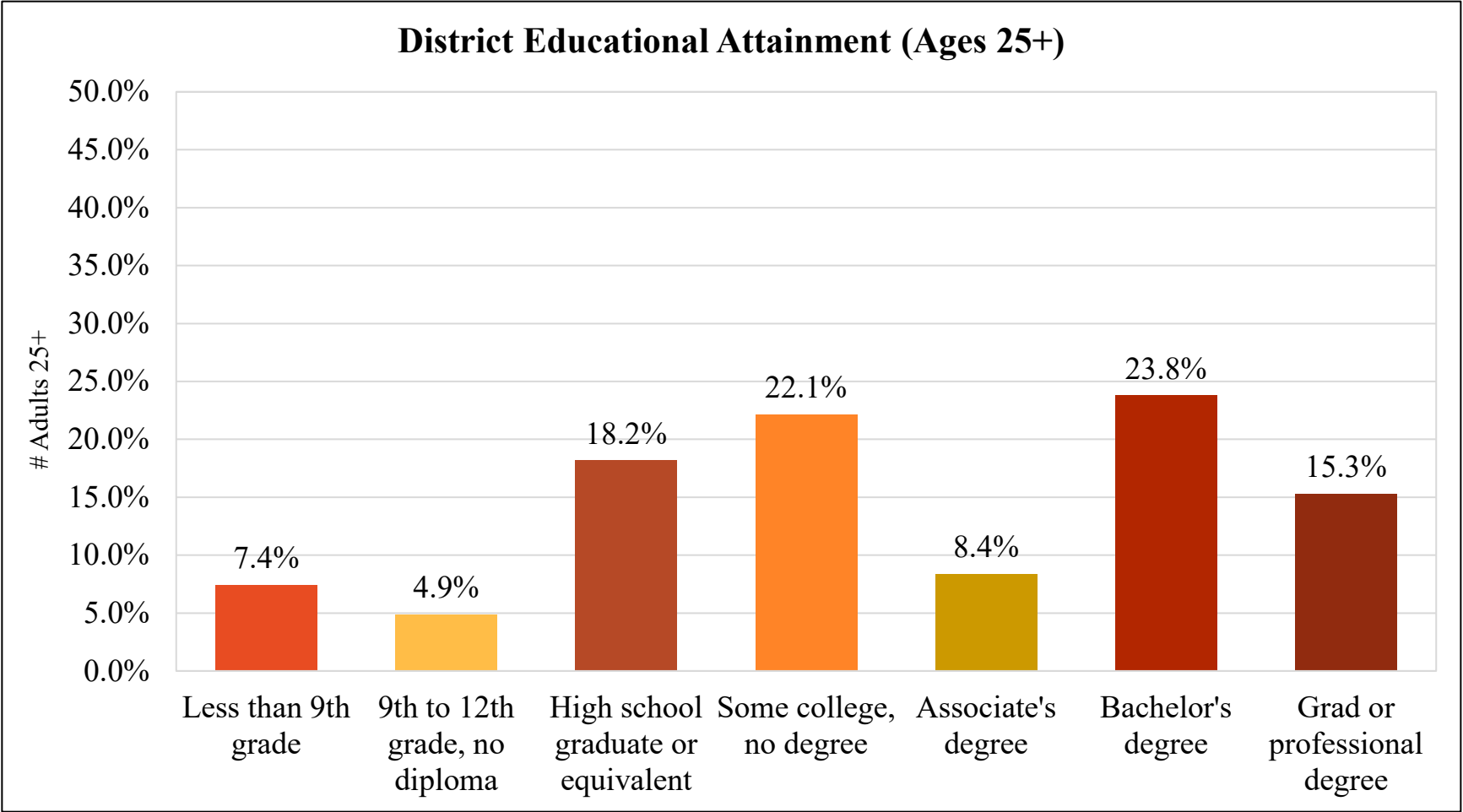
2021  
Adult Population  
(N = 510,748)



Source: SANDAG 2021 Estimates



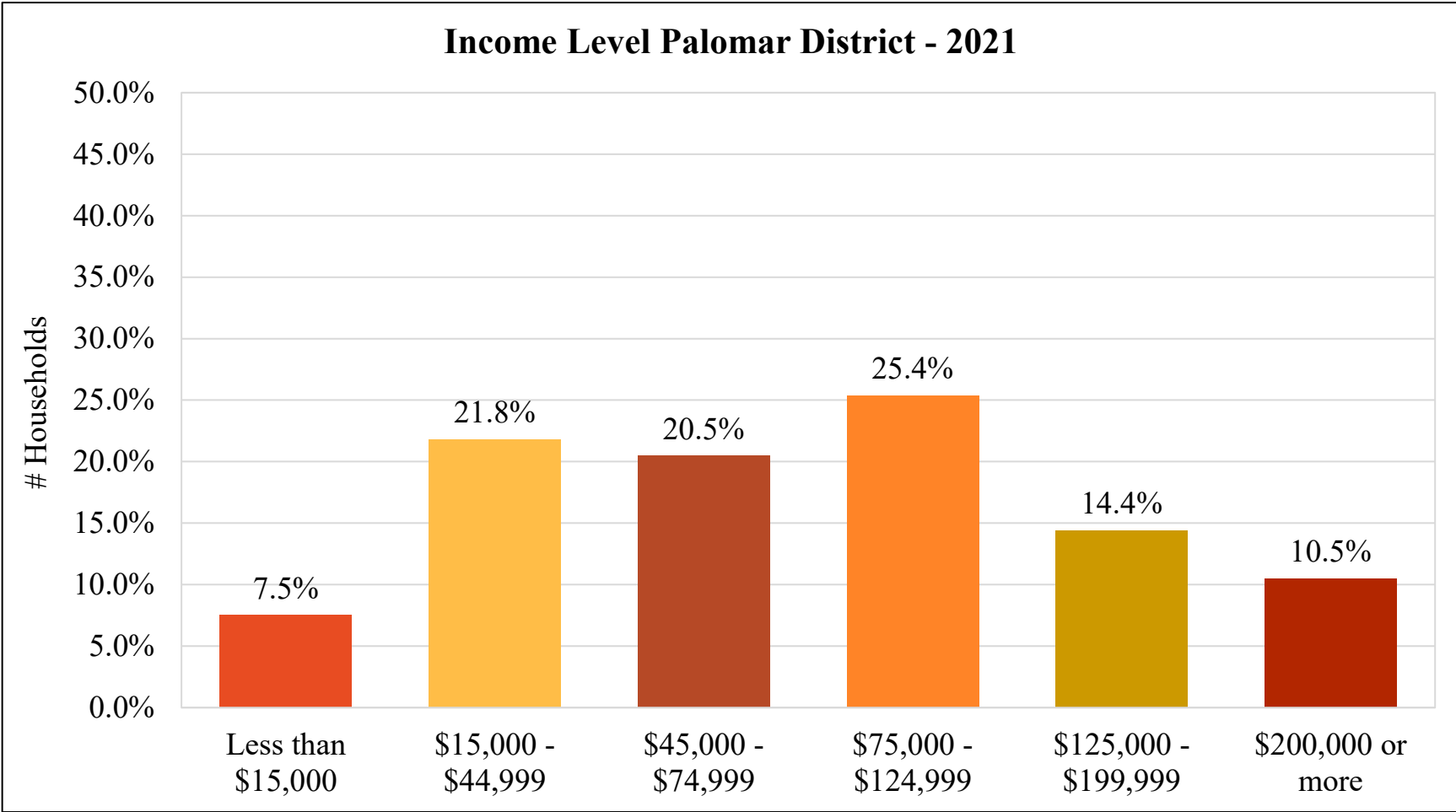
# DISTRICT EDUCATIONAL ATTAINMENT



Source: American Community Survey (ACS) 2021 One-Year Estimates

Over half of adults who reside in our service area do not have a college degree.

