



## STRATEGIC PLANNING COUNCIL WORKSHOP AGENDA

Date: April 12, 2013  
Starting Time: 9:00 p.m.  
Ending Time: 3:00 p.m.  
Place: **AA-140**

**CHAIR:** Deegan

**MEMBERS:** Barton, Cerda, Claypool, Cuaron, Davis, Farmer, Holmes, Keeney, Larson, Laughlin, Lienhart, Magnuson, Maunu, Moore, Navarro, Owens, Peisl, Perez, Stewart, Talmo, Titus, Tortarolo, Vernoy, Wick

**RECORDER:** Ashour

|   |           | Time    |
|---|-----------|---------|
| A. <u>WELCOME AND OVERVIEW</u>              | Exhibit A | 5 min   |
| B. <u>FEEDBACK ON MISSION STATEMENT</u>     | Exhibit B | 5 min   |
| C. <u>IPM, MASTER PLANS, PRP PRIORITIES</u> | Exhibit C | 15 min  |
| D. <u>EXTERNAL SCAN</u>                     | Exhibit D | 60 min  |
| E. <u>INTERNAL SCAN</u>                     | Exhibit E | 90 min  |
| F. <u>SUMMARY OF FORUMS</u>                 | Exhibit F | 30 min  |
| G. <u>ACCREDITATION AND ACCOUNTABILITY</u>  | Exhibit G | 75 min  |
| H. <u>SWOT ANALYSIS</u>                     |           |         |
| I. <u>SUMMARY AND WRAP-UP</u>               |           | 30 min. |



**STRATEGIC PLANNING COUNCIL  
SPECIAL MEETING MINUTES  
April 12, 2013**

A special meeting of the Palomar College Strategic Planning Council scheduled April 12, 2013, was held in AA-140. President Robert Deegan called the meeting to order at 9:00 p.m.

**ROLL CALL**

Present: Michelle Barton, Phil Cerda, Debbi Claypool, Berta Cuaron, Robert Deegan, Johnathan Farmer, Aaron Holmes, Rachel Keeney, Greg Larson, Kendyl Magnuson, Leanne Maunu, Wilma Owens, Ron Perez, John Tortarolo, Mark Vernoy  
Absent: Teresa Laughlin, Shannon Lienhart, Christina Moore, Zeb Navarro, Tatiana Peisl, Sherry Titus, Kate Stewart, Rich Talmo, Chris Wick  
Recorder: Cheryl Ashour  
Guests: Dick Borden, Judy Cater, Joan Decker, Michael Large, Dan Sourbeer

**A. WELCOME AND OVERVIEW**

Michelle Barton presented an overview of what will be discussed during the meeting. (Exhibit A)

**B. FEEDBACK ON MISSION STATEMENT**

Michelle Barton discussed the Mission Statement feedback she received from constituents. She led a review of the revised Mission Statement (Exhibit B); this item will return for action/second reading at the April 16 meeting.

**C. IPM, MASTER PLAN, PRP PRIORITIES**

Michelle Barton summarized the progress of the following (Exhibit C):

- Integrated Planning Model (IPM) and Resource Allocation Model (RAM)
  - Long-range and mid-range College plans and resource allocation
- Master Plan 2022
  - Technology Plan, Staffing Plan, Strategic Plan 2013
- PRP Priorities

**D. EXTERNAL SCAN**

Dick Borden gave a presentation on the Palomar College External Scan (Exhibit D). He discussed:

- Population Growth
- 2011-12 WSCH By Population Group
- Population Educational Attainment
- Job Growth

**E. INTERNAL SCAN**

Michael Large gave a presentation on the Palomar College Internal Scan (Exhibit E). He discussed:

- Enrollment
- Student Characteristics
- Student Success
- Student Satisfaction and Opinion
- Distribution of Instruction
- Staff Demographics

**F. SUMMARY OF FORUMS**

Michael Large summarized the Education Forum held on March 13 and the Business Forum held on March 20. (Exhibit F) He discussed:

- Panel participants
- Questions that were asked
- Pictures
  - Institutional Relations
  - Incoming Students
  - Palomar College
  - Expectations for our Students
- Our Challenge
- How Palomar Might Work Better with Partners
- Summary

**G. ACCREDITATION, STANDARDS AND ACCOUNTABILITY**

Michelle Barton led a discussion on accreditation, standards, and accountability:

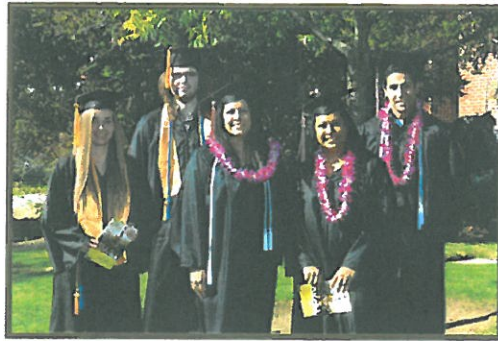
- Accreditation
  - Self-Evaluation
  - Student Learning and Achievement
- Standards
  - Mission and Planning
  - Analyses and Action
  - Previous Recommendations
- Accountability
  - Student Success Scorecard (Exhibit G)
  - Trends, Peers, and Benchmarks

**H. SWOT ANALYSIS**

Michelle Barton stated that as part of the process in identifying goals and objectives, the external and internal scans are analyzed by identifying the strengths, weaknesses, opportunities, and threats (SWOT) facing Palomar College. Blank paper was distributed and each member was asked to identify one to three items from each SWOT category. The answers were grouped by item and discussed. This item will return for further discussion at the April 16 SPC meeting.

**I. SUMMARY AND WRAP-UP**

Michelle Barton summarized the information presented today. The meeting was adjourned at 3:15 p.m.



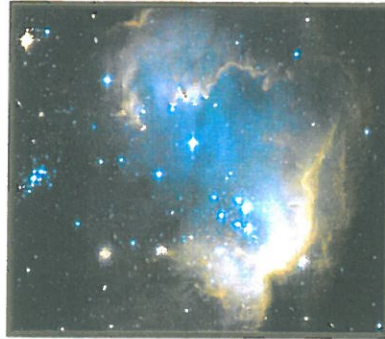
## Strategic Plan 2016

Workshop  
April 12, 2013

### Overview

- Review Agenda
- Purpose
- Summary of Planning Documents
- Your job today...
  - As you listen to the presentations
    - Write down questions / Ask them!
    - After each section, we will spend a few minutes discussing the takeaways... so jot down some notes





## External Scan

Dick Borden

## External Scan

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?



## Internal Scan

Michael Large

## Internal Scan

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?



## Education and Business Forums

Michael Large

### Forum Summaries

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?



## Accreditation, Standards, and Accountability

Michelle Barton

### Accreditation and Accountability

- Self-Evaluation
- Student Learning and Achievement
- Standards (we will talk about a bit more)
- Mission and Planning
- Analyses and Action
- Previous recommendations

## Accreditation and Accountability

- Standards
  - Institutional standards
  - Program standards
- Standards are different from goals or targets
- Visiting team will prepare a report that addresses the college's self-established standards
  - Do they make sense? Too high, too low?
  - Are they integrated into planning?
  - What type of comparisons do we make (benchmarks)?

## Palomar's Institutional Standards – Per the Annual Report

ACCJC Annual Report  
Standards

|   | 2012-13<br>Annual Report | College<br>Standards |
|---|--------------------------|----------------------|
| Fall Term Course Success/Completion Rate              | 70.9                     | 69.0                 |
| One Year Retention Rate                               | 47.3                     | 42.0                 |
| Number of Students Earning Degree (Prev. Yr.)         | 1,218                    | 1,100                |
| Number of Students Who Transfer to 4-Year (Prev. Yr.) | 1,218                    | 1,100                |
| Number of Students Earning a Certificate (Prev. Yr.)  | 1,568                    | 1,200                |



## Student Success Scorecard

- Student Success Task Force Recommendation
- ARCC 1.0 transitions to ARCC 2.0 the “Scorecard”
- Metrics
- Palomar’s Data
- Trends, Peers, and Comparisons

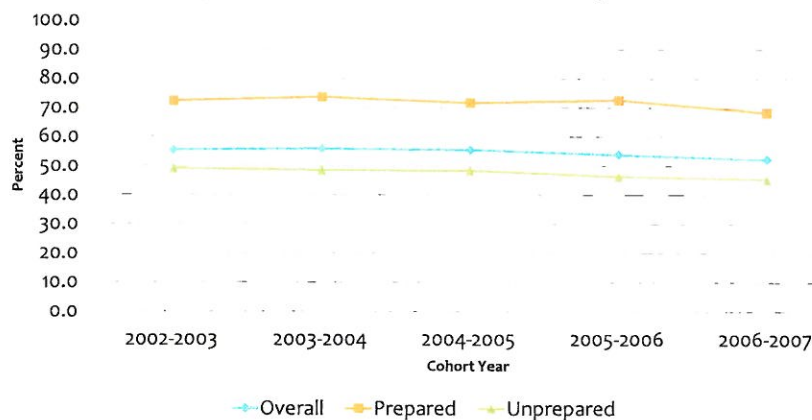
## State Scorecard

### **Completion (SPAR)**

The percentage of degree and/or transfer seeking first-time students tracked for six years to determine who succeeded in completing a degree, certificate or transfer related outcome. The report provides an overall SPAR, as well as a rate for two different groups of students, those whose lowest attempted Math or English level was remedial and those whose lowest attempted Math or English course was at the college level.

## Completion

2013 Student Success Scorecard - Completion



## Completion

PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

| Palomar Completion - OVERALL   | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                    | 3,308     | 3,183     | 3,342     | 3,376     | 3,710     |
| Cohort Rate                    | 55.4%     | 55.8%     | 55.5%     | 53.9%     | 52.2%     |
| Female                         | 57.6%     | 55.9%     | 56.7%     | 56.8%     | 54.6%     |
| Male                           | 53.3%     | 55.6%     | 54.0%     | 50.9%     | 49.8%     |
| < 20 years old                 | 57.8%     | 58.3%     | 57.7%     | 55.9%     | 53.5%     |
| 20 to 24 years old             | 52.2%     | 51.5%     | 52.4%     | 50.9%     | 49.5%     |
| 25 to 49 years old             | 40.7%     | 35.7%     | 36.5%     | 33.9%     | 38.4%     |
| 50+ years old                  | 30.8%     | 22.2%     | 25.0%     | 26.7%     | 30.8%     |
| African American               | 49.3%     | 54.0%     | 56.2%     | 57.4%     | 50.0%     |
| American Indian/Alaskan Native | 59.0%     | 44.4%     | 44.8%     | 48.7%     | 40.8%     |
| Asian                          | 70.1%     | 69.6%     | 65.9%     | 68.8%     | 67.7%     |
| Filipino                       | 66.9%     | 67.4%     | 60.0%     | 58.6%     | 50.0%     |
| Hispanic                       | 45.5%     | 46.5%     | 46.0%     | 43.8%     | 43.5%     |
| Pacific Islander               | 57.1%     | 31.8%     | 44.2%     | 50.0%     | 50.0%     |
| White                          | 57.4%     | 57.7%     | 57.9%     | 56.2%     | 55.1%     |