# DISTRICT INCOME LEVELS

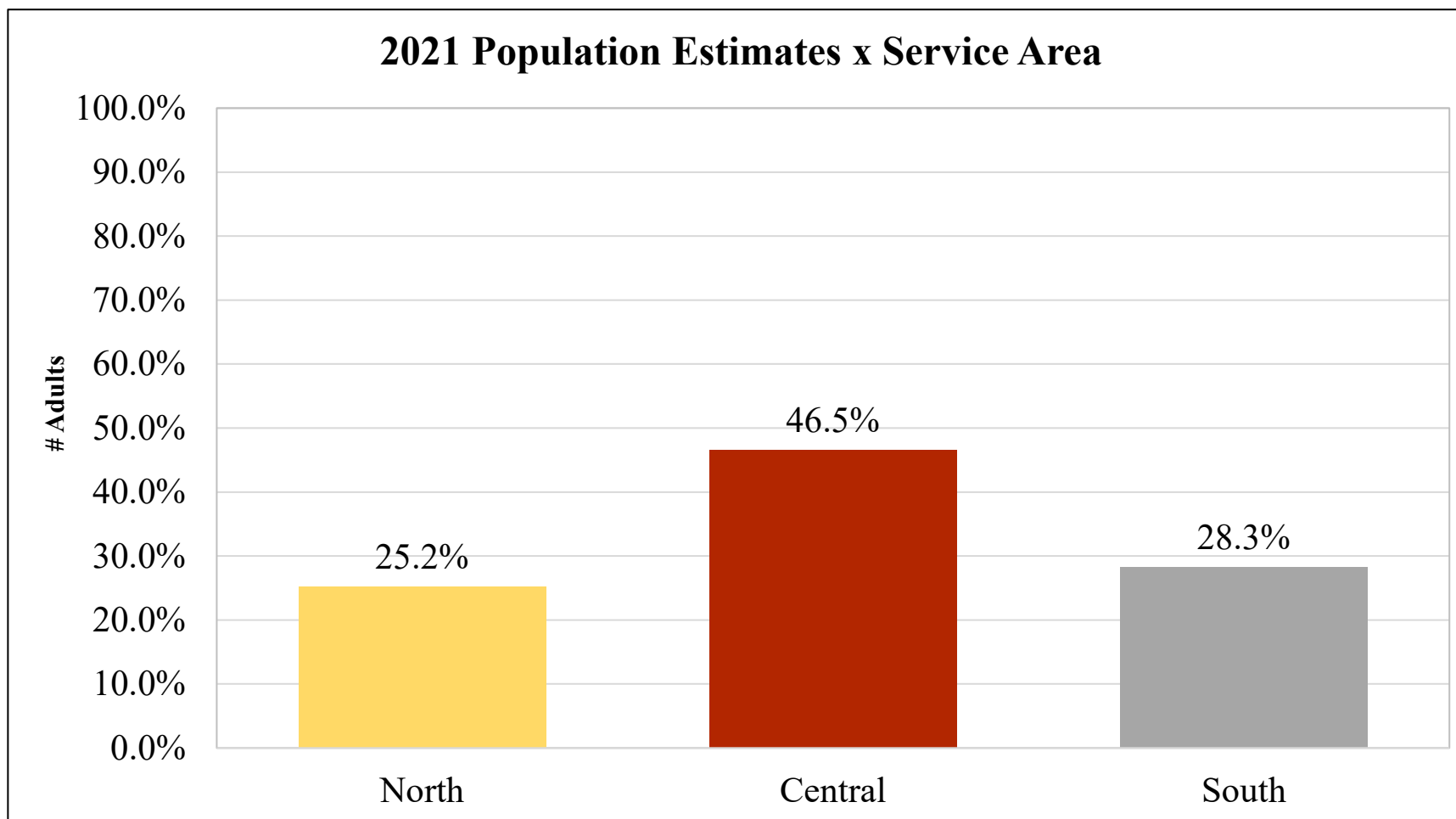


Source: SANDAG 2021 Estimates

Median  
Household  
Income  
(adjusted for  
inflation) =  
\$77,650

About half of the households in our service area make less than \$75,000

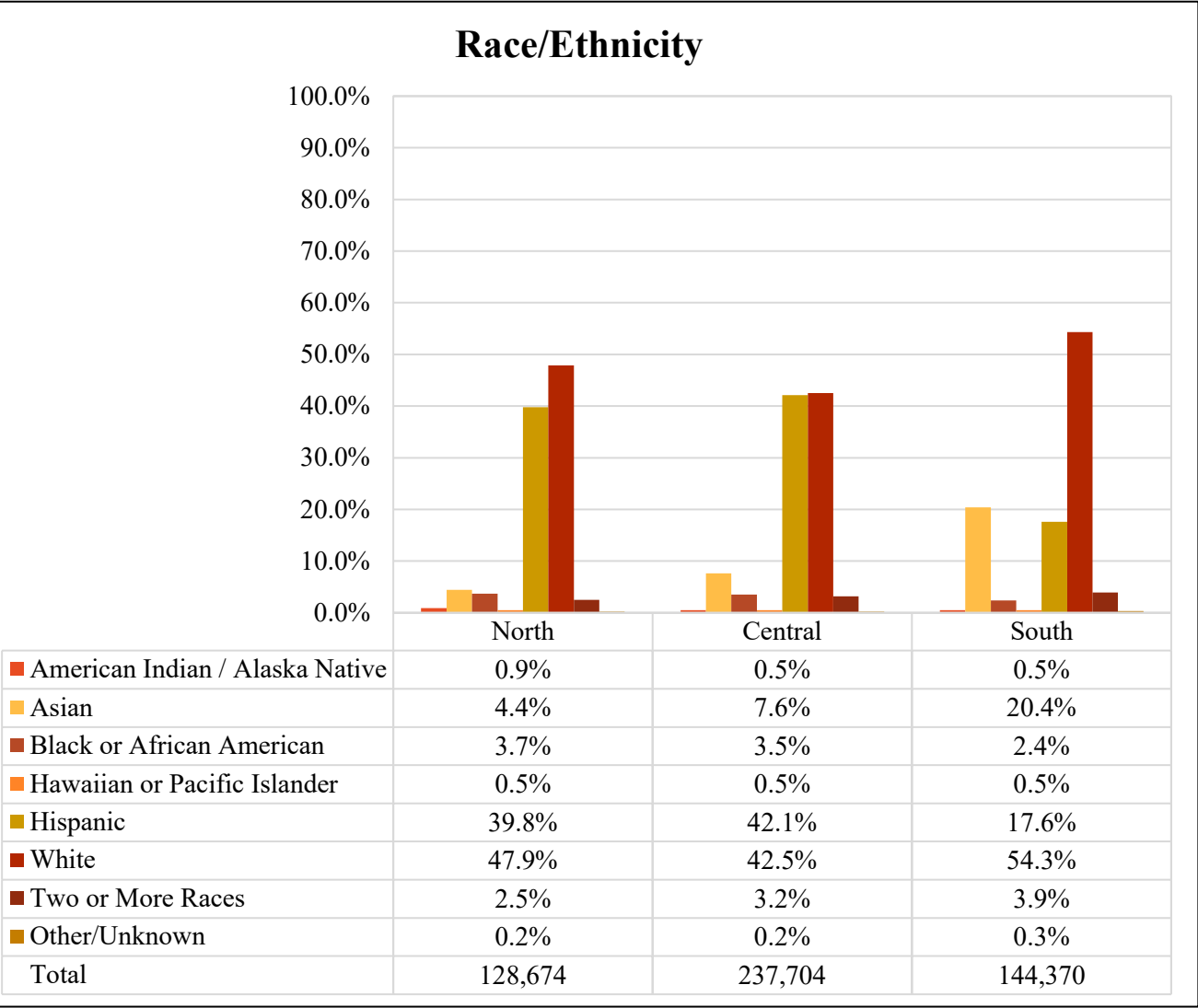
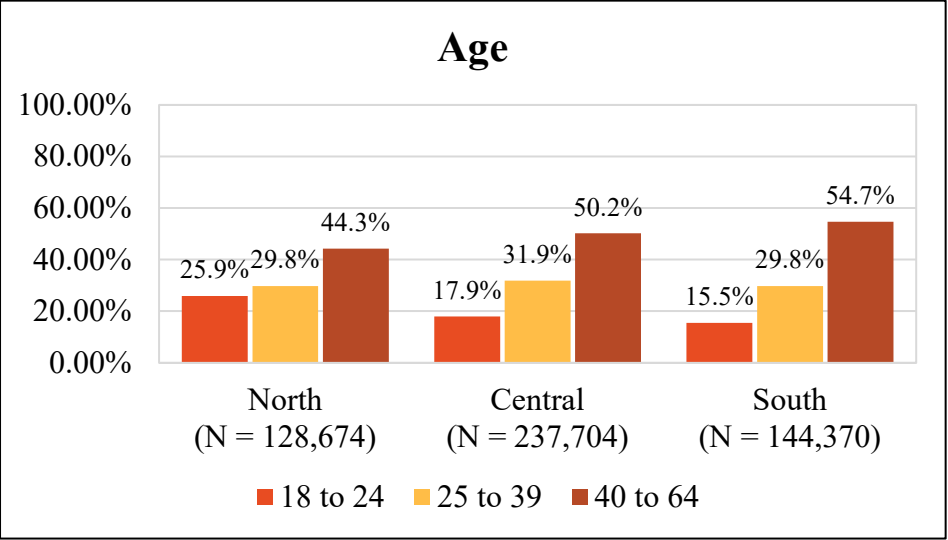
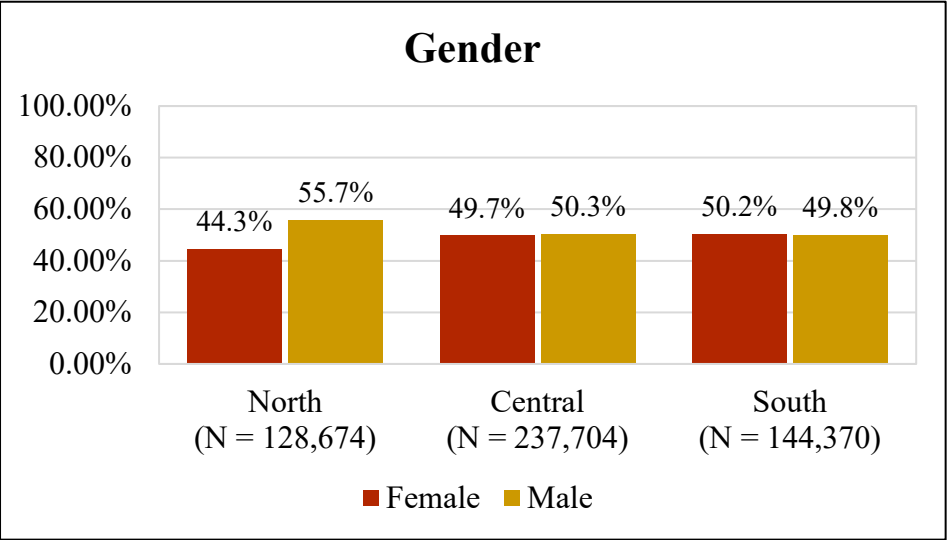
# ADULT POPULATION ESTIMATES



Source: SANDAG 2021 Estimates

For long range planning purposes, we organize our district into three planning regions.

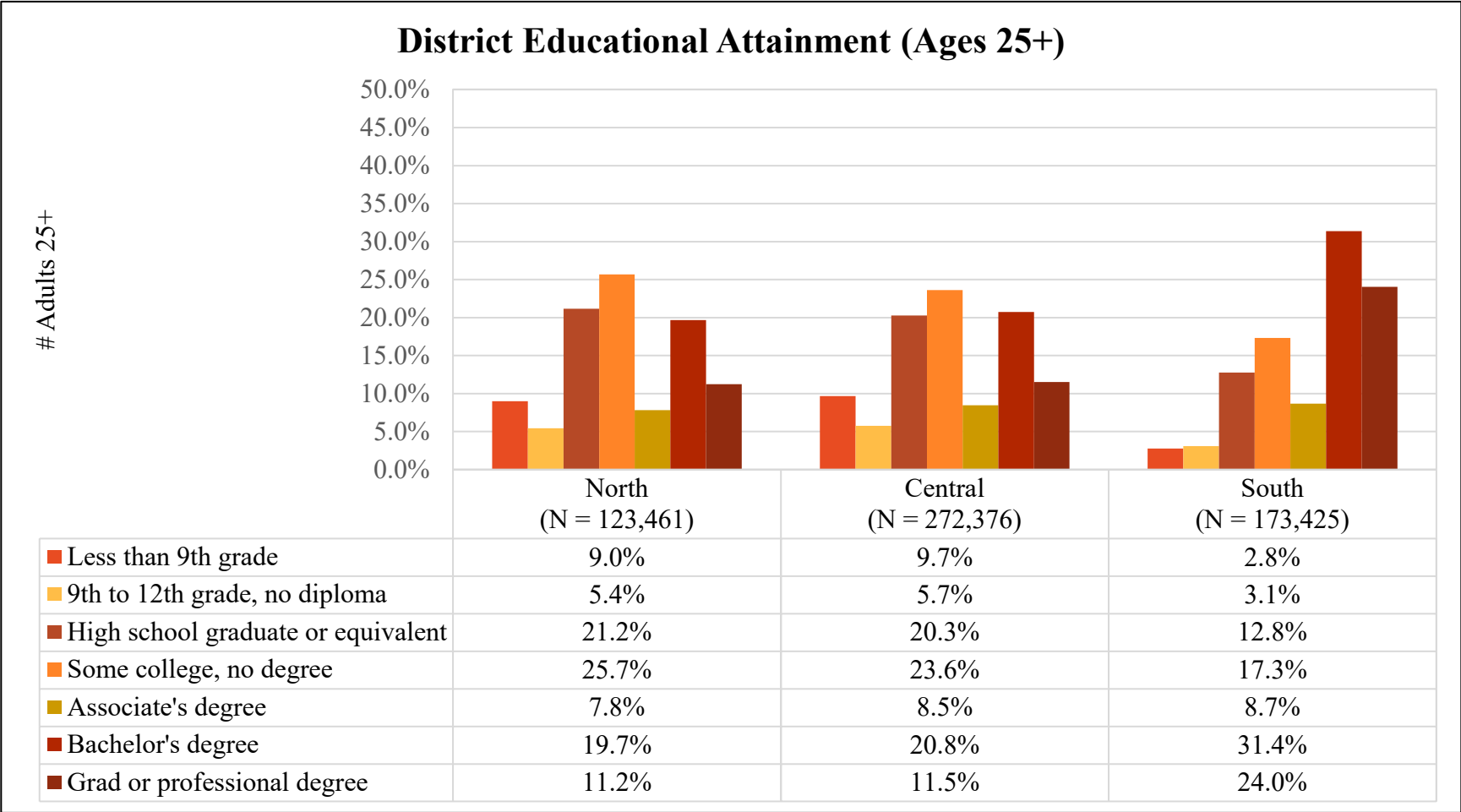
# DISTRICT ADULT POPULATION (18 TO 64) DEMOGRAPHICS



Source: SANDAG 2021 Estimates

The distribution of residents in the south planning area differs from our other two planning areas.