## Completion

| Palomar Completion - PREPARED  |  | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|--|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                    |  | 916       | 933       | 1,042     | 976       | 1,098     |
| Cohort Rate                    |  | 72.2%     | 73.5%     | 71.6%     | 72.5%     | 68.2%     |
| Female                         |  | 75.2%     | 74.2%     | 73.2%     | 75.9%     | 72.5%     |
| Male                           |  | 69.4%     | 72.9%     | 70.0%     | 69.0%     | 65.0%     |
| < 20 years old                 |  | 73.1%     | 74.9%     | 72.4%     | 73.1%     | 67.9%     |
| 20 to 24 years old             |  | 73.8%     | 72.2%     | 71.0%     | 73.1%     | 76.2%     |
| 25 to 49 years old             |  | 59.6%     | 50.0%     | 57.9%     | 57.1%     | 61.8%     |
| 50+ years old                  |  | 33.3%     | 33.3%     | 33.3%     | 66.7%     | 100.0%    |
| African American               |  | 81.8%     | 77.8%     | 66.7%     | 70.0%     | 65.4%     |
| American Indian/Alaskan Native |  | 85.7%     | 80.0%     | 62.5%     | 92.9%     | 58.3%     |
| Asian                          |  | 86.1%     | 91.5%     | 80.6%     | 87.8%     | 81.4%     |
| Filipino                       |  | 87.5%     | 88.1%     | 66.7%     | 67.9%     | 68.2%     |
| Hispanic                       |  | 63.6%     | 70.2%     | 67.9%     | 68.3%     | 64.6%     |
| Pacific Islander               |  | 60.0%     | 38.5%     | 50.0%     | 50.0%     | 40.9%     |
| White                          |  | 71.0%     | 72.2%     | 72.1%     | 71.8%     | 67.7%     |

## Completion

| Palomar Completion - UNPREPARED |  | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|---------------------------------|--|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                     |  | 2,392     | 2,250     | 2,300     | 2,400     | 2,612     |
| Cohort Rate                     |  | 49.0%     | 48.4%     | 48.3%     | 46.3%     | 45.4%     |
| Female                          |  | 51.5%     | 49.1%     | 50.0%     | 49.0%     | 48.3%     |
| Male                            |  | 46.4%     | 47.6%     | 45.1%     | 43.5%     | 42.1%     |
| < 20 years old                  |  | 51.3%     | 50.8%     | 50.3%     | 48.3%     | 46.9%     |
| 20 to 24 years old              |  | 45.7%     | 44.8%     | 47.2%     | 43.8%     | 41.6%     |
| 25 to 49 years old              |  | 37.2%     | 33.0%     | 32.3%     | 29.6%     | 34.2%     |
| 50+ years old                   |  | 30.0%     | 20.0%     | 22.2%     | 16.7%     | 25.0%     |
| African American                |  | 43.5%     | 49.5%     | 53.6%     | 54.9%     | 46.6%     |
| American Indian/Alaskan Native  |  | 53.1%     | 40.0%     | 38.1%     | 24.0%     | 35.1%     |
| Asian                           |  | 57.1%     | 56.9%     | 57.4%     | 54.9%     | 56.2%     |
| Filipino                        |  | 59.3%     | 58.6%     | 57.0%     | 56.4%     | 42.9%     |
| Hispanic                        |  | 42.6%     | 41.4%     | 41.2%     | 38.9%     | 39.6%     |
| Pacific Islander                |  | 55.0%     | 29.0%     | 39.1%     | 50.0%     | 56.3%     |
| White                           |  | 51.0%     | 50.2%     | 50.0%     | 48.3%     | 48.2%     |



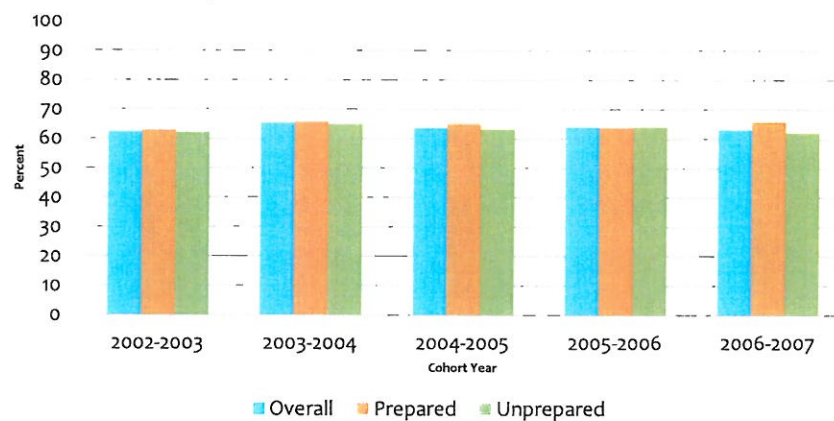
## Persistence

### Persistence Rate

The percentage of degree and/or transfer-seeking first-time students (same as the SPAR cohort) who enroll in three consecutive primary terms anywhere in the system. This metric is considered a milestone or momentum point, research shows that students with sustained enrollment are more likely to succeed. Besides an overall persistence rate, this metric is also reported for the two different groups of students, remedial and college prepared.

## Persistence

2013 Student Success Scorecard - Persistence



## Persistence

| Palomar Persistence - OVERALL  | 2002-<br>2003 | 2003-<br>2004 | 2004-<br>2005 | 2005-<br>2006 | 2006-<br>2007 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Cohort Size                    | 3,308         | 3,183         | 3,342         | 3,376         | 3,710         |
| Cohort Rate                    | 62.5%         | 65.4%         | 63.8%         | 64.1%         | 63.2%         |
| Female                         | 63.1%         | 67.0%         | 62.5%         | 63.3%         | 62.4%         |
| Male                           | 61.9%         | 63.8%         | 65.3%         | 64.9%         | 64.0%         |
| < 20 years old                 | 64.3%         | 67.5%         | 65.6%         | 64.9%         | 64.1%         |
| 20 to 24 years old             | 49.6%         | 53.6%         | 53.0%         | 57.0%         | 56.0%         |
| 25 to 49 years old             | 61.6%         | 56.4%         | 59.1%         | 61.5%         | 57.6%         |
| 50+ years old                  | 65.4%         | 66.7%         | 41.7%         | 66.7%         | 100.0%        |
| African American               | 56.2%         | 59.3%         | 57.7%         | 59.8%         | 56.3%         |
| American Indian/Alaskan Native | 69.2%         | 57.8%         | 48.3%         | 51.3%         | 46.9%         |
| Asian                          | 63.3%         | 64.0%         | 63.7%         | 63.6%         | 66.4%         |
| Filipino                       | 65.3%         | 69.5%         | 70.4%         | 67.6%         | 68.6%         |
| Hispanic                       | 59.0%         | 58.2%         | 60.7%         | 59.3%         | 59.7%         |
| Pacific Islander               | 80.0%         | 63.6%         | 48.8%         | 64.3%         | 59.3%         |
| White                          | 63.6%         | 69.1%         | 65.7%         | 66.0%         | 65.2%         |

## Persistence

| Palomar Persistence - PREPARED | 2002-<br>2003 | 2003-<br>2004 | 2004-<br>2005 | 2005-<br>2006 | 2006-<br>2007 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Cohort Size                    | 916           | 933           | 1,042         | 976           | 1,098         |
| Cohort Rate                    | 62.9%         | 65.7%         | 65.1%         | 63.9%         | 65.7%         |
| Female                         | 63.4%         | 67.6%         | 64.0%         | 63.0%         | 68.3%         |
| Male                           | 62.4%         | 64.0%         | 65.8%         | 65.1%         | 63.5%         |
| < 20 years old                 | 63.6%         | 67.0%         | 65.9%         | 64.5%         | 66.1%         |
| 20 to 24 years old             | 55.0%         | 59.7%         | 62.3%         | 56.7%         | 65.1%         |
| 25 to 49 years old             | 66.0%         | 47.4%         | 55.3%         | 60.0%         | 52.9%         |
| 50+ years old                  | 50.0%         | 100.0%        | 33.3%         | 100.0%        | 100.0%        |
| African American               | 54.5%         | 44.4%         | 59.3%         | 35.0%         | 69.2%         |
| American Indian/Alaskan Native | 85.7%         | 60.0%         | 50.0%         | 42.9%         | 50.0%         |
| Asian                          | 65.8%         | 62.7%         | 64.2%         | 62.2%         | 64.7%         |
| Filipino                       | 62.5%         | 71.4%         | 69.0%         | 78.6%         | 77.3%         |
| Hispanic                       | 53.5%         | 58.9%         | 62.7%         | 59.7%         | 66.7%         |
| Pacific Islander               | 86.7%         | 76.9%         | 45.0%         | 50.0%         | 54.5%         |
| White                          | 63.6%         | 67.4%         | 66.8%         | 65.4%         | 65.6%         |

## Persistence

| Palomar Persistence - UNPREPARED | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                      | 2,392     | 2,250     | 2,300     | 2,400     | 2,612     |
| Cohort Rate                      | 62.4%     | 65.2%     | 63.3%     | 64.2%     | 62.2%     |
| Female                           | 63.0%     | 66.8%     | 61.8%     | 63.4%     | 60.3%     |
| Male                             | 61.6%     | 63.7%     | 65.1%     | 64.9%     | 64.3%     |
| < 20 years old                   | 64.6%     | 67.8%     | 65.5%     | 65.2%     | 63.2%     |
| 20 to 24 years old               | 47.9%     | 51.6%     | 50.4%     | 57.1%     | 53.3%     |
| 25 to 49 years old               | 60.9%     | 58.1%     | 59.9%     | 61.8%     | 58.4%     |
| 50+ years old                    | 70.0%     | 60.0%     | 44.4%     | 58.3%     | 100.0%    |
| African American                 | 56.5%     | 62.1%     | 57.3%     | 64.7%     | 53.4%     |
| American Indian/Alaskan Native   | 65.6%     | 57.5%     | 47.6%     | 56.0%     | 45.9%     |
| Asian                            | 61.2%     | 64.7%     | 63.5%     | 65.7%     | 67.8%     |
| Filipino                         | 66.3%     | 68.7%     | 71.0%     | 65.0%     | 65.2%     |
| Hispanic                         | 59.9%     | 58.1%     | 60.2%     | 59.2%     | 58.4%     |
| Pacific Islander                 | 75.0%     | 58.1%     | 52.2%     | 71.4%     | 62.5%     |
| White                            | 63.7%     | 70.0%     | 65.0%     | 66.3%     | 64.9%     |

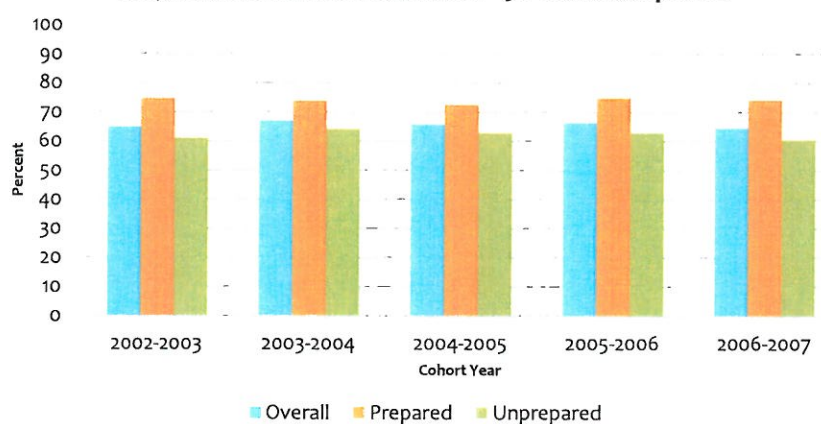
## 30 Units Completed

### 30 Units Completed Rate

The percentage of degree and/or transfer seeking first time students (same as the SPAR) who achieve at least 30 units after six-year in the system. This metric is also a milestone or momentum point. Credit accumulation, 30 units specifically, tend to be positively correlated with completion and wage gain. This metric is also reported as overall and for the two different groups of students, remedial and college prepared.