# DISTRICT EDUCATIONAL ATTAINMENT

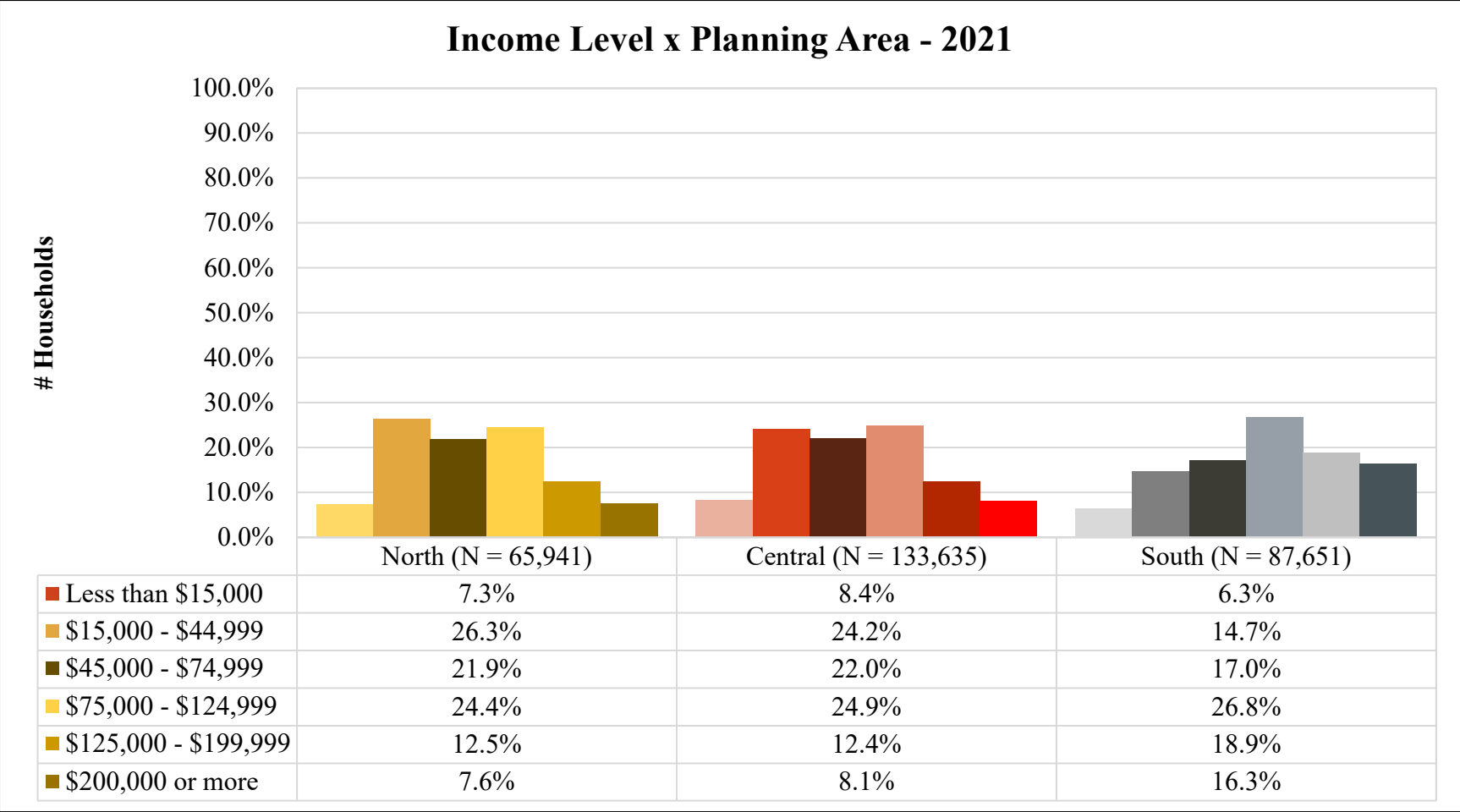


Source: American Community Survey (ACS) 2021 One-Year Estimates

Educational attainment varies within and across planning regions.



# DISTRICT INCOME LEVELS



Source: SANDAG 2021 Estimates

Income levels also vary.

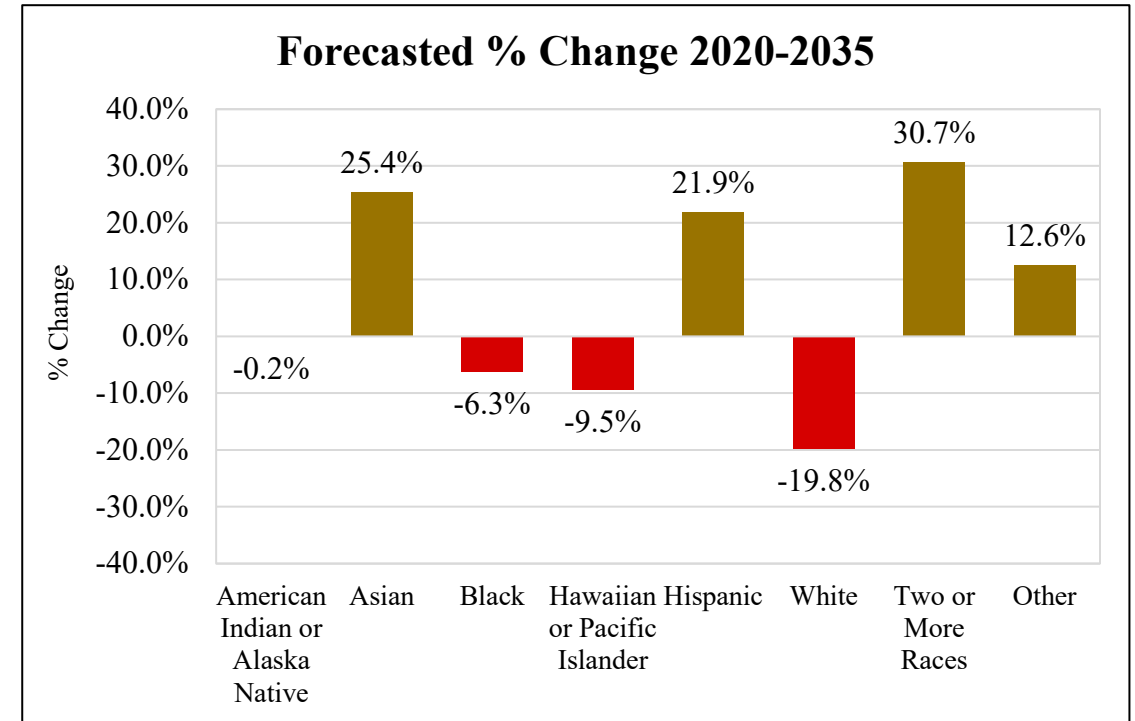
## ADULT POPULATION ESTIMATES AND FORECASTS

Adult Population Growth (Ages 18 to 64)			
Planning Region	SANDAG 2020 Forecast	SANDAG 2035 Forecast	2020-2035 % Change
North	137,070	144,146	5.2%
Central	256,826	271,989	5.9%
South	152,860	141,427	-7.5%
<b>Total</b>	<b>546,756</b>	<b>557,562</b>	<b>2.0%</b>

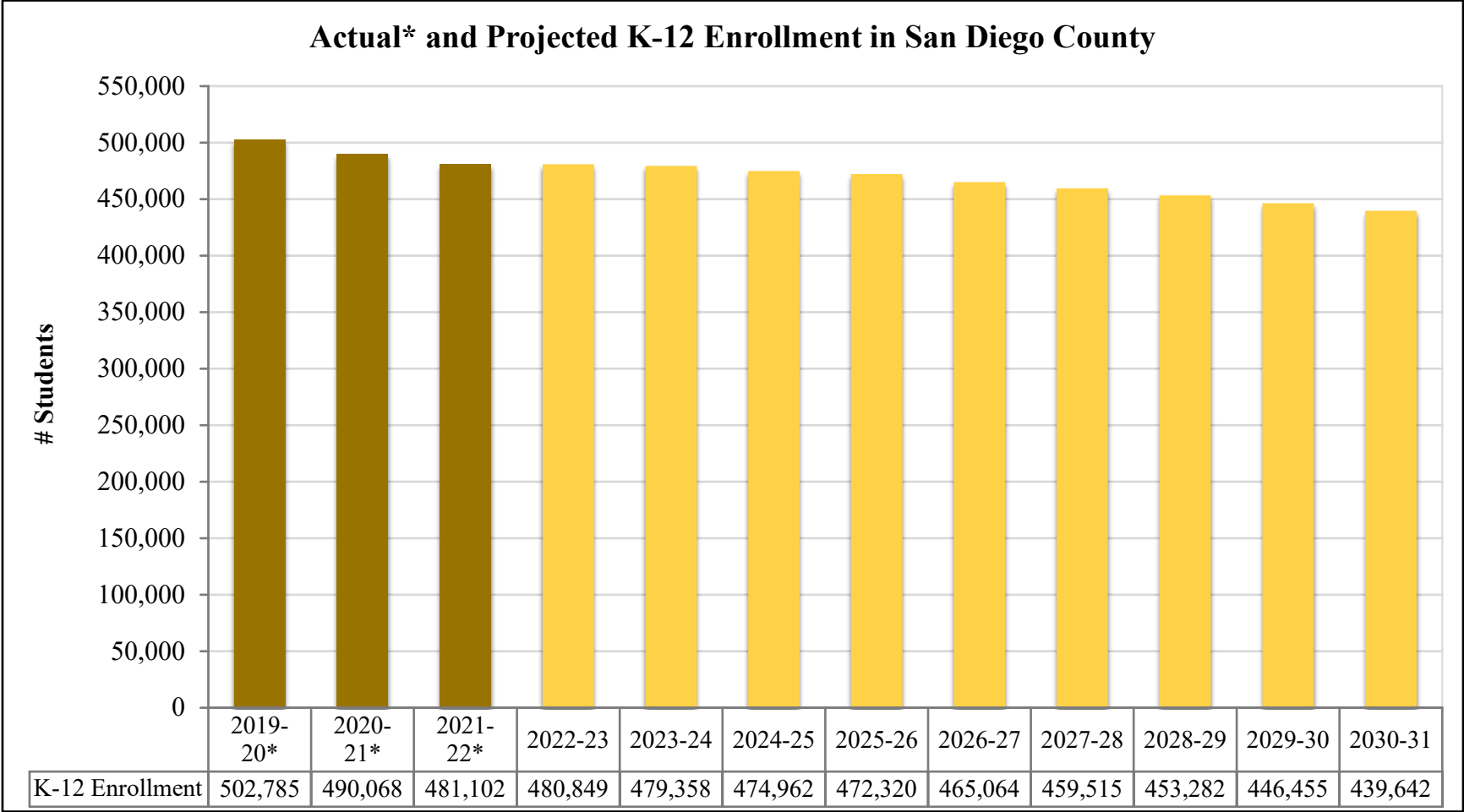
Sources: SANDAG 2020, 2021 Estimates; SANDAG Series 14 Forecasts\*

# ADULT POPULATION FORECASTS

Adult Population (18 to 64) Estimate		
Demographics	2020 Forecast	2035 Forecast
<b>Gender Identity</b>		
Female	48.4%	48.0%
Male	51.6%	52.0%
<b>Ethnicity</b>		
American Indian / Alaska Native	0.9%	0.9%
Asian	13.3%	16.4%
Black or African American	3.4%	3.2%
Hawaiian or Pacific Islander	0.5%	0.4%
Hispanic	32.4%	38.7%
White	46.3%	36.4%
Two or More Races	3.0%	3.8%
Other/Unknown	0.2%	0.3%
<b>Age Group</b>		
18-19	5.4%	5.7%
20-29	26.2%	28.6%
30-39	22.1%	21.2%
40-49	17.9%	19.6%
50-59	19.0%	17.6%
60-64	9.4%	7.3%
<b>Total</b>	<b>546,756</b>	<b>557,562</b>