## 30 Units Completed

2013 Student Success Scorecard – 30 Units Completed



## 30 Units Completed

| Palomar 30 Units - OVERALL     | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                    | 3,308     | 3,183     | 3,342     | 3,376     | 3,710     |
| Cohort Rate                    | 64.9%     | 67.0%     | 65.8%     | 66.4%     | 64.6%     |
| Female                         | 64.6%     | 66.5%     | 64.9%     | 67.5%     | 65.1%     |
| Male                           | 65.2%     | 67.5%     | 66.7%     | 65.1%     | 64.0%     |
| < 20 years old                 | 68.4%     | 70.0%     | 69.0%     | 68.9%     | 66.1%     |
| 20 to 24 years old             | 49.9%     | 54.3%     | 54.6%     | 54.9%     | 57.0%     |
| 25 to 49 years old             | 52.8%     | 52.3%     | 47.0%     | 48.9%     | 51.8%     |
| 50+ years old                  | 50.0%     | 38.9%     | 33.3%     | 46.7%     | 76.9%     |
| African American               | 56.2%     | 53.1%     | 66.4%     | 60.7%     | 51.4%     |
| American Indian/Alaskan Native | 69.2%     | 60.0%     | 65.5%     | 61.5%     | 53.1%     |
| Asian                          | 71.2%     | 75.2%     | 65.4%     | 72.7%     | 69.1%     |
| Filipino                       | 65.3%     | 74.5%     | 71.1%     | 64.8%     | 73.7%     |
| Hispanic                       | 56.5%     | 58.6%     | 60.1%     | 57.6%     | 57.6%     |
| Pacific Islander               | 71.4%     | 56.8%     | 39.5%     | 73.8%     | 64.8%     |
| White                          | 67.6%     | 70.2%     | 68.2%     | 69.7%     | 68.2%     |

## 30 Units Completed

| Palomar 30 Units - PREPARED    | 2002-<br>2003 | 2003-<br>2004 | 2004-<br>2005 | 2005-<br>2006 | 2006-<br>2007 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Cohort Size                    | 916           | 933           | 1,042         | 976           | 1,098         |
| Cohort Rate                    | 74.5%         | 73.8%         | 72.4%         | 74.8%         | 74.1%         |
| Female                         | 73.4%         | 74.2%         | 72.4%         | 76.5%         | 79.6%         |
| Male                           | 75.4%         | 73.5%         | 72.2%         | 72.9%         | 69.9%         |
| < 20 years old                 | 76.0%         | 75.7%         | 74.3%         | 75.9%         | 74.5%         |
| 20 to 24 years old             | 72.5%         | 63.9%         | 56.5%         | 70.1%         | 73.0%         |
| 25 to 49 years old             | 55.3%         | 52.6%         | 60.5%         | 57.1%         | 64.7%         |
| 50+ years old                  | 50.0%         | 66.7%         | 33.3%         | 66.7%         | 100.0%        |
| African American               | 54.5%         | 44.4%         | 77.8%         | 45.0%         | 80.8%         |
| American Indian/Alaskan Native | 85.7%         | 100.0%        | 75.0%         | 92.9%         | 58.3%         |
| Asian                          | 74.7%         | 76.3%         | 70.1%         | 75.7%         | 72.5%         |
| Filipino                       | 87.5%         | 92.9%         | 69.0%         | 82.1%         | 77.3%         |
| Hispanic                       | 59.6%         | 62.9%         | 71.6%         | 73.4%         | 68.7%         |
| Pacific Islander               | 86.7%         | 69.2%         | 50.0%         | 78.6%         | 63.6%         |
| White                          | 76.7%         | 75.1%         | 73.4%         | 75.3%         | 75.3%         |

## 30 Units Completed

| Palomar 30 Units - UNPREPARED  | 2002-<br>2003 | 2003-<br>2004 | 2004-<br>2005 | 2005-<br>2006 | 2006-<br>2007 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Cohort Size                    | 2,392         | 2,250         | 2,300         | 2,400         | 2,612         |
| Cohort Rate                    | 61.2%         | 64.2%         | 62.9%         | 63.0%         | 60.6%         |
| Female                         | 61.6%         | 63.7%         | 61.8%         | 63.9%         | 60.0%         |
| Male                           | 60.8%         | 64.8%         | 64.0%         | 61.9%         | 61.1%         |
| < 20 years old                 | 65.2%         | 67.4%         | 66.3%         | 65.9%         | 62.3%         |
| 20 to 24 years old             | 43.0%         | 51.1%         | 54.1%         | 50.0%         | 52.3%         |
| 25 to 49 years old             | 52.3%         | 52.2%         | 44.3%         | 47.3%         | 49.5%         |
| 50+ years old                  | 50.0%         | 33.3%         | 33.3%         | 41.7%         | 75.0%         |
| African American               | 56.5%         | 54.7%         | 63.6%         | 63.7%         | 44.8%         |
| American Indian/Alaskan Native | 65.6%         | 55.0%         | 61.9%         | 44.0%         | 51.4%         |
| Asian                          | 68.4%         | 74.5%         | 62.6%         | 70.6%         | 66.1%         |
| Filipino                       | 57.0%         | 66.7%         | 72.0%         | 60.7%         | 72.3%         |
| Hispanic                       | 56.0%         | 57.7%         | 57.6%         | 54.4%         | 55.6%         |
| Pacific Islander               | 60.0%         | 51.6%         | 30.4%         | 71.4%         | 65.6%         |
| White                          | 63.3%         | 67.7%         | 65.2%         | 66.9%         | 64.3%         |



## Remediation

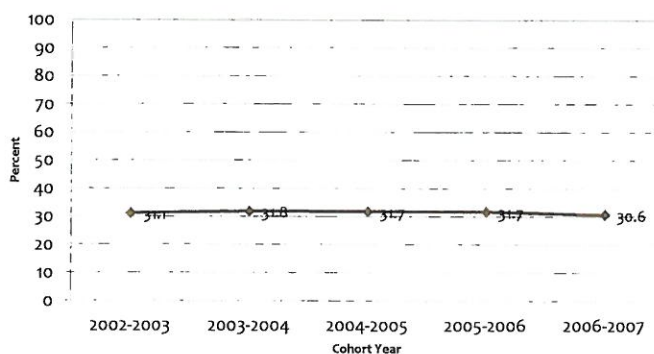
### Remedial Progress Rate

The percentage of credit students who start out at any levels below transfer in English, Mathematics, and/or ESL and are followed for six years to determine if they successfully completed a college-level course in the same discipline.

The cohorts for each discipline are tracked from the time the student attempts a course any levels below transfer in Mathematics, English, and/or ESL course at that college.

## Remediation

2013 Score Card Remedial English

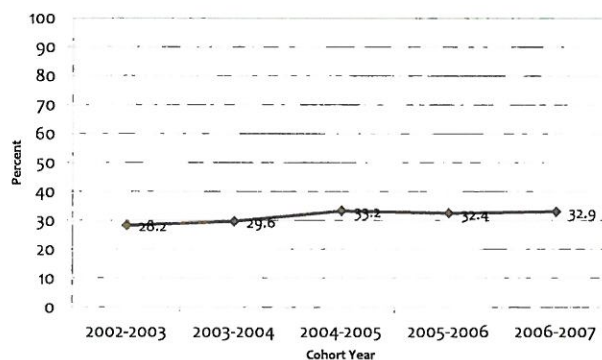


## Remediation

| Palomar Remedial English       | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                    | 1,389     | 1,370     | 1,213     | 1,443     | 1,163     |
| Cohort Rate                    | 31.1%     | 31.8%     | 31.7%     | 31.7%     | 30.6%     |
| Female                         | 32.6%     | 34.2%     | 32.1%     | 33.7%     | 33.8%     |
| Male                           | 29.4%     | 29.4%     | 31.3%     | 29.6%     | 28.0%     |
| < 20 years old                 | 35.0%     | 35.8%     | 35.1%     | 35.3%     | 32.8%     |
| 20 to 24 years old             | 22.3%     | 26.3%     | 28.5%     | 23.8%     | 26.1%     |
| 25 to 49 years old             | 29.3%     | 23.9%     | 23.8%     | 26.3%     | 28.3%     |
| 50+ years old                  | 27.3%     | 26.7%     | 20.0%     | 20.0%     | 16.7%     |
| African American               | 28.7%     | 25.0%     | 26.0%     | 25.8%     | 22.0%     |
| American Indian/Alaskan Native | 26.9%     | 18.2%     | 11.1%     | 16.7%     | 16.7%     |
| Asian                          | 37.0%     | 31.7%     | 43.3%     | 47.8%     | 59.0%     |
| Filipino                       | 25.0%     | 44.1%     | 42.6%     | 43.3%     | 34.7%     |
| Hispanic                       | 29.7%     | 27.1%     | 28.0%     | 26.3%     | 26.6%     |
| Pacific Islander               | 21.4%     | 12.5%     | 15.8%     | 28.6%     | 33.3%     |
| White                          | 32.8%     | 36.1%     | 34.1%     | 35.1%     | 33.8%     |