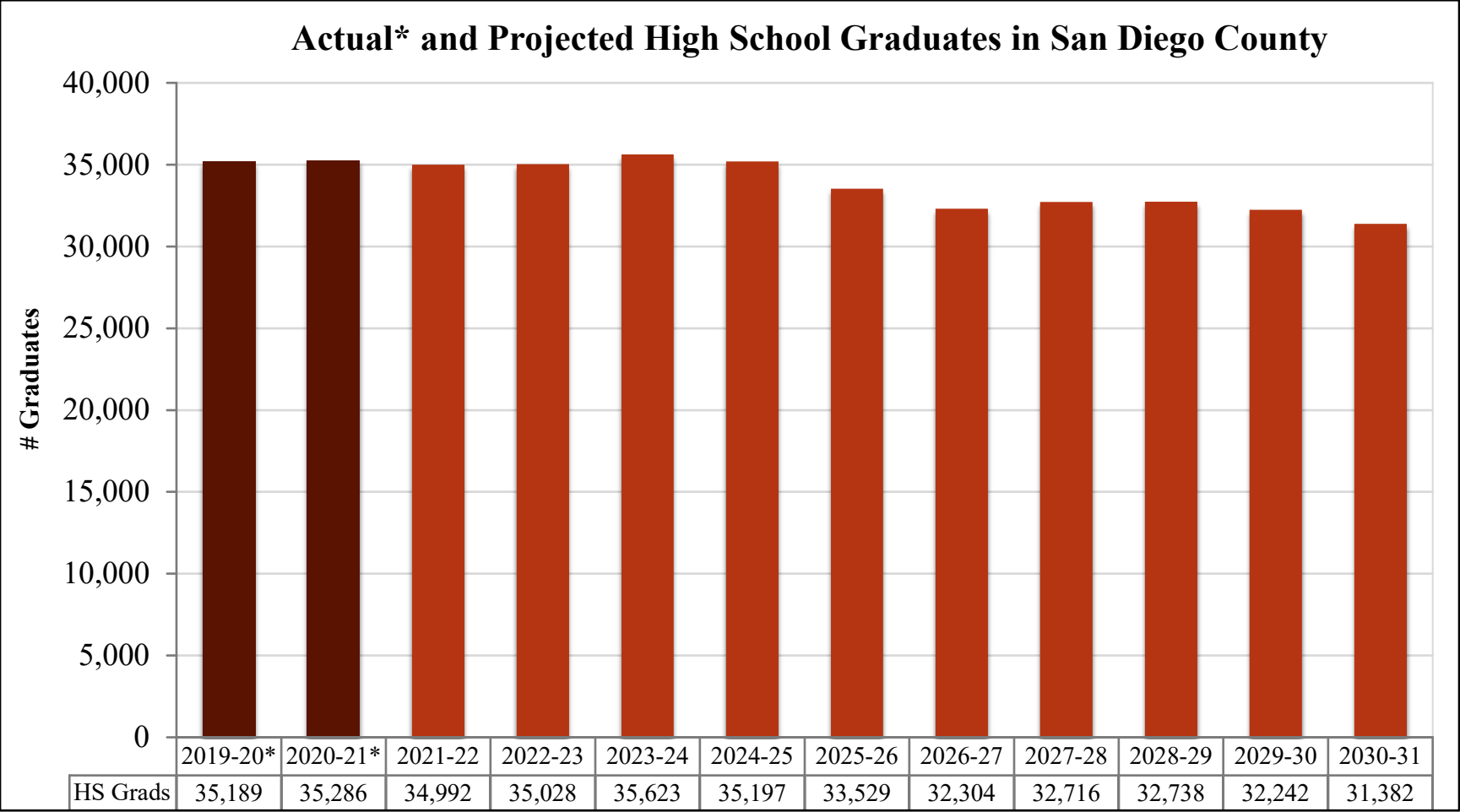


# PUBLIC K-12 ENROLLMENT IN SD COUNTY



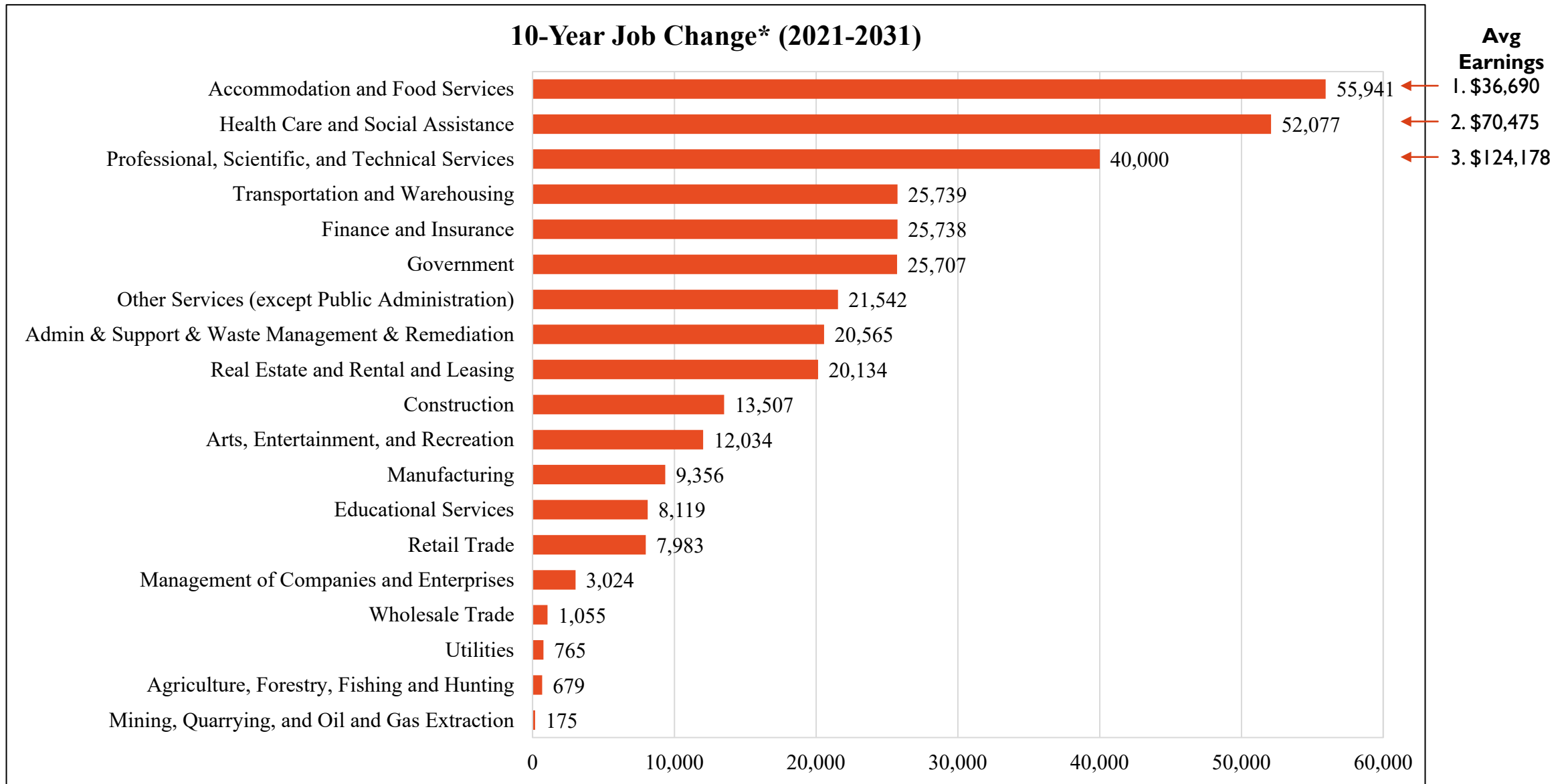
Source: <https://dof.ca.gov/forecasting/Demographics/public-k-12-graded-enrollment/> (2022 Series)

# HIGH SCHOOL GRADUATES IN SD COUNTY



Source: <https://dof.ca.gov/forecasting/Demographics/public-k-12-graded-enrollment/> (2022 Series)





Source: EMSI (Lightcast) Update: 2023.1

Note\*. Excludes industries with negative growth and insufficient data.



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## AT THE INTERSECTION OF OUR COMMUNITY AND OUR STUDENTS

- Palomar service area is large!
- Source of enrollments
  - Recent high school graduates
  - In District / Out of District
  - Enrollment Flow



# HIGH SCHOOL GRADUATE PARTICIPATION

High School Graduates in Palomar District by Enrollment									
District	HS Grads 18-19	Enroll Palomar 19-20	Enroll Rate 19-20	HS Grads 19-20	Enroll Palomar 20-21	Enroll Rate 20-21	HS Grads 20-21	Enroll Palomar 21-22	Enroll Rate 21-22
Bonsall Unified	57	13	22.8%	70	26	37.1%	73	14	19.2%
Borrego Springs Unified	217	1	0.5%	170	1	0.6%	235	0	0.0%
Escondido Union High	1,996	797	39.9%	2,033	661	32.5%	1,736	513	29.6%
Fallbrook Union High	421	141	33.5%	435	132	30.3%	399	99	24.8%
Julian Union Elementary	128	8	6.3%	38	7	18.4%	43	3	7.0%
Julian Union	25	6	24.0%	21	2	9.5%	16	1	6.3%
Poway Unified	2,628	331	12.6%	2,686	361	13.4%	2,676	293	10.9%
Ramona City Unified	398	87	21.9%	409	81	19.8%	381	66	17.3%
San Marcos Unified	1,363	504	37.0%	1,493	523	35.0%	1,509	463	30.7%
Valley Center-Pauma Unified	283	106	37.5%	267	99	37.1%	275	81	29.5%
Vista Unified	1,634	481	29.4%	1,566	416	26.6%	1,526	339	22.2%
Warner Unified	69	3	4.3%	120	3	2.5%	110	0	0.0%
<b>Grand Total</b>	<b>9,219</b>	<b>2,478</b>	<b>26.9%</b>	<b>9,308</b>	<b>2,312</b>	<b>24.8%</b>	<b>8,979</b>	<b>1,872</b>	<b>20.8%</b>

Sources: California Department of Education (CDE); MIS Submissions to CCCCO

# STUDENT HEADCOUNT BY AREA OF RESIDENCE – QUICK FACTS

Percent of students  
who come from  
Palomar's Service  
Area?

Percent of our  
students who come  
from San Diego  
County?

Percent of our  
students who come  
from Riverside?

# ENROLLMENT FREE FLOW



## Free Flow

Community colleges have defined geographical boundaries.

However, students are not required to attend the college of the district in which they reside.

In any given semester, students who live within Palomar's district may attend another community college and students who live outside of our district may attend Palomar.



## What drives “free flow”

Traffic and Location (20-minute drive time studies)

Programs

Reputation

Others?



[illegible]

# HIGHLIGHTS

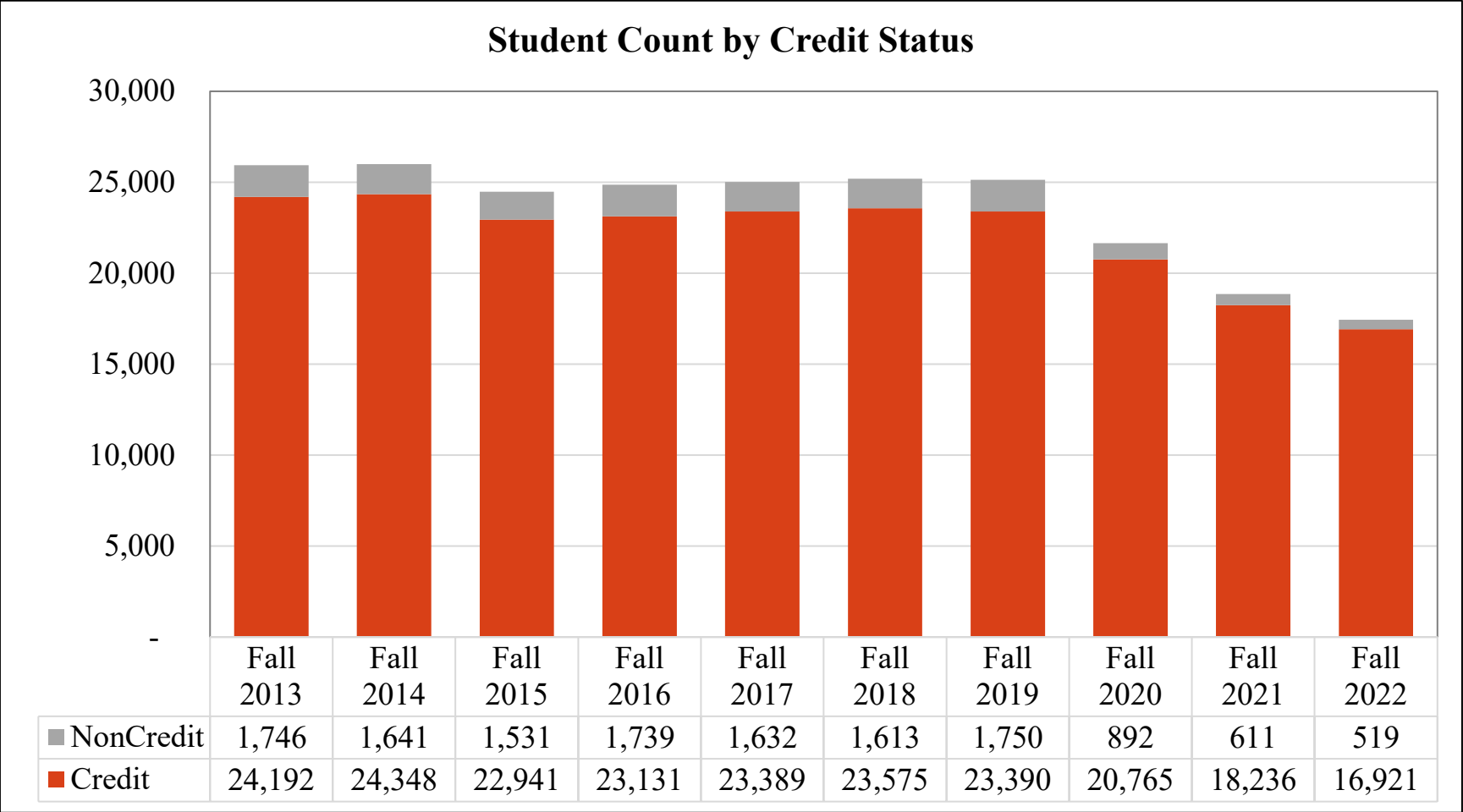
- District population most dense along our interstate and highway corridors
- Each planning / service area encompasses an adult population larger than some community college districts
- Long-term projections from SANDAG point to growth in the Central and North regions of the district; however, current population estimates show decreases in adult residents.
- Palomar's 11 High School Districts graduate about 9,000 students per year, post-COVIDE we serve about 20% of these students
- Industry with most project job growth (volume)
  - Accommodation and Food Services
  - Health Care and Social Assistance
  - Professional, Scientific, and Technology Services
- Enrollment Flow is a factor that we evaluate as part of our long-range planning efforts

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# OUR STUDENTS: ENROLLMENTS AND DEMOGRAPHICS



# PALOMAR FALL STUDENT HEADCOUNT OVER TIME



NOTE! Our current Spring 2022 to Spring 2023 headcount is up 6% overall.

Source: MIS Submissions to CCCCCO

# PALOMAR STUDENT PROFILE

Students Enrolled in Fall Terms		
Demographics	Fall 2019	Fall 2022
<b>Gender Identity</b>		
Female	48.9%	48.4%
Male	49.7%	49.8%
Non-Binary	0.0%	0.6%
Unknown	1.3%	1.2%
<b>Ethnicity</b>		
American Indian / Alaska Native	0.6%	0.6%
Asian/Pacific Islander	5.1%	4.9%
Black or African American	2.8%	2.7%
Filipino	2.4%	2.4%
Hispanic	48.2%	49.7%
White	32.5%	32.3%
Multi-Ethnic	5.1%	6.3%
Other/Unknown	3.5%	1.2%
<b>Age Group</b>		
17 & Under	5.7%	8.1%
18-24	58.0%	59.5%
25-29	13.6%	12.6%
30-39	10.9%	11.2%
40-49	5.9%	4.6%
50-64	4.6%	3.1%
65 & Over	1.4%	0.9%
Unknown	0.0%	0.0%
<b>Total</b>	<b>25,140</b>	<b>17,440</b>

← Post-COVID distribution like pre-COVID

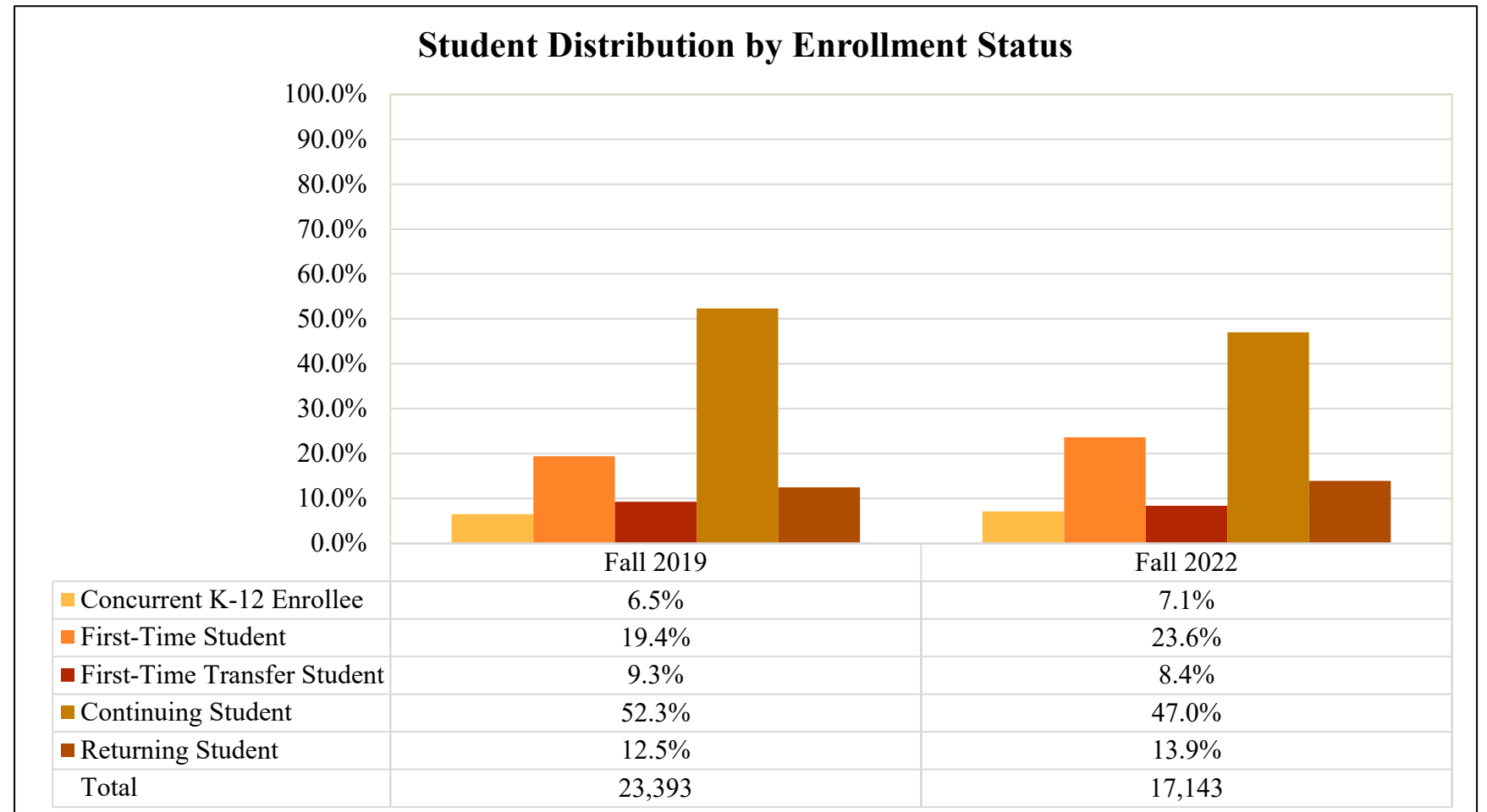
← We are a Hispanic Serving Institution

← Deeper dive into Multi-ethnicity and Hispanic category finds more diversity across categories

← Our student population skews younger than typically perceived

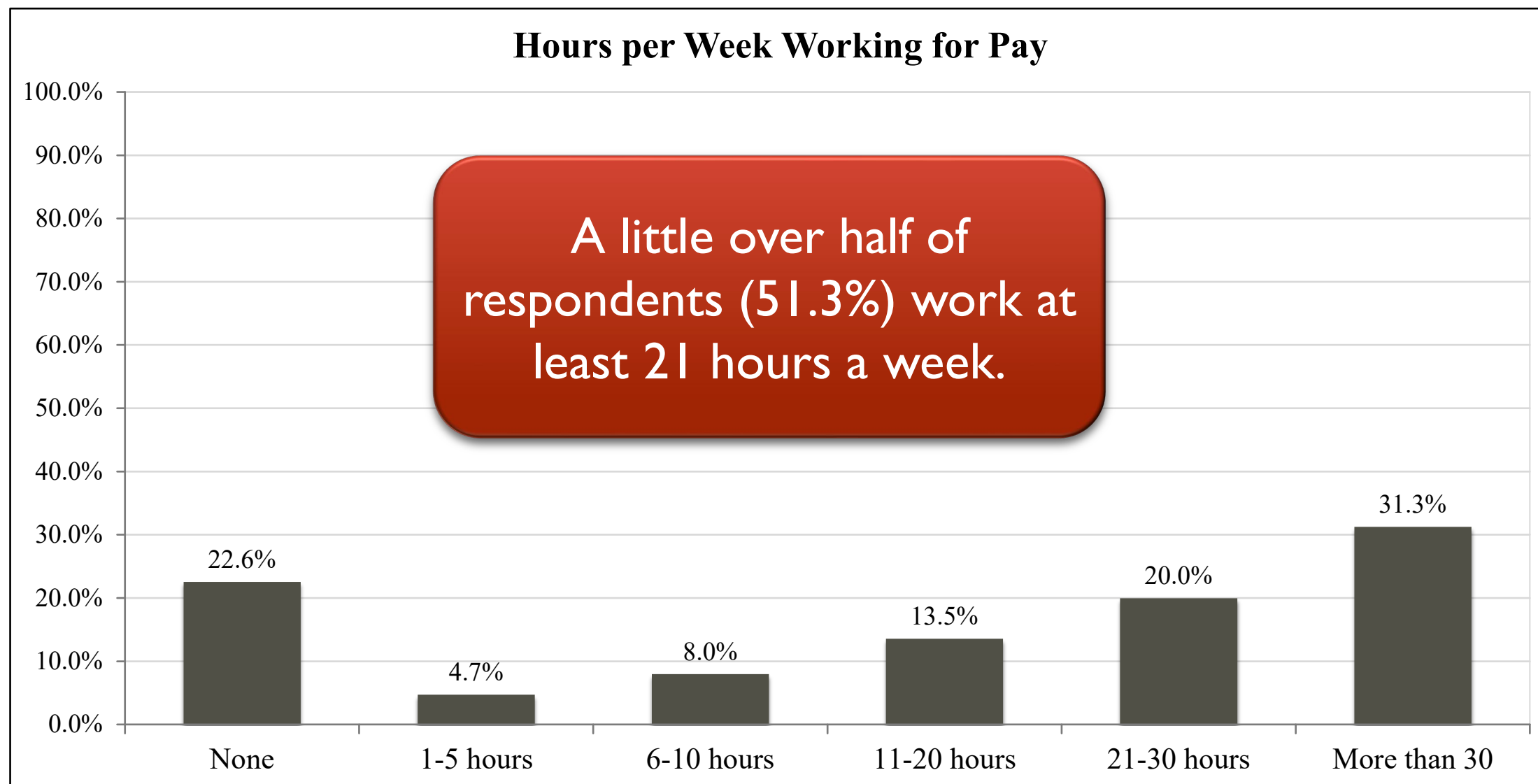


# ENROLLMENT STATUS



Source: MIS Submissions to CCCCCO

# STUDENT CHARACTERISTICS



# STUDENT CHARACTERISTICS

Reasons for Attending Palomar	Not a Goal	Is a Goal	Total
Complete a certificate program	59.6%	40.4%	100.0%
Obtain an associate degree	31.7%	68.3%	100.0%
Transfer to a 4-year college or university	24.7%	75.3%	100.0%
Obtain or update job-related skills	45.4%	54.6%	100.0%
Self-improvement/personal enjoyment	35.9%	64.1%	100.0%
Change careers	72.7%	27.3%	100.0%

Source: CCSSE 2018

Students seek a completion goal!

- 75.3% transfer
- 68.3% associates

Part-time and Full-time  
seek to complete!