## Remediation

2013 Score Card Remedial Math



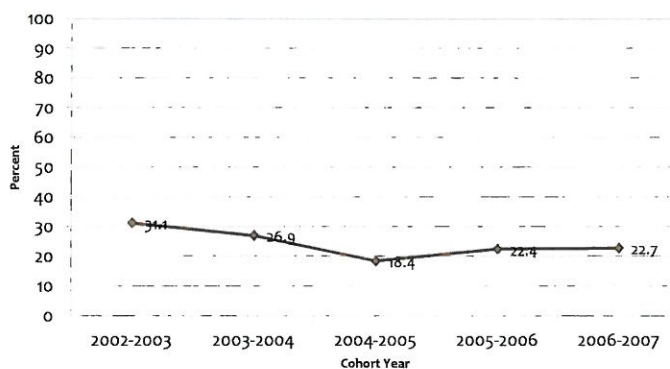
## Remediation

| Palomar Remedial Math          | 2002-<br>2003 | 2003-<br>2004 | 2004-<br>2005 | 2005-<br>2006 | 2006-<br>2007 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Cohort Size                    | 1,853         | 1,687         | 1,785         | 1,847         | 1,839         |
| Cohort Rate                    | 28.2%         | 29.6%         | 33.2%         | 32.4%         | 32.9%         |
| Female                         | 32.5%         | 35.3%         | 35.2%         | 34.6%         | 36.0%         |
| Male                           | 22.7%         | 22.3%         | 30.6%         | 30.0%         | 29.0%         |
| < 20 years old                 | 33.5%         | 32.2%         | 36.3%         | 36.9%         | 37.0%         |
| 20 to 24 years old             | 21.3%         | 28.4%         | 33.6%         | 32.2%         | 28.6%         |
| 25 to 49 years old             | 26.5%         | 25.7%         | 27.5%         | 23.7%         | 26.6%         |
| 50+ years old                  | 15.0%         | 24.1%         | 16.7%         | 17.6%         | 29.2%         |
| African American               | 25.9%         | 28.8%         | 23.2%         | 31.1%         | 23.6%         |
| American Indian/Alaskan Native | 26.9%         | 17.9%         | 20.8%         | 10.7%         | 20.7%         |
| Asian                          | 27.7%         | 25.0%         | 42.0%         | 42.9%         | 38.8%         |
| Filipino                       | 29.6%         | 34.4%         | 37.5%         | 47.2%         | 37.0%         |
| Hispanic                       | 25.7%         | 23.0%         | 27.0%         | 25.5%         | 25.7%         |
| Pacific Islander               | 22.2%         | 13.0%         | 25.0%         | 23.1%         | 23.1%         |
| White                          | 29.8%         | 34.2%         | 38.5%         | 36.8%         | 38.6%         |

16

## Remediation

2013 Score Card Remedial ESL



17



## Remediation

| Palomar Remedial ESL           | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                    | 74        | 67        | 103       | 76        | 97        |
| Cohort Rate                    | 31.1%     | 26.9%     | 18.4%     | 22.4%     | 22.7%     |
| Female                         | 30.8%     | 28.6%     | 19.4%     | 22.6%     | 26.1%     |
| Male                           | 31.8%     | 23.5%     | 17.1%     | 21.7%     | 14.3%     |
| < 20 years old                 | 66.7%     | 28.6%     | 50.0%     | 25.9%     | 38.5%     |
| 20 to 24 years old             | 58.8%     | 27.8%     | 7.1%      | 38.5%     | 43.8%     |
| 25 to 49 years old             | 12.2%     | 30.6%     | 15.4%     | 15.6%     | 11.6%     |
| 50+ years old                  | 0.0%      | 0.0%      | 22.2%     | 0.0%      | 0.0%      |
| African American               | NA        | 100.0%    | 100.0%    | 0.0%      | NA        |
| American Indian/Alaskan Native | NA        | NA        | 0.0%      | NA        | NA        |
| Asian                          | 52.4%     | 50.0%     | 16.7%     | 41.2%     | 30.0%     |
| Filipino                       | 0.0%      | 0.0%      | 0.0%      | NA        | 0.0%      |
| Hispanic                       | 21.7%     | 17.6%     | 14.5%     | 12.0%     | 19.6%     |
| Pacific Islander               | NA        | NA        | NA        | NA        | NA        |
| White                          | 66.7%     | 0.0%      | 25.0%     | 0.0%      | 14.3%     |

12

## CTE Completion

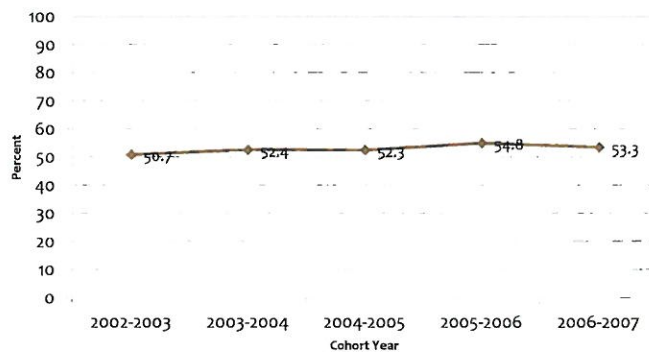
### Career Technical Education (CTE) Rate

The percentage of students who completed several courses classified as career technical education (or vocational) in a single discipline and succeeded in completing a degree, certificate or transfer related outcome within six years.

13

## CTE Completion

2013 Score Card CTE Completion



## CTE Completion

| Palomar CTE                    | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| Cohort Size                    | 1,963     | 1,812     | 1,794     | 1,790     | 1,888     |
| Cohort                         | 50.7%     | 52.4%     | 52.3%     | 54.8%     | 53.3%     |
| Female                         | 54.8%     | 56.9%     | 55.2%     | 58.2%     | 56.6%     |
| Male                           | 47.4%     | 48.7%     | 49.9%     | 52.1%     | 50.4%     |
| < 20 years old                 | 59.8%     | 60.0%     | 60.1%     | 62.8%     | 59.2%     |
| 20 to 24 years old             | 57.0%     | 57.4%     | 56.4%     | 58.0%     | 57.4%     |
| 25 to 49 years old             | 43.7%     | 46.6%     | 44.0%     | 47.8%     | 46.6%     |
| 50+ years old                  | 37.2%     | 33.3%     | 40.0%     | 34.8%     | 33.3%     |
| African American               | 50.7%     | 50.9%     | 50.0%     | 50.0%     | 52.5%     |
| American Indian/Alaskan Native | 39.1%     | 50.0%     | 42.9%     | 38.9%     | 47.1%     |
| Asian                          | 61.0%     | 72.6%     | 62.5%     | 69.5%     | 66.7%     |
| Filipino                       | 55.9%     | 61.7%     | 58.3%     | 58.5%     | 59.2%     |
| Hispanic                       | 49.9%     | 54.8%     | 46.8%     | 55.0%     | 52.4%     |
| Pacific Islander               | 50.0%     | 47.4%     | 41.2%     | 50.0%     | 60.0%     |
| White                          | 50.0%     | 51.1%     | 53.8%     | 54.5%     | 51.7%     |

## CDCP

### Career Development and College Preparation (CDCP) Rate

A cohort of CDCP “concentrator” students, who completed a CDCP certificate or other degree, certificate or transfer related outcome within six years.

## CDCP

|                                | 2002-2003 | 2003-2004 | 2004-2005 | 2005-2006 | 2006-2007 |
|--------------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Palomar Remedial CDCP</b>   |           |           |           |           |           |
| Cohort Size                    |           |           |           |           | 511       |
| Cohort                         | NA        | NA        | NA        | NA        | 4.1%      |
| Female                         | NA        | NA        | NA        | NA        | 1.5%      |
| Male                           | NA        | NA        | NA        | NA        | 7.4%      |
| < 20 years old                 | NA        | NA        | NA        | NA        | 3.8%      |
| 20 to 24 years old             | NA        | NA        | NA        | NA        | 14.1%     |
| 25 to 49 years old             | NA        | NA        | NA        | NA        | 2.4%      |
| 50+ years old                  | NA        | NA        | NA        | NA        | 0.0%      |
| African American               | NA        | NA        | NA        | NA        | 25.0%     |
| American Indian/Alaskan Native | NA        | NA        | NA        | NA        | 0.0%      |
| Asian                          | NA        | NA        | NA        | NA        | 0.0%      |
| Filipino                       | NA        | NA        | NA        | NA        | NA        |
| Hispanic                       | NA        | NA        | NA        | NA        | 2.6%      |
| Pacific Islander               | NA        | NA        | NA        | NA        | NA        |
| White                          | NA        | NA        | NA        | NA        | 26.1%     |

## Trends, Peers, and Benchmarks

- Scorecard is not intended to serve as a ranking system...
- It is natural to want to compare, and it is happening.
- Peer groups for Completion metric defined
  - API scores
  - % BA Index
  - % Students >25 yrs

## Trends, Peers, and Benchmarks

- Only one San Diego College in our peer group
- We are in the top “third” overall
- We drop a bit in Prepared
- We are a bit higher in Unprepared

## Accreditation, Standards, and Accountability

- What were some of your takeaways?
- What did you learn that you did not know before?
- What should influence our planning for the next three years?



Summary of the Day

We are almost done!



## Summary of the Day

- External Scans and Forums

## Summary of the Day

- Internal Scan



## Summary of the Day

- Accreditation, Standards, and Accountability

## Summary of the Day

- Next Steps

## Strategic Plan 2016

### Vision

Learning for Success

### Mission

Our mission is to provide an engaging teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. As a comprehensive college, we support and encourage students who are pursuing transfer-readiness, general education, basic skills, career and technical training, aesthetic and cultural enrichment, and lifelong education. We are committed to helping our students achieve the learning outcomes necessary to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and ever-changing world.

### Values

Palomar College is dedicated to empowering students to succeed and cultivating an appreciation of learning. Through ongoing planning and self-evaluation we strive for continual improvement in our endeavors. In creating the learning and cultural experiences that fulfill our mission and ensure the public's trust, we are guided by our core values of

- **Excellence** in teaching, learning, and service
- **Integrity** as the foundation for all we do
- **Access** to our programs and services
- **Equity** and the fair treatment of all in our policies and procedures
- **Diversity** in learning environments, philosophies, cultures, beliefs, and people
- **Inclusiveness** of individual and collective viewpoints in collegial decision-making processes
- **Mutual respect** and **trust** through transparency, civility, and open communications
- **Creativity** and **innovation** in engaging students, faculty, staff, and administrators
- **Physical presence** and **participation** in the community



## **Summary of Progress**

### **Integrated Planning Model (IPM) and Resource Allocation Model (RAM)**

#### **Long-range and Mid-Range College Plans and Resource Allocation**

##### *Budget*

- 2010-11, 2011-12, and 2012-13 budget developed in accordance with the RAM

##### *Master Plan 2022, Staffing Plan, Technology Plan*

- Work continued on college facilities identified in Master Plan 2022
- Completed Staffing Plan and two annual updates
- Completed Technology Plan and two annual updates (went to FASPC)
- Completed reviews of progress on Master Plan, Staffing Plan, Technology Plan

##### *Strategic Plan 2013*

- Developed Strategic Plan 2013
- Created and implemented Strategic Plan 2013 Action Plan Years One, Two, and Three
- Allocated \$1.1 Million in SPPF to objectives identified in Strategic Plan
- Monitored progress on Strategic Plan through mid-year progress reports
- Completed annual reports of progress
- Monitored Institutional Effectiveness, including results from CCSSE
- Completed annual update of objectives

#### **Short-range Operational Planning**

##### *Program Review and Planning*

- All councils engaged in annual planning and resource allocation process
- Updated Program Review and Planning documents for year two of cycle
- Reviewed (or in progress of reviewing) PRP forms and process
- Initiated new PRP cycle

#### **Annual Formative Evaluation**

- Examined annual progress on Action Plans
- Planning Councils reviewed their progress and planning processes
- Reviewed Institutional Effectiveness
- Updated Strategic Plan objectives as a result of reviews
- Assessed planning process and made refinements