- 70% of part-time students
- 80% of full-time students

# HIGHLIGHTS

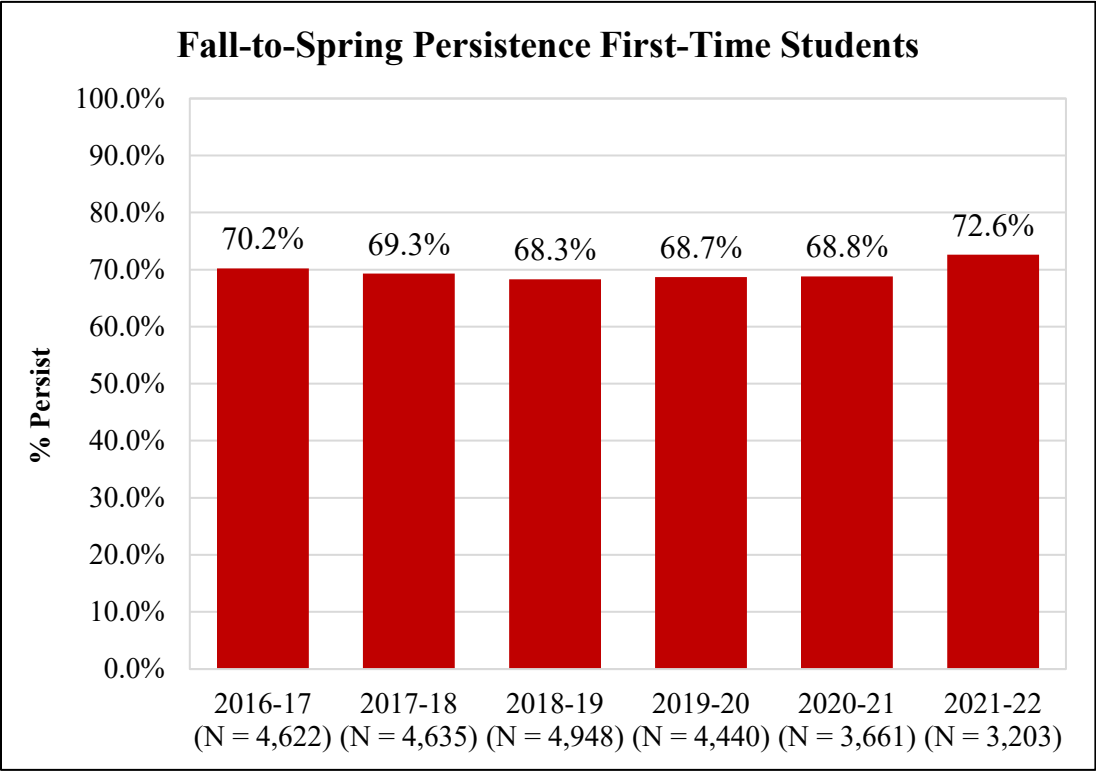
- Pre-pandemic, student count trends relatively flat; experienced decreases in noncredit
- Pandemic significantly impacted student counts. Spring headcount showing some rebound.
- Differences in student characteristics pre-pandemic to pandemic are closing as we have moved into post-pandemic era .
- Majority of our students (regardless of enrollment status) express interest in a completion goal.
- Most students attend part-time, and they work.

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# OUR STUDENTS: STUDENT PROGRESS AND ACHIEVEMENT

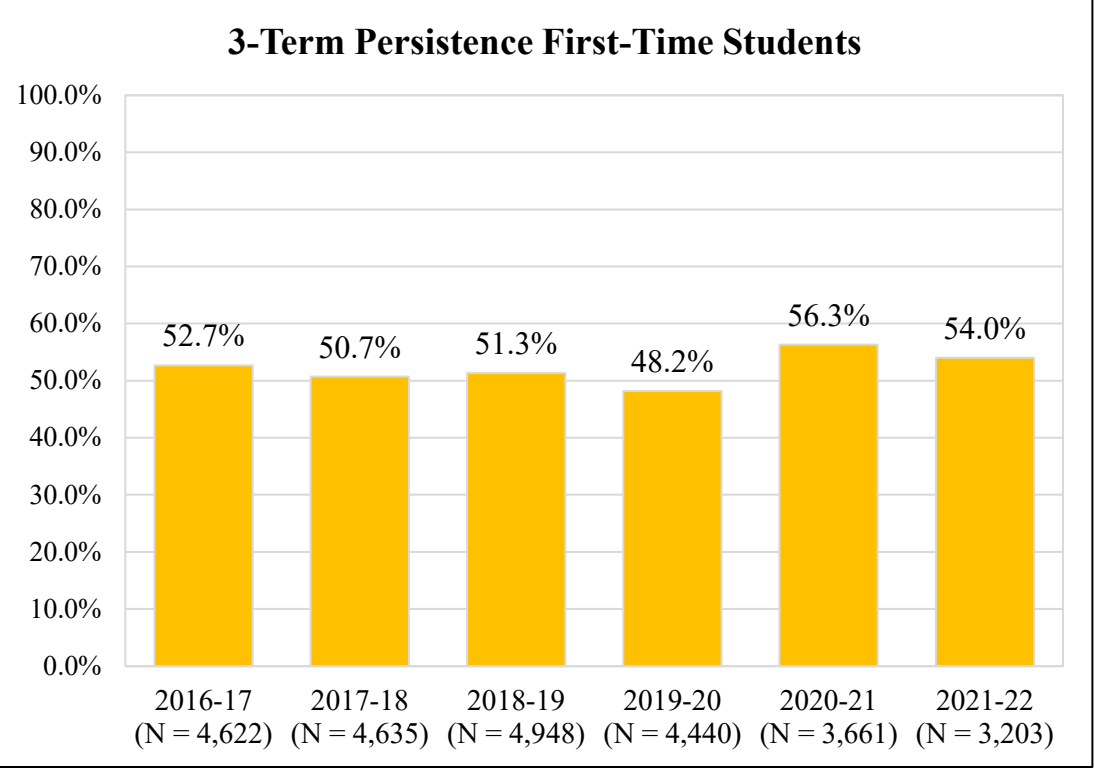


# FIRST-TIME STUDENT PERSISTENCE



Source: MIS Submissions to CCCCCO

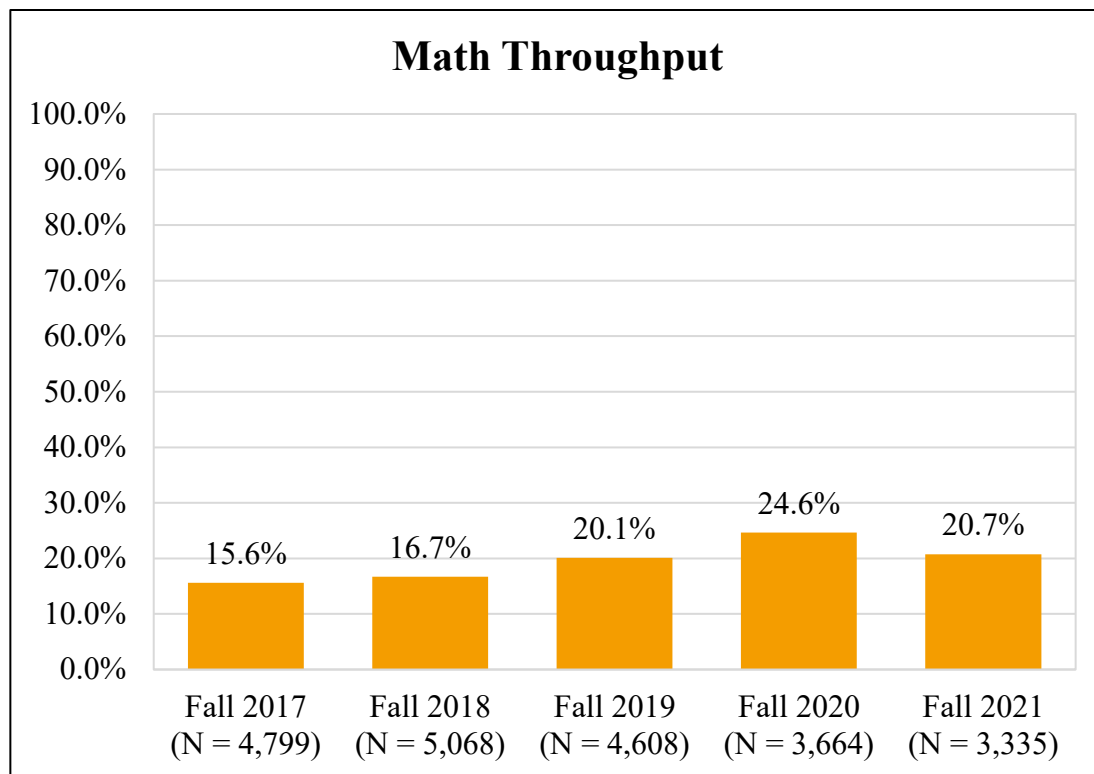
I<sup>st</sup> to 2<sup>nd</sup> semester