## Summary of Progress on Plans

### Master Plan 2022

- Master Plan 2022 provides a focused direction for Palomar.
- The update of the Master Plan in 2009 incorporated specific planning and projections for the North and South Education Centers.
- Passage of Prop M in 2008 is supporting the enhancement of academic programs and student support services as new facilities are constructed and/or renovated. Teaching and learning environments continue to be improved as a result.
- Five buildings opened: Natural Sciences, Health Sciences, Multi-disciplinary, Industrial Technology Center, and Planetarium. Purchased two sites for North and South Education Centers
- Active faculty and staff involvement in design of facilities ensures that the classroom and laboratory environments support pedagogy.
- Fiscal crisis which began in 2008-09 has caused class reductions and support services, but created a renewed focus on the primary mission of GE/Transfer, Career/Technical Education and Basic Skills.
- State fiscal climate, legislative mandates, workforce changes, population trends, and technological developments are prompting review, repackaging, and/or development of academic programs

In the next three years it is anticipated that the College will break ground on several new projects, including (in no particular order):

- Childhood Development Center
- Baseball Field
- Library / LRC
- Athletics / Kinesiology Complex
- South Education Center
- North Education Center
- LLRC – Student Services (Planning)

To continue to move forward on the Educational Master Plan in the next three years, Palomar College will:

- remain focused on maintaining programs that are current and relevant to degree and transfer requirements, respond to workforce needs and trends, and support basic skills for incoming students;
- respond to legislative and accreditation requirements relevant to increasing student success in the completion of certificates and degrees;

- improve the Program Review and Planning process to ensure program currency and relevance to student needs and successful outcomes;
- review and adjust scheduling patterns to support the needs of the ever-changing, diverse student community;
- consider and plan for the impact of distance education pedagogy on academic programs and student interest;
- establish budget line-item resources to support on-going replacement of instructional equipment, training aids, and technology;
- develop a focus of the academic program and a tentative class schedule for the North Education Center that would generate 1,000 FTES in its first academic year of operation;
- develop a focus of the academic program and a tentative class schedule for the South Education Center that would generate 1,000 FTES in its first academic year of operation.

### **Technology Plan**

The Technology Plan includes a number of recommended initiatives that the District needs to undertake to optimize its technology environment. These initiatives are grouped by implementation timeframe.

- Tier 1 Initiatives offered desirable benefits using existing resources and requiring little or no funding and the implementation timeframe was 1 to 3 years.
- Tier 2 Initiatives were similar to Tier 1, but required additional funding, assessment and planning and were envisioned to be completed in 4-6 years.
- Tier 3 Initiatives required further study to determine feasibility and cost benefit.

To date, ten (10) Tier 1 initiative have been completed and 22 are in progress or partially completed. Additionally, eight (8) Tier 2 and Tier 3 initiatives were started and two (2) have been completed.

The following technology needs were identified by the Technology Plan Workgroup:

- Microsoft's latest product suite (Windows 8, Office 2013, Internet Explorer 10)
- Mobile Devices (laptops and tablets)
- Virtual Desktop Infrastructure (VDI) for student labs

In priority order, the college must address the following:

- Funding for ongoing maintenance and replacement of technology
- Wireless network capacity and coverage
- Technical aptitude and skills of its faculty and staff

### **Staffing Plan**

- The Staffing Plan provides for an annual assessment and evaluation of Staffing needs (The college has completed the comprehensive plan and two annual updates).
- Staffing Plan focuses attention on comprehensively understanding and documenting future staffing needs. It is informed by other plans and planning processes.
- Staffing Plan has identified changing staffing needs and priorities that were informally understood, but not specifically documented in Master Plan 2022
- The Year 4 Update should begin to consider the upcoming staffing needs of the North and South Centers
- The Year 4 Update should continue to address changing staffing needs and priorities of the college.

### **Strategic Plan 2013**

- 20 out of 30 objectives over three years completed
- 10 objectives are in various stages
  - Some ongoing and SPC should determine if they need to remain in plan
  - Some are based on long-term strategies and work
- 1.1 Million in SPPF applied to Strategic Plan and PRPs
- Highlights of work
  - SLOACS / SAOACS
  - Distance Ed
  - Basic Skills
  - Completion of plans
  - Completion of governance orientation and evaluation process
  - Strengthening of technology infrastructure
- Work still need to be done
  - Basic Skills
  - Student Success Task Force recommendations / strengthening matriculation services
  - Ongoing funding for replacement technology (Progress made at last SPC meeting with Vice President Perez's recommendations from Budget committee on the use of a portion of redevelopment funds.)

## **Strategic Plan 2016 PRP Priorities**

### **Instructional Planning Council**

- Identify ongoing, stable funding for equipment and technology.
- Staffing levels have bottomed out. We need to rebuild our staff.
- Focus on activities to support our first-year experience. We need to identify how we can help more students who come in the front door and then do not persist because they do not have the foundational skills to succeed.

### **Student Services Planning Council**

- Academic advising module has many components. Prioritize the following components.
  - Degree audit
  - Prerequisite checks
  - Ongoing maintenance and support
- Safety and security
  - More infrastructure like “talk a phones”
  - More training of staff in safety and security measures
  - Need to fund some of the items that we have discussed in previous meetings
- EAP – Early Acceptance Program – Gets students on campus, assessed and enrolled early. We need ongoing support.

### **Finance and Administrative Services Planning Council**

- Identify stable funding for IT and AV replacement. Redevelopment funding will only scratch the surface.
- Emergency preparedness. Currently hiring a supervisor. We need to make sure training happens and infrastructure is addressed.
- Staffing support. As we increase square footage, we need to hire more staff to maintain the facilities.

### **Human Resource Services Planning Council**

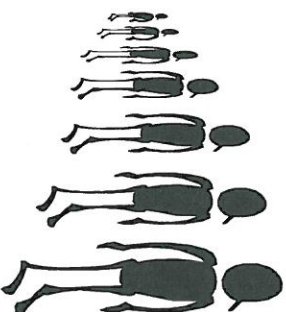
- We need to begin contingency planning for staffing of North and South Centers.
- HR will need to be responsive to support efforts to rebuild staff.
- We need to ensure fair and open access to all recruitments through online recruiting of all district positions.

# Palomar College External Scan

## 2012

# External Scan Topics

## ➤ Population Growth



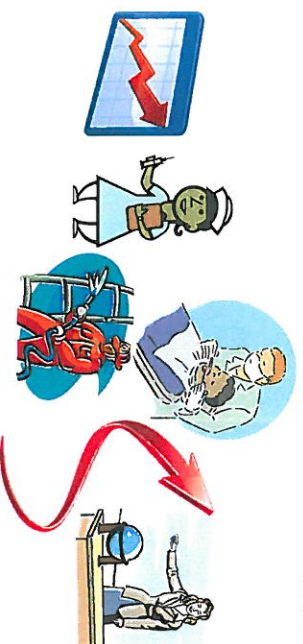
## ➤ 2011-12 WSCH By Population Group



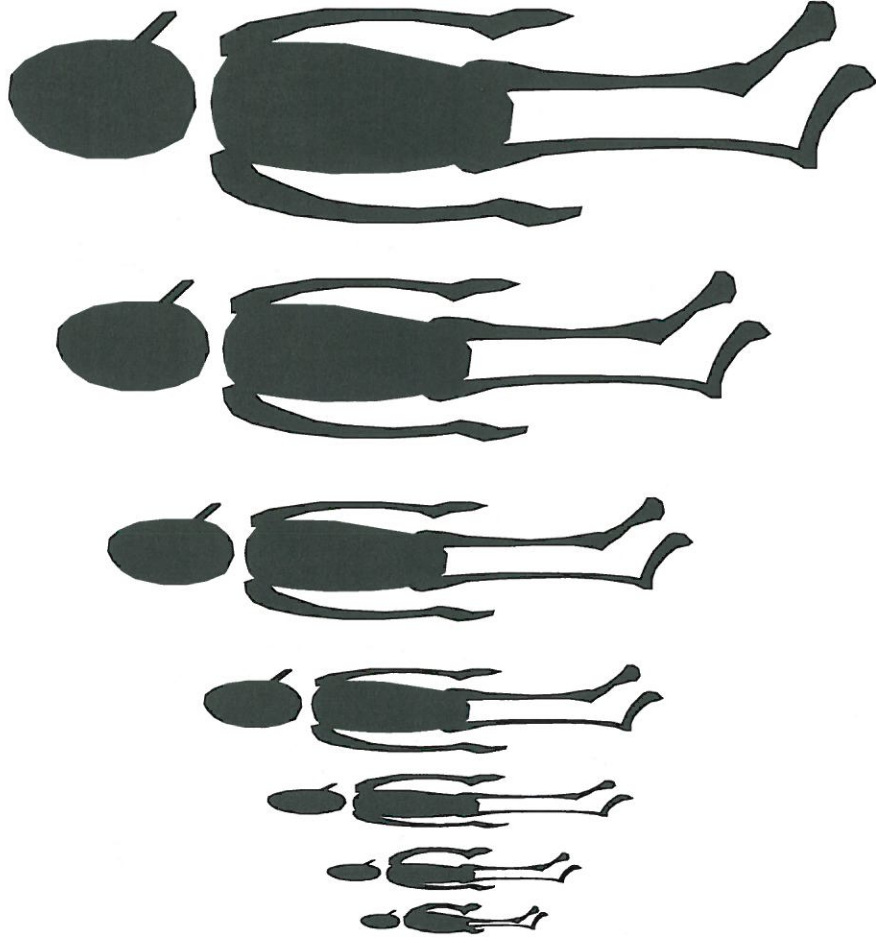
## ➤ Population Educational Attainment



## ➤ Job Growth



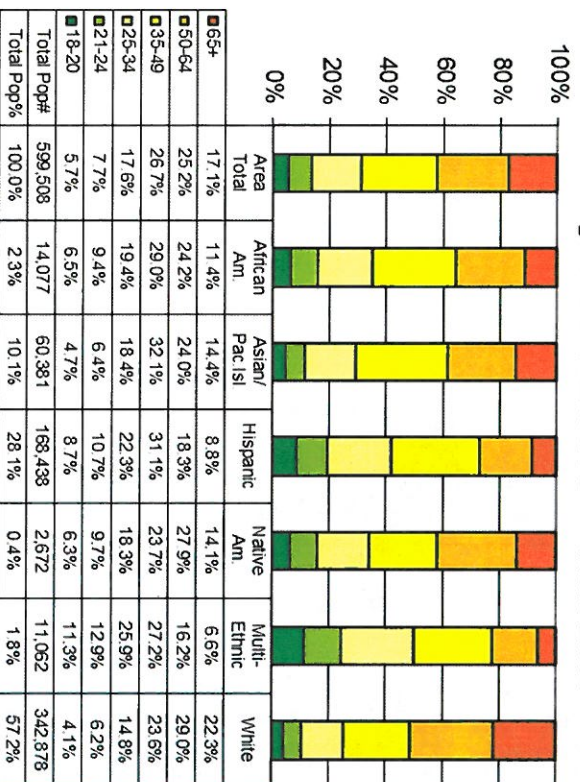
# Population Growth





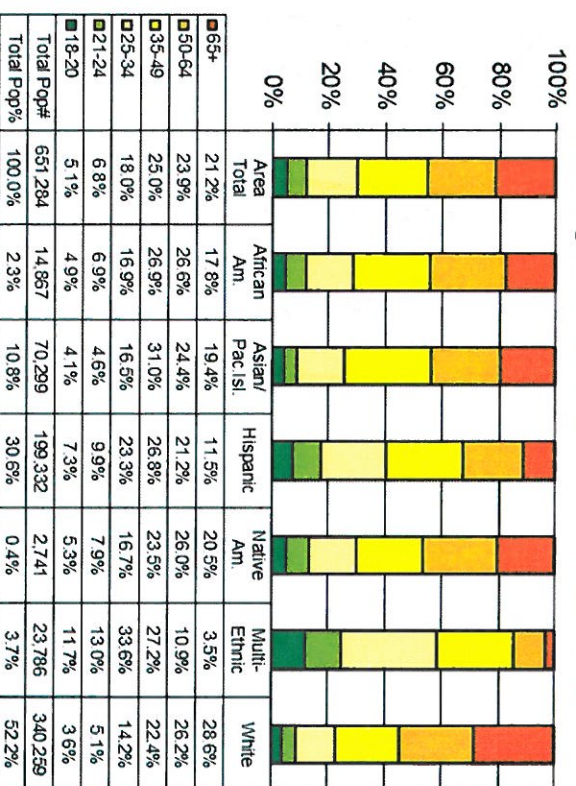
# District Population Growth 2012 to 2022 for Those 18 Years of Age or Older