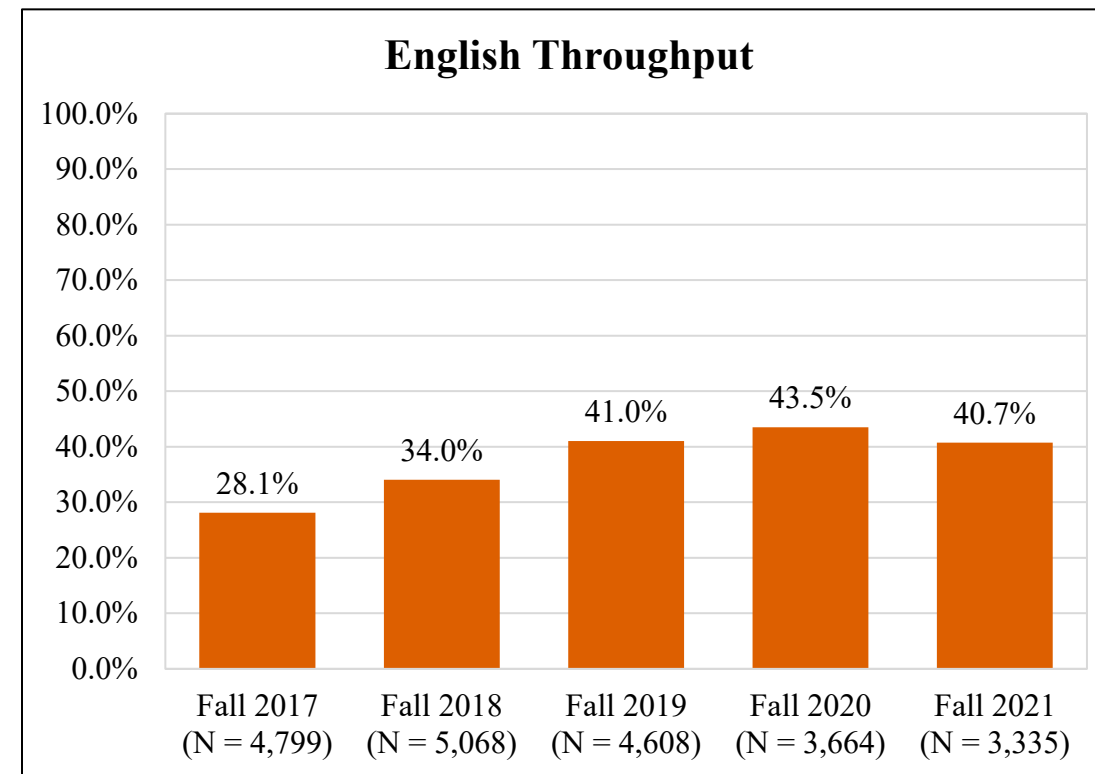
Source: MIS Submissions to CCCCCO

I<sup>st</sup> to 2<sup>nd</sup> year

# TL MATH AND ENGLISH THROUGHPUT



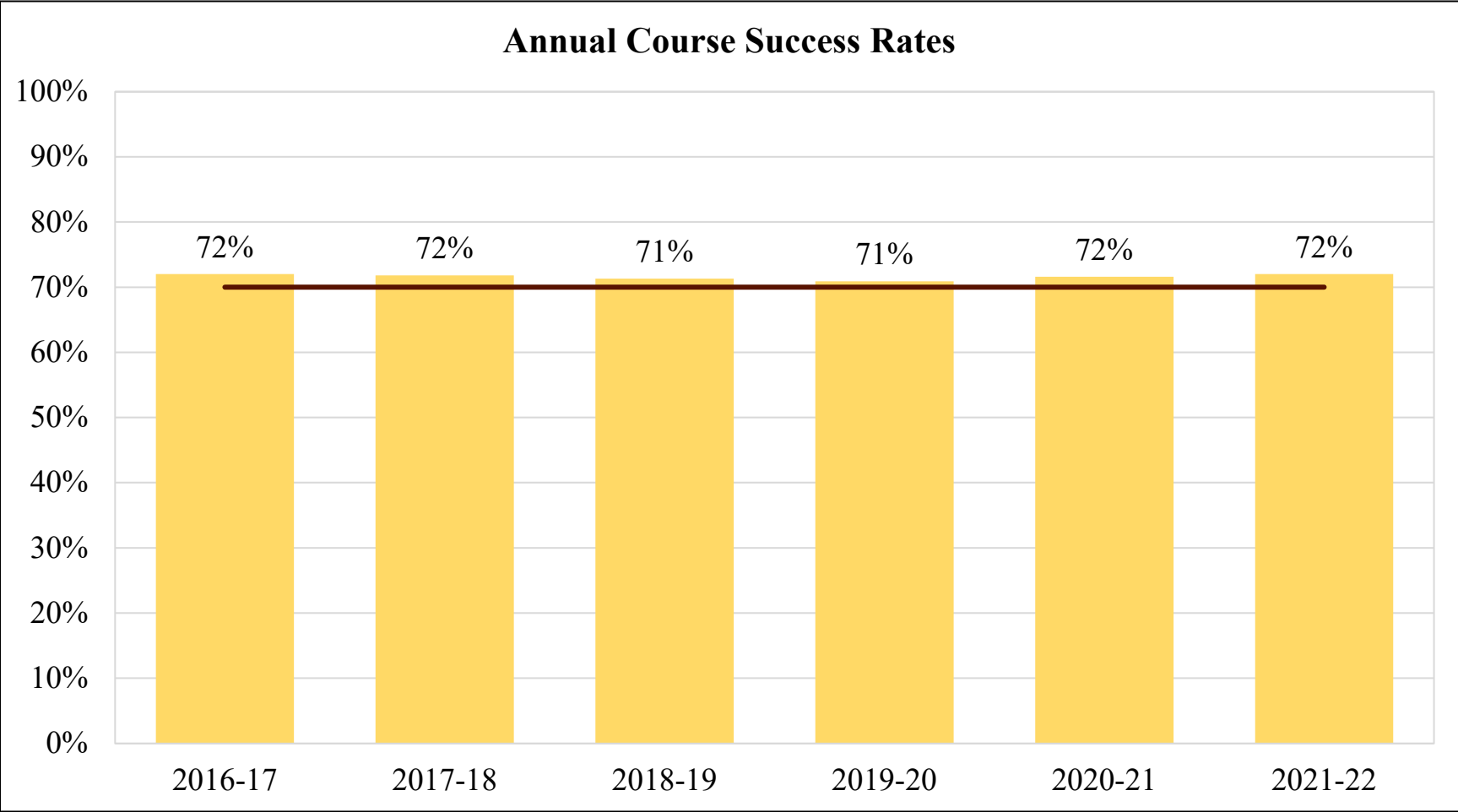
Source: MIS Submissions to CCCCCO



Source: MIS Submissions to CCCCCO

Note. Throughput is defined in numerous ways! For this slide, throughput is the number or proportion of students who completed transfer-level math or English in their first academic year of credit enrollment within the district.

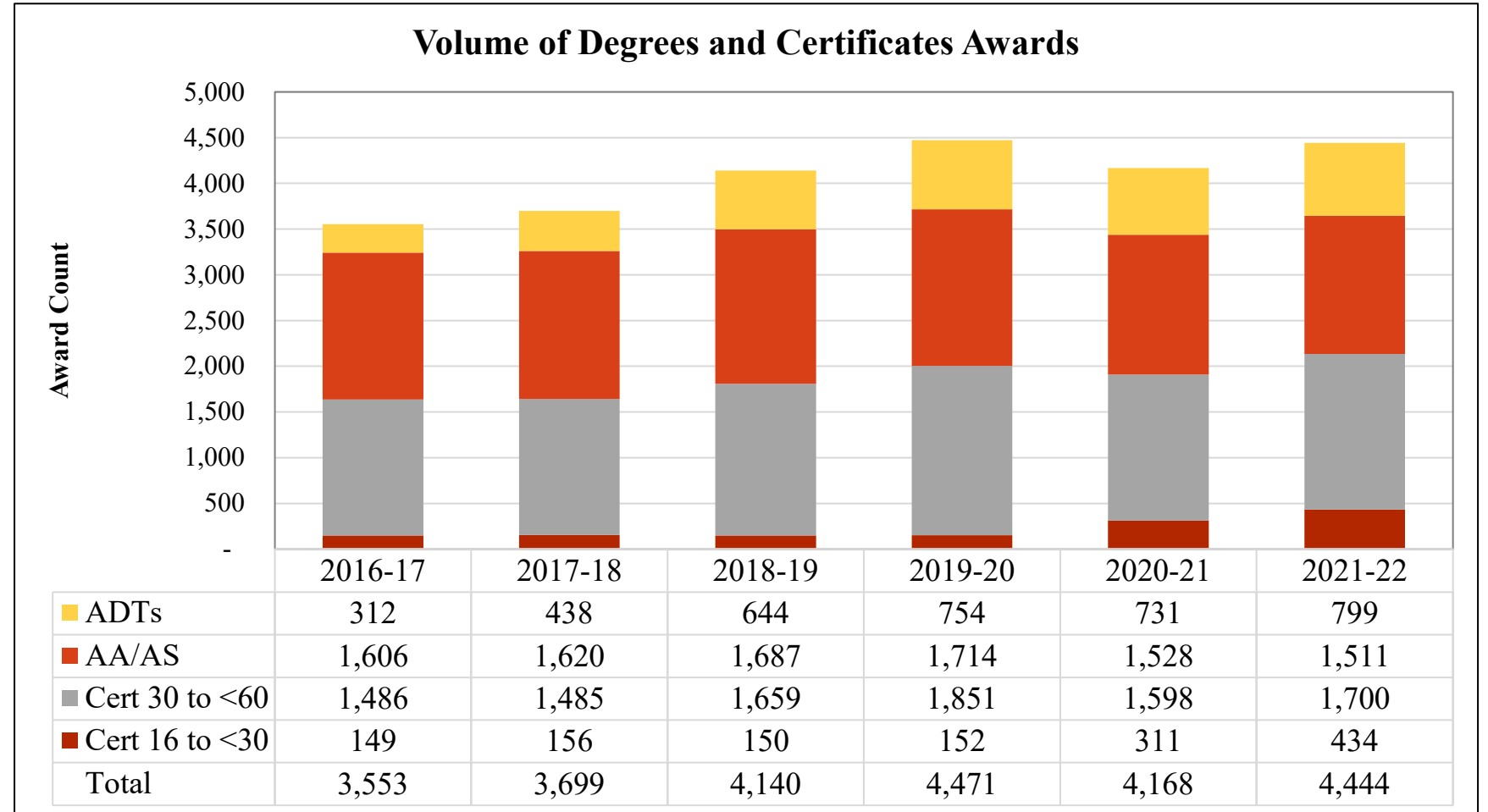
# COURSE SUCCESS RATES



Source: MIS Submissions to CCCCCO



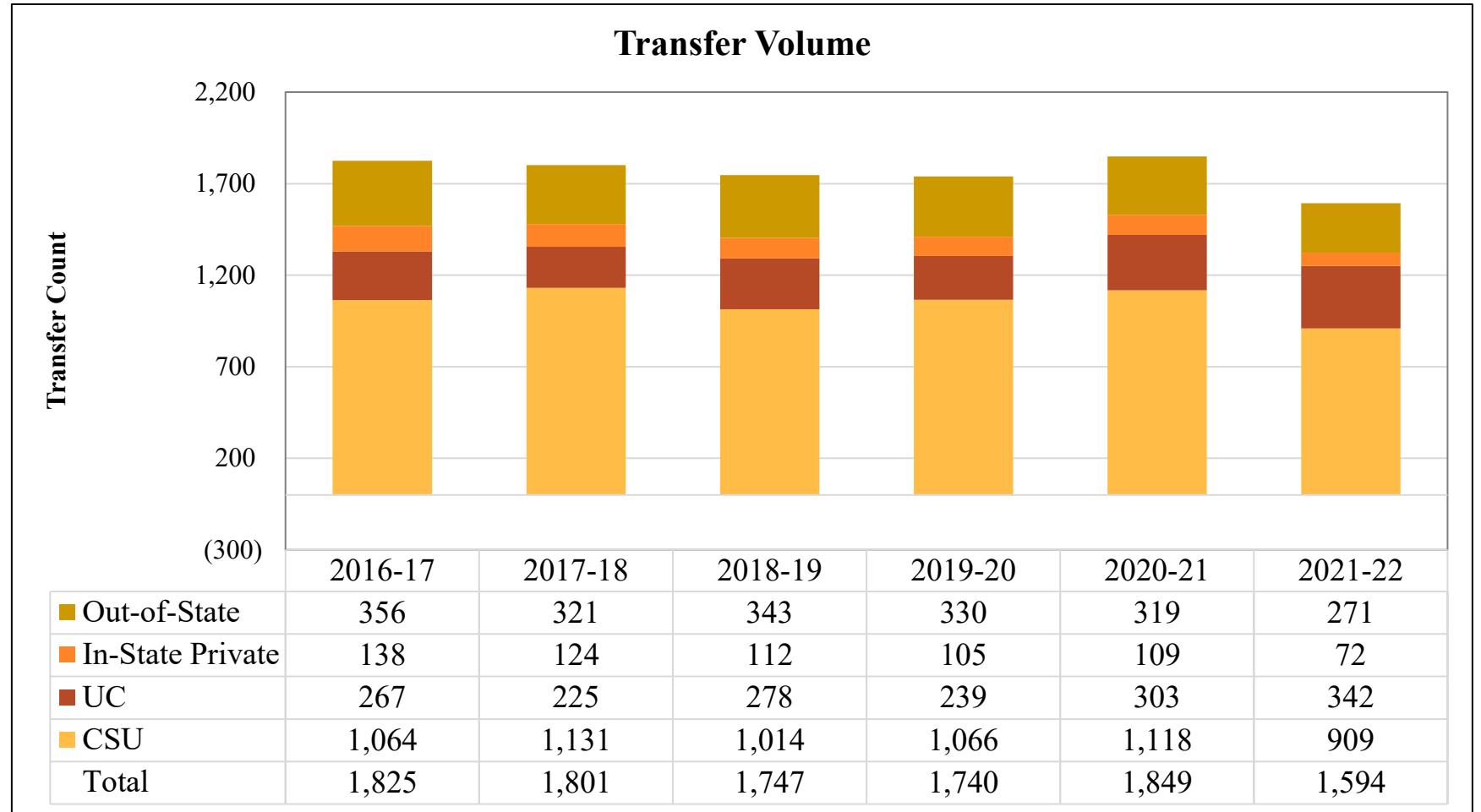
# DEGREES AND CERTIFICATES\*



Source: California Community College Chancellor's Office.

\*Volume includes multiple degree and certificate earners.

# TRANSFER



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 MAJOR (2021-22)

## ■ Top CSU Transfer Institutions

- CSUSM = 575
- SDSU = 131

## ■ Top CSU Majors

- Psychology
- Child Development/Early Childhood Ed
- Sociology
- Business Administration
- Communications

## ■ Top UC Transfer Institutions

- UCSD = 187
- UCLA = 43

## ■ Top UC Majors

- Sociology
- Political Science and Gov't
- Biology, General
- Economics
- Psychology, General; Cell/Cellular Bio & Anatomical Sciences

# STUDENTS OF FOCUS IN OUR EQUITY PLAN 2025

Metric	DI Group
<b>Successful Enrollment</b>	Black or African American (All)
<b>Completed TL Math &amp; English</b>	Black or African American (All)
	Hispanic or Latinx (All)
<b>Retention</b>	Black or African American (All)
	Hispanic or Latino (Male)
<b>Transfer</b>	Hispanic or Latinx (All)
<b>Completion</b>	Black or African American (All)
	Hispanic or Latinx (All)

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# PALOMAR COLLEGE INSTITUTION SET STANDARDS FOR ACCREDITATION

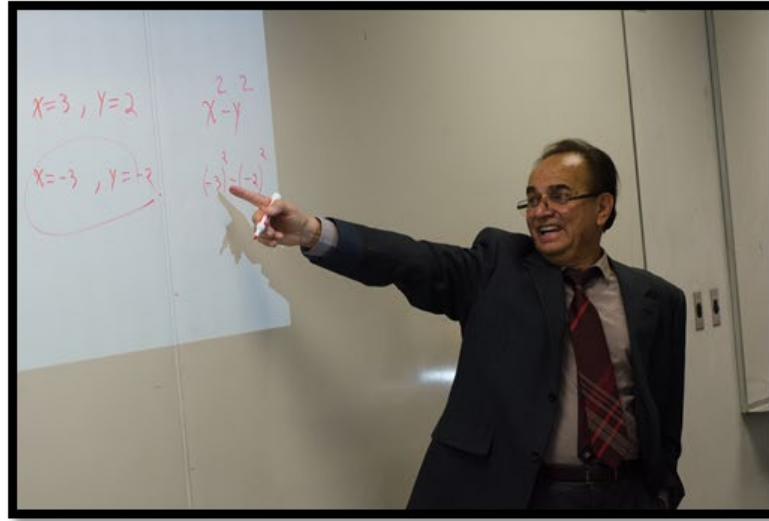
- Institution Set Standard – Represents the value by which we do not want to fall below
- Stretch Goal – Aspirational, that which we seek to achieve

## 2022 METRICS INCLUDED IN 2023 ANNUAL REPORT

Metric	Standard	Goal	Actual	Met (standard)
Fall Course Success Rate	70%	71%	<u>72%</u>	+
Degrees	1,600	2,000	<u>2,316</u>	+
Certificate	1,700	2,300	<u>2,139</u>	+
Transfer Count	1,600	2,300	<u>1,594</u>	-

# HIGHLIGHTS

- Close to 45% of first-time students do not return to Palomar for their second year. This is not new. **Persistence is key moving forward.**
- While increasing, the student completion of transfer level math and English in their first year remains a challenge for our students.
- Observed increases in Associates Degrees for Transfer.
- While associate degrees are increasing, we have observed a slight downward trend in transfers (exception 2020-21).
- Palomar continues to meet and exceed most of our institution-set standards and stretch goals.