Planning Area: Palomar CCD Year: 2012



Source: Economic Modeling Specialists Inc. (EMSI)

Planning Area: Palomar CCD Year: 2022

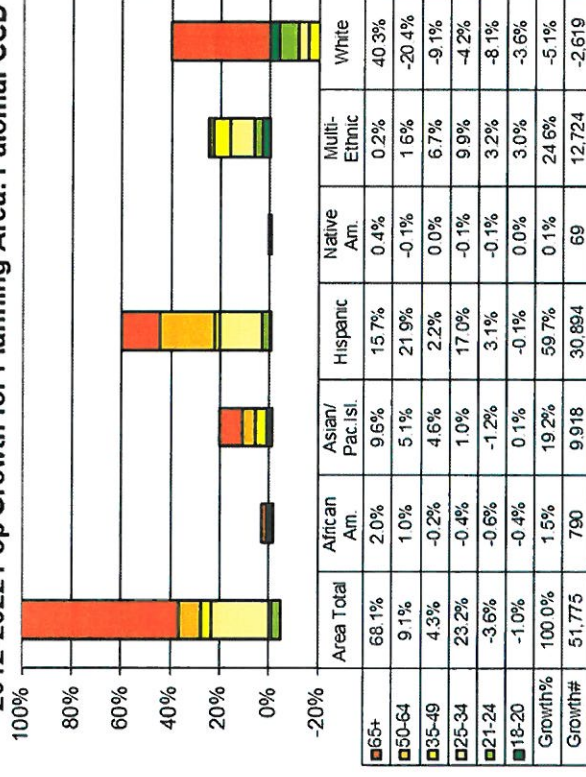


Source: Economic Modeling Specialists Inc. (EMSI)

- EMSI forecasts that the District's 18+ population will grow by almost 52,000 (8.6%) in the next 10 years.
- Next, we will explore where that 51,775 in population growth came from...

# Where the 51,775 in Age 18+ District Population Growth Came from...

2012-2022 Pop Growth for Planning Area: Palomar CCD

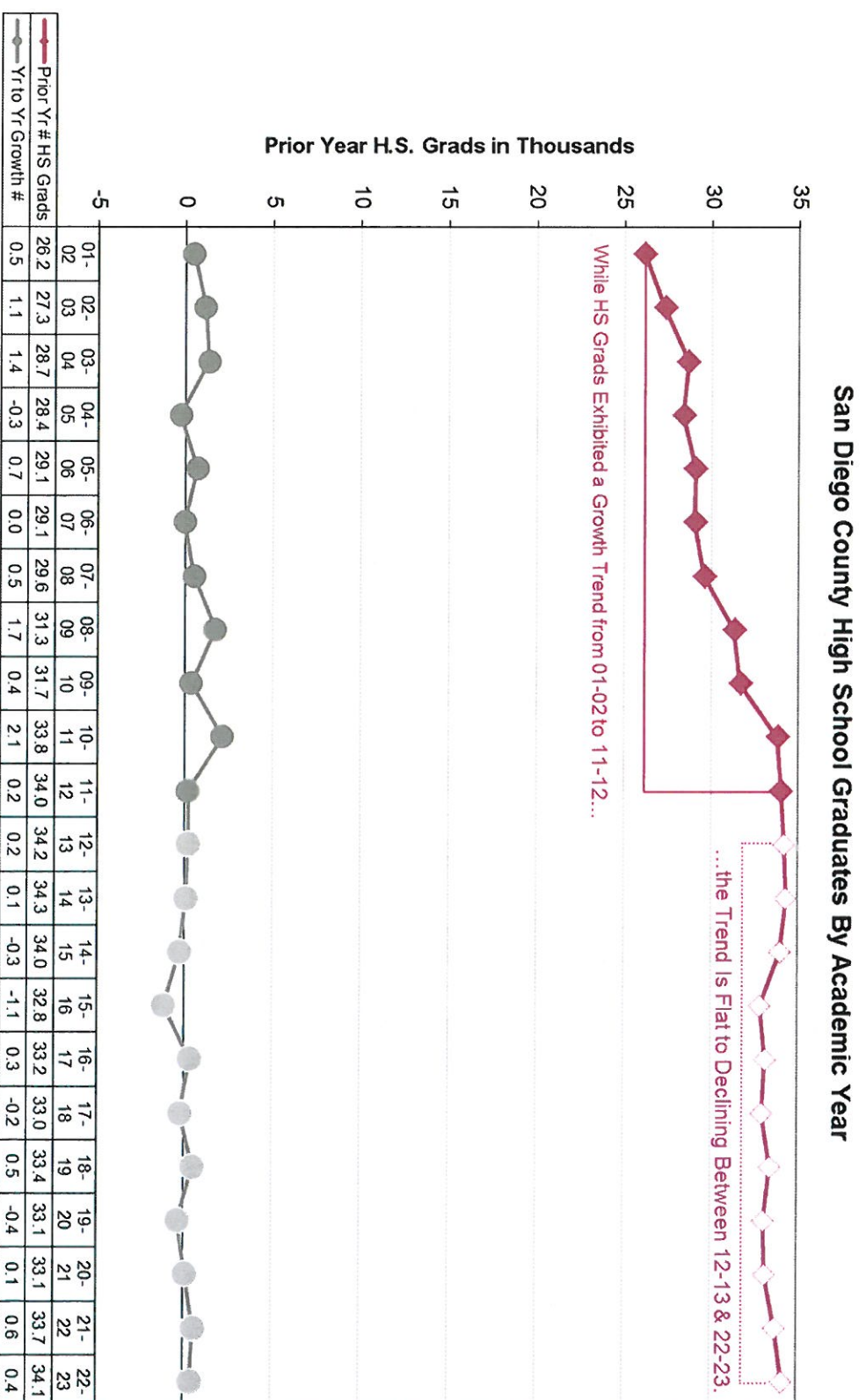


Source: Economic Modeling Specialists Inc (EMSI)

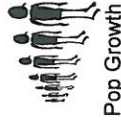
- Over two thirds (68.1%) of the growth was attributable to those Aged 65+;
- All but 12% of the 65+ growth was attributable to Whites (40.3%) and Hispanics (15.7%);
- At the other end of the age scale, **those Aged 18-20 declined by 1.0% (N=532)** – from 33,923 to 33,391 by year 2022;
- Multi-Ethnic 18-20 growth (3.0%) failed to balance out declines among Whites (-3.6%) & African Americans (-0.4%);
- As a group, Hispanics accounted for almost 60% (59.7%) of the District's 51,775 Age 18+ growth.



Consistent with the Prior Slide's 1.0% Decline in Those Aged 18-20, the CA DOF Projects Little to No Growth in H.S. Grads from 2012 to 2022



# What We've Learned So Far...



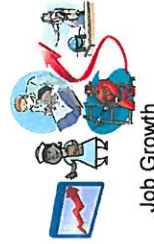
Pop Growth



Pop Group WSCH



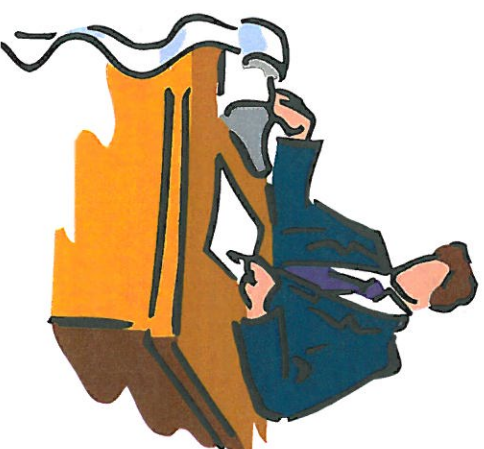
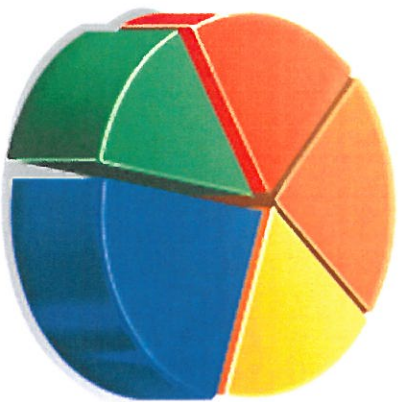
Pop Ed Level



Job Growth

- The District 's Aged 18+ population will grow by 51,775 (8.6%) between 2012 and 2022.
- Two thirds of that growth (35,268 or 68%) comes from the 65+ age group – the District grows much greyer.
- **The Aged 18-20 population will decline by 532 (a negative 1.0% growth rate).**
- 18-20 African Americans and Whites will decline between now and 2022 (by 0.4% and 3.6% respectively).
- 18-20 Multi-Ethnic growth (3.0%) failed to balance out the 4.0% decline in African Americans and Whites.
- As a group, 18+ Hispanics accounted for 30,894 (59.7%) of District population growth.

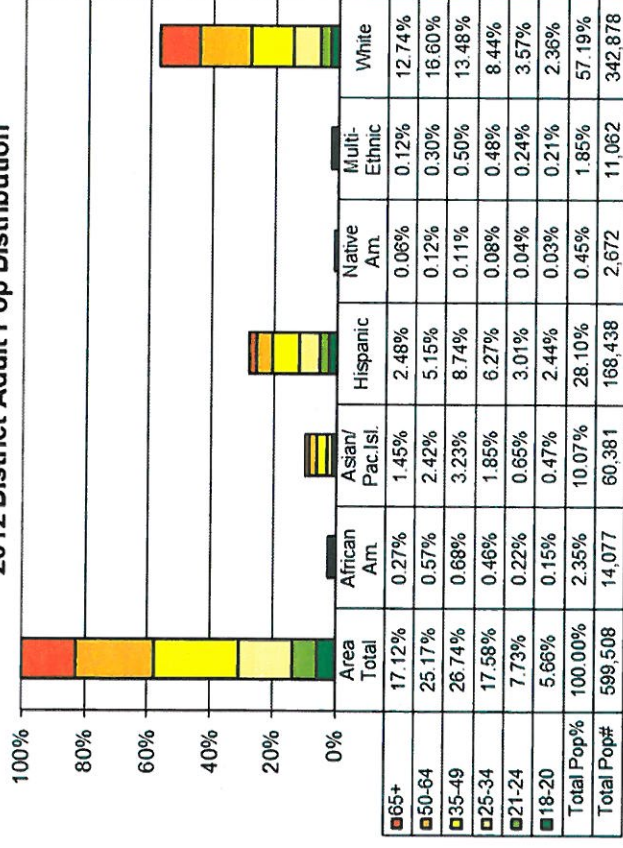
# 2011-12 WSCH By Population Group





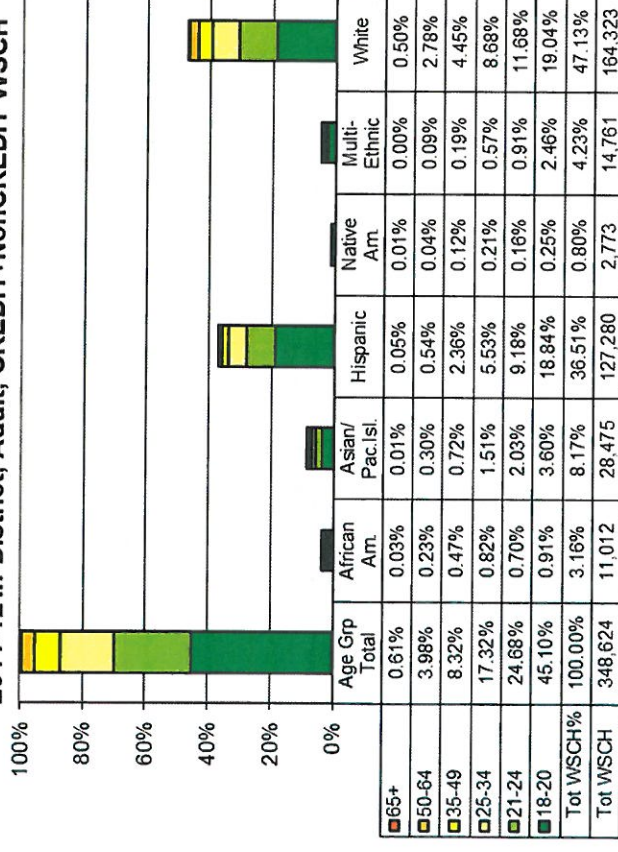
# Are Age-Ethnicity Groups Generating WSCH in Proportion to Their Representation in the Population?

2012 District Adult Pop Distribution



Source: Source: Economic Modeling Specialists Inc (EMSI)

2011-12 In-District, Adult, CREDIT+NonCREDIT WSCH



Source: FS320 Report

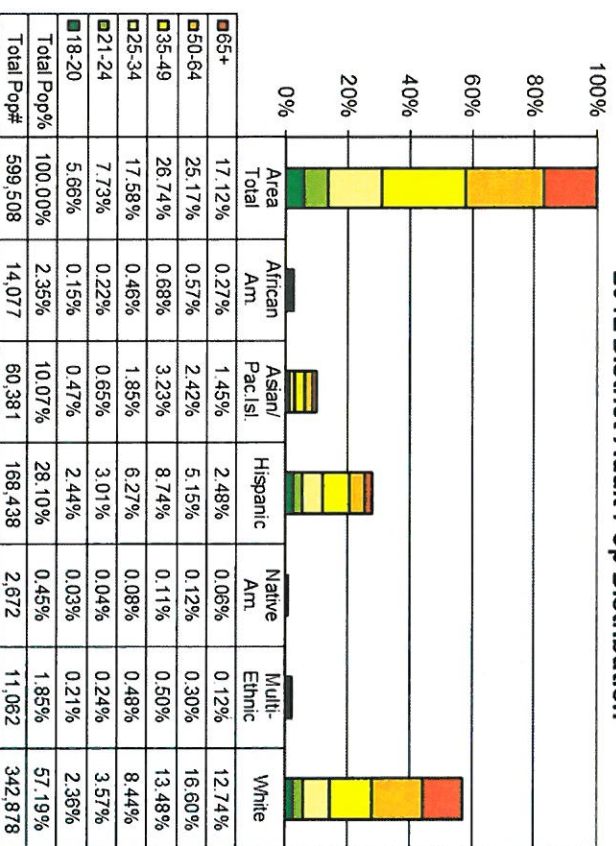
- Those aged 18-20 represent only 5.66% of District population but they generated almost half (45.10%) of 2011-12 WSCH.
- Put another way, the WSCH "share" for those aged **18-20** was **7.97** times greater than their population "share" (45.10 / 5.66).
- The WSCH share for those aged **21-24** was **3.19** times greater than their population share (24.68 / 7.73).
- WSCH share for those aged **25-34** was only **0.99** times as large as their population share (17.32 / 17.58).
- The device of dividing WSCH share by Population share makes it much easier to spot proportionality anomalies.
- As can be seen in the next slide...





# Are Age-Ethnicity Groups Generating WSCH in Proportion to Their Representation in the Population? (Cont.)

2012 District Adult Pop Distribution

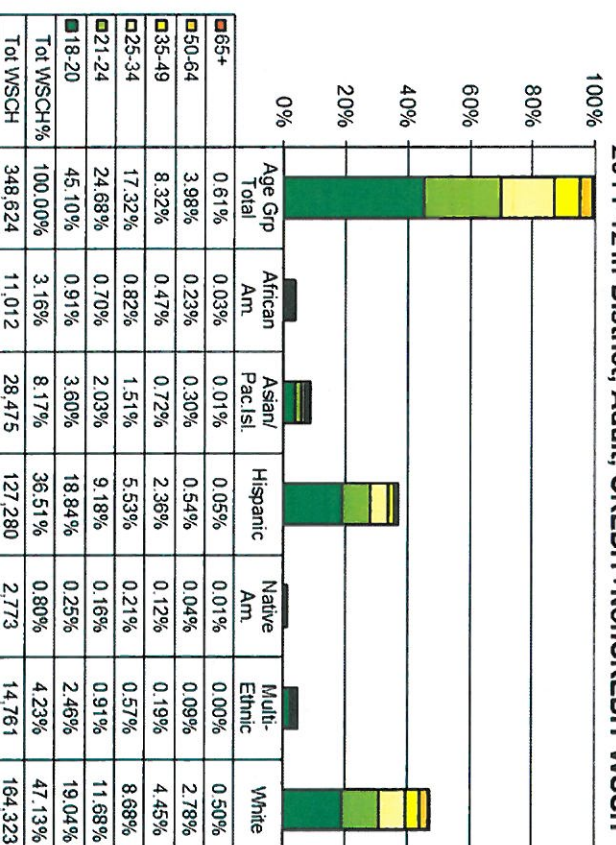


Source: Source: Economic Modeling Specialists Inc (EMSI)

CREDIT+NonCREDIT INDEX (% of WSCH per % of Pop)

| Age   | Total | African Am. | Asian/Pac. Isl. | Hispanic | Native Am. | Multi-Ethnic | White |
|-------|-------|-------------|-----------------|----------|------------|--------------|-------|
| 65+   | 0.04  | 0.10        | 0.01            | 0.02     | 0.24       | 0.03         | 0.04  |
| 50-64 | 0.16  | 0.40        | 0.12            | 0.10     | 0.34       | 0.32         | 0.17  |
| 35-49 | 0.31  | 0.69        | 0.22            | 0.27     | 1.10       | 0.39         | 0.33  |
| 25-34 | 0.99  | 1.81        | 0.82            | 0.88     | 2.54       | 1.20         | 1.03  |
| 21-24 | 3.19  | 3.18        | 3.14            | 3.05     | 3.79       | 3.85         | 3.27  |
| 18-20 | 7.97  | 5.93        | 7.61            | 7.73     | 8.91       | 11.80        | 8.07  |
| Total | 1.00  | 1.35        | 0.81            | 1.30     | 1.78       | 2.29         | 0.82  |

2011-12 In-District, Adult, CREDIT+NonCREDIT WSCH



Source: Source: FFS320 Report

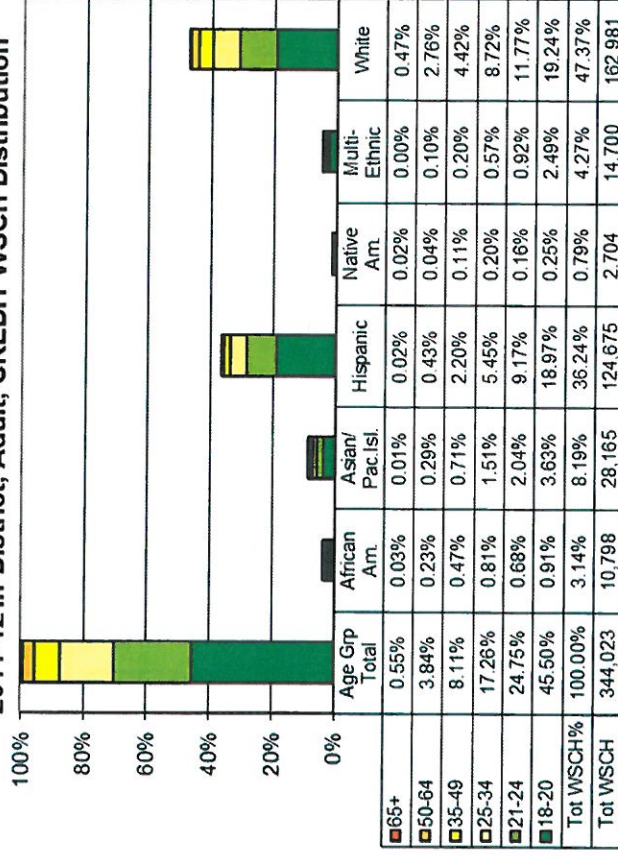
- If a group has exactly the same WSCH and population "shares" (e.g. 10% WSCH & 10% Pop) then the INDEX = **1.00**.
- If a group generates 10% of the WSCH and represents 5% of the population, INDEX= **2.00** (i.e., they generate twice as much WSCH as their Pop share would suggest.)
- If a group generates 5% of the WSCH and represents 10% of the population, INDEX= **0.50** (i.e., they generate half as much WSCH as their Pop share would suggest.)