## OUR PEOPLE: STAFF DEMOGRAPHICS

[NEXT SECTION](#)



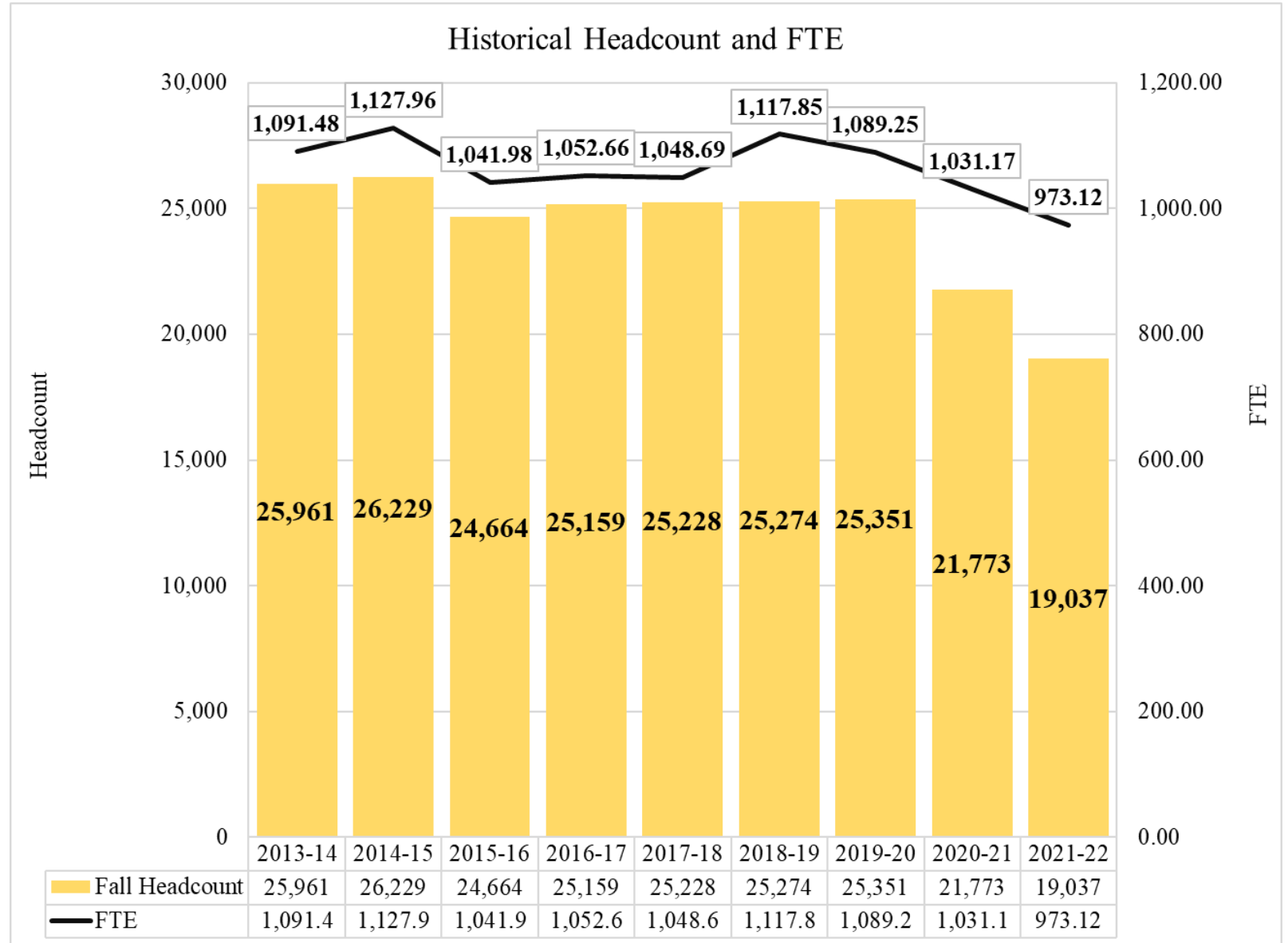
# STAFF DEMOGRAPHIC PROFILE

FALL 2022 STAFF DEMOGRAPHIC PROFILE					
	Ed and Class Admin	Full-time Faculty	Part-time Faculty	Classified/ CAST	Student
<b>Total Employees/Students</b>	<b>58</b>	<b>275</b>	<b>638</b>	<b>369</b>	<b>17,440</b>
<b>Gender*</b>					
Female	53.4%	53.1%	46.4%	56.6%	49.0%
Male	46.6%	46.9%	53.6%	43.4%	50.5%
Non-Binary	NA	NA	NA	NA	0.6%
<b>Race/Ethnicity</b>					
AmerInd/Alask Native	1.7%	2.5%	1.6%	1.1%	0.6%
Asian/Pacific Islander	6.9%	8.4%	5.5%	7.0%	4.9%
Black	1.7%	3.6%	3.4%	4.3%	2.7%
Filipino	1.7%	2.2%	2.5%	3.5%	2.4%
Hispanic/Latino/a	25.9%	14.2%	16.6%	38.8%	49.7%
White	50.0%	64.7%	61.3%	39.8%	32.3%
Multi-Ethnic	0.0%	0.0%	0.0%	0.0%	6.3%
Unknown	12.1%	4.4%	9.1%	5.4%	1.2%

\*Non-Binary not collected for Faculty/Staff; Non-Binary data for students is likely undercount as college just began collecting this information.

# STAFF AND ENROLLMENT

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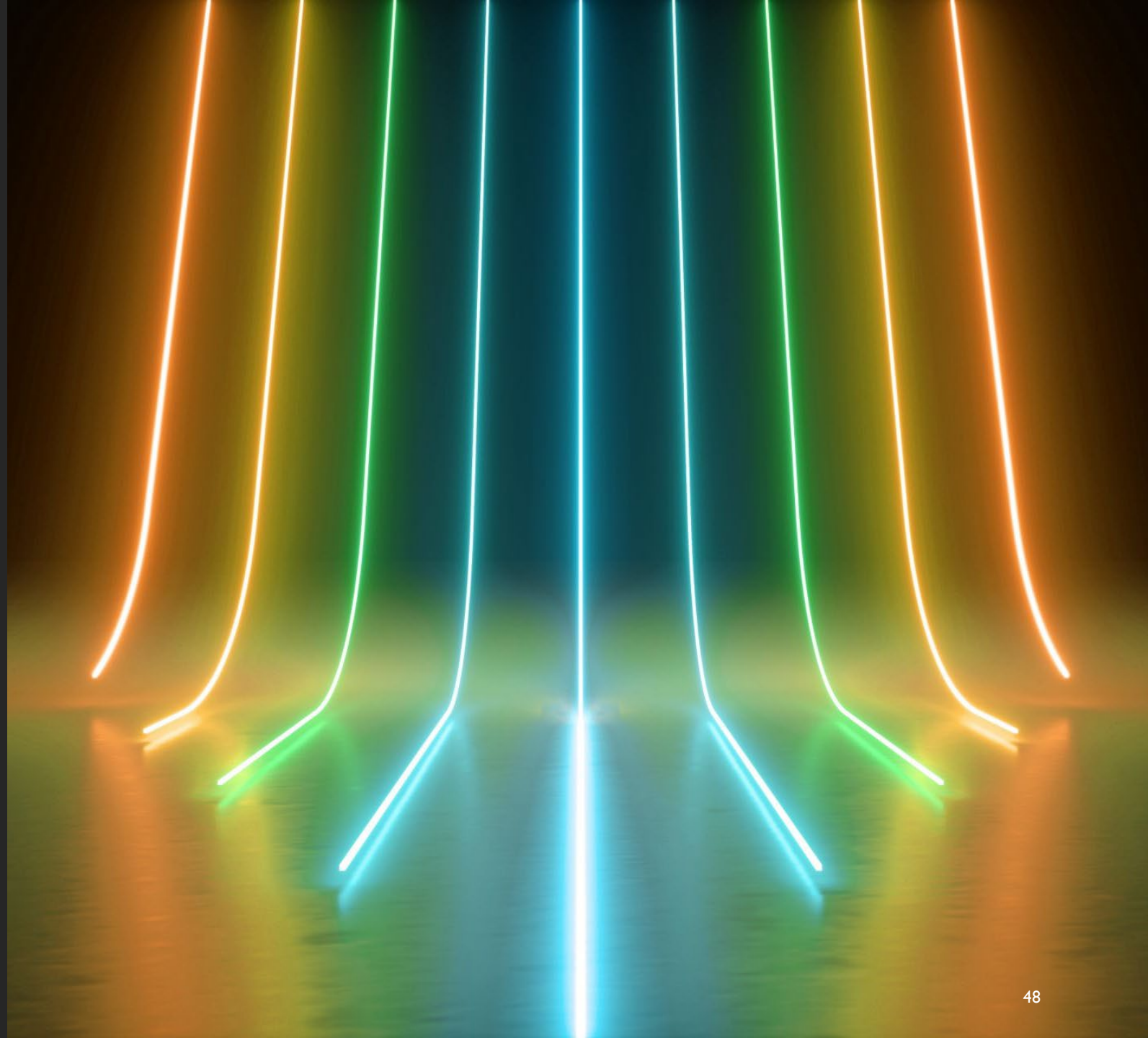
# IMPLICATIONS FOR PLANNING



- Outreach and enrollment
- Ensure success throughout the Palomar student journey and student groups of focus (new groups of focus, equity groups)
- Strengthening relationships and partnerships (education, business, and community)
- Role of the education centers
- Role of distance education
- Support for faculty, staff, and administration throughout their Palomar employment journey

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# VISION PLAN AND ACCREDITATION FOLLOW UP REPORT BRIEF UPDATE

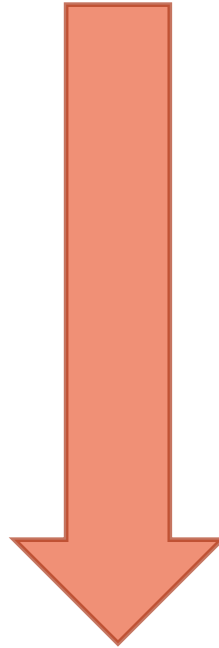


# VISION PLAN 2035

## Education and Facilities Vision Plan Task Force

### ■ Education Plan

- Collected and reviewed quantitative and qualitative data
  - External/Internal Scan
  - Listening Sessions
  - Campus Survey
- Established goals and objectives / enrollment projections/goals
- Reviewed draft content
- Document Revisions



### ■ Facilities Plan

- Facilities conditions analysis
- Participate in Education Vision Plan meetings
  - Data / Listening Sessions / Goals and Objectives
- Establish linkages between goals and facilities needs
- Discuss facilities conditions analysis / Observations from task force
- Facilities utilization study
- Develop and review project list
- Create document (Education and Facilities)

## College Council and Board

# ACCREDITATION FOLLOW UP STUDY

- Palomar College Self Evaluation and Accreditation Site Visit Held Spring 2022
- Site Visit Team no compliance recommendations
- Commission elevated one effectiveness recommendation to a compliance recommendation
- Follow-up Report due in November 2023
- DRAFT report under construction
- Finalize content over summer
- Governance in the Fall (including board workshop and review)
- Submit November 2023





THANK YOU!