# Ok, But How About for Credit and Non-Credit Separately?



2011-12 In-District, Adult, CREDIT WSCH Distribution



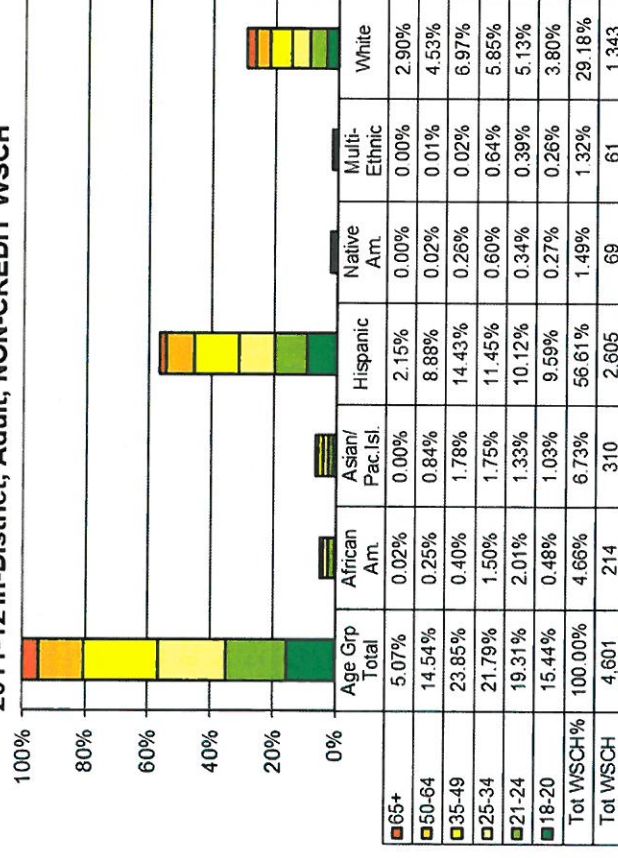
Just like what was seen in the 2009 External Scan...

Younger age groups generate more than their Pop share of Credit WSCH.

CREDIT INDEX (% of WSCH per % of Pop)

| Age   | Total | African Am. | Asian/ Pac Isl. | Hispanic | Native Am. | Multi-Ethnic | White |
|-------|-------|-------------|-----------------|----------|------------|--------------|-------|
| 65+   | 0.03  | 0.10        | 0.01            | 0.01     | 0.24       | 0.03         | 0.04  |
| 50-64 | 0.15  | 0.40        | 0.12            | 0.08     | 0.34       | 0.32         | 0.17  |
| 35-49 | 0.30  | 0.69        | 0.22            | 0.25     | 1.09       | 0.39         | 0.33  |
| 25-34 | 0.98  | 1.79        | 0.81            | 0.87     | 2.47       | 1.19         | 1.03  |
| 21-24 | 3.20  | 3.10        | 3.15            | 3.04     | 3.74       | 3.88         | 3.29  |
| 18-20 | 8.04  | 5.96        | 7.68            | 7.78     | 8.90       | 11.94        | 8.16  |
| Total | 1.00  | 1.34        | 0.81            | 1.29     | 1.76       | 2.32         | 0.83  |

2011-12 In-District, Adult, NON-CREDIT WSCH



Unlike what was seen in the 2009 External Scan...

Older age groups don't generate more than their Pop share of NonCredit WSCH.

NON-CREDIT INDEX (% of WSCH per % of Pop)

| Age   | Total | African Am. | Asian/ Pac Isl. | Hispanic | Native Am. | Multi-Ethnic | White |
|-------|-------|-------------|-----------------|----------|------------|--------------|-------|
| 65+   | 0.30  | 0.06        | 0.00            | 0.86     | 0.00       | 0.00         | 0.23  |
| 50-64 | 0.58  | 0.44        | 0.35            | 1.72     | 0.20       | 0.03         | 0.27  |
| 35-49 | 0.89  | 0.58        | 0.55            | 1.65     | 2.41       | 0.03         | 0.52  |
| 25-34 | 1.24  | 3.28        | 0.95            | 1.83     | 7.36       | 1.35         | 0.69  |
| 21-24 | 2.50  | 9.10        | 2.05            | 3.36     | 7.95       | 1.64         | 1.44  |
| 18-20 | 2.73  | 3.14        | 2.18            | 3.93     | 9.64       | 1.26         | 1.61  |
| Total | 1.00  | 1.98        | 0.67            | 2.02     | 3.35       | 0.72         | 0.51  |

# Population Participation Rates



Participation Rate is defined to be the number of students of a given age & ethnicity enrolled at the district per 1,000 adults of that age & ethnicity in the local population.

District Adult Population in Thousands

| Age          | Total        | African Am. | Asian/ Pac. Isl. | Hispanic     | Native Am. | Multi-Ethnic | White        |
|--------------|--------------|-------------|------------------|--------------|------------|--------------|--------------|
| 65+          | 102.6        | 1.6         | 8.7              | 14.9         | .4         | .7           | 76.3         |
| 50-64        | 150.9        | 3.4         | 14.5             | 30.9         | .7         | 1.8          | 99.5         |
| 35-49        | 160.3        | 4.1         | 19.4             | 52.4         | .6         | 3.0          | 80.8         |
| 25-34        | 105.4        | 2.7         | 11.1             | 37.6         | .5         | 2.9          | 50.6         |
| 21-24        | 46.4         | 1.3         | 3.9              | 18.1         | .3         | 1.4          | 21.4         |
| 18-20        | 33.9         | .9          | 2.8              | 14.6         | .2         | 1.2          | 14.1         |
| <b>Total</b> | <b>599.5</b> | <b>14.1</b> | <b>60.4</b>      | <b>168.4</b> | <b>2.7</b> | <b>11.1</b>  | <b>342.9</b> |

Source: Economic Modeling Specialists Inc (EMSI)

District Adult Population Distribution Within Age Group

| Age          | Total Pop K  | African Am. | Asian/ Pac. Isl. | Hispanic     | Native Am.  | Multi-Ethnic | White        |
|--------------|--------------|-------------|------------------|--------------|-------------|--------------|--------------|
| 65+          | 102.6        | 1.6%        | 8.5%             | 14.5%        | 0.4%        | 0.7%         | 74.4%        |
| 50-64        | 150.9        | 2.3%        | 9.6%             | 20.5%        | 0.5%        | 1.2%         | 66.0%        |
| 35-49        | 160.3        | 2.5%        | 12.1%            | 32.7%        | 0.4%        | 1.9%         | 50.4%        |
| 25-34        | 105.4        | 2.6%        | 10.5%            | 35.7%        | 0.5%        | 2.7%         | 48.0%        |
| 21-24        | 46.4         | 2.9%        | 8.4%             | 38.9%        | 0.6%        | 3.1%         | 46.2%        |
| 18-20        | 33.9         | 2.7%        | 8.4%             | 43.1%        | 0.5%        | 3.7%         | 41.7%        |
| <b>Total</b> | <b>599.5</b> | <b>2.3%</b> | <b>10.1%</b>     | <b>28.1%</b> | <b>0.4%</b> | <b>1.8%</b>  | <b>57.2%</b> |

Source: Economic Modeling Specialists Inc (EMSI)

Fall 2011 In-District, Adult, Credit+NonCredit Participation Rate

| Age          | Total     | African Am. | Asian/ Pac. Isl. | Hispanic  | Native Am. | Multi-Ethnic | White     |
|--------------|-----------|-------------|------------------|-----------|------------|--------------|-----------|
| 65+          | 2         | 4           | 1                | 1         | 8          | 3            | 2         |
| 50-64        | 6         | 12          | 5                | 4         | 13         | 7            | 7         |
| 35-49        | 11        | 19          | 8                | 9         | 38         | 11           | 12        |
| 25-34        | 28        | 44          | 22               | 26        | 73         | 30           | 29        |
| 21-24        | 78        | 77          | 74               | 74        | 97         | 88           | 81        |
| 18-20        | 172       | 130         | 149              | 171       | 178        | 244          | 174       |
| <b>Total</b> | <b>25</b> | <b>33</b>   | <b>19</b>        | <b>32</b> | <b>48</b>  | <b>51</b>    | <b>22</b> |

Source: FS320 Report

## When Credit & NonCredit students are combined:

- Participation rates are highest for those aged 18-20 (172 per thousand versus 25 for the District Pop overall).
- Participation rates decline with each step upward through the older age groups.



# Population Participation Rates Credit -v- NonCredit

Participation Rate is defined to be the number of students of a given age & ethnicity enrolled at the district per 1,000 adults of that age & ethnicity in the local population.



District Adult Population in Thousands

| Age          | Total        | African Am. | Asian/ Pac. Isl. | Hispanic     | Native Am. | Multi-Ethnic | White        |
|--------------|--------------|-------------|------------------|--------------|------------|--------------|--------------|
| 65+          | 102.6        | 1.6         | 8.7              | 14.9         | .4         | .7           | 76.3         |
| 50-64        | 150.9        | 3.4         | 14.5             | 30.9         | .7         | 1.8          | 99.5         |
| 35-49        | 160.3        | 4.1         | 19.4             | 52.4         | .6         | 3.0          | 80.8         |
| 25-34        | 105.4        | 2.7         | 11.1             | 37.6         | .5         | 2.9          | 50.6         |
| 21-24        | 46.4         | 1.3         | 3.9              | 18.1         | .3         | 1.4          | 21.4         |
| 18-20        | 33.9         | .9          | 2.8              | 14.6         | .2         | 1.2          | 14.1         |
| <b>Total</b> | <b>599.5</b> | <b>14.1</b> | <b>60.4</b>      | <b>168.4</b> | <b>2.7</b> | <b>11.1</b>  | <b>342.9</b> |

Source: Economic Modeling Specialists Inc (EMSI)

District Adult Population Distribution Within Age Group

| Age          | Total Pop K  | African Am. | Asian/ Pac. Isl. | Hispanic     | Native Am.  | Multi-Ethnic | White        |
|--------------|--------------|-------------|------------------|--------------|-------------|--------------|--------------|
| 65+          | 102.6        | 1.6%        | 8.5%             | 14.5%        | 0.4%        | 0.7%         | 74.4%        |
| 50-64        | 150.9        | 2.3%        | 9.6%             | 20.5%        | 0.5%        | 1.2%         | 66.0%        |
| 35-49        | 160.3        | 2.5%        | 12.1%            | 32.7%        | 0.4%        | 1.9%         | 50.4%        |
| 25-34        | 105.4        | 2.6%        | 10.5%            | 35.7%        | 0.5%        | 2.7%         | 48.0%        |
| 21-24        | 46.4         | 2.9%        | 8.4%             | 38.9%        | 0.6%        | 3.1%         | 46.2%        |
| 18-20        | 33.9         | 2.7%        | 8.4%             | 43.1%        | 0.5%        | 3.7%         | 41.7%        |
| <b>Total</b> | <b>599.5</b> | <b>2.3%</b> | <b>10.1%</b>     | <b>28.1%</b> | <b>0.4%</b> | <b>1.8%</b>  | <b>57.2%</b> |

Source: Economic Modeling Specialists Inc (EMSI)

Fall 2011 In-District, Adult, Credit Participation Rate

| Age          | Total     | African Am. | Asian/ Pac. Isl. | Hispanic  | Native Am. | Multi-Ethnic | White     |
|--------------|-----------|-------------|------------------|-----------|------------|--------------|-----------|
| 65+          | 2         | 4           | 1                |           | 8          | 3            | 2         |
| 50-64        | 6         | 12          | 5                | 3         | 13         | 7            | 7         |
| 35-49        | 10        | 19          | 7                | 8         | 36         | 11           | 11        |
| 25-34        | 27        | 43          | 22               | 25        | 73         | 30           | 29        |
| 21-24        | 77        | 73          | 74               | 72        | 93         | 88           | 81        |
| 18-20        | 172       | 129         | 149              | 170       | 172        | 244          | 174       |
| <b>Total</b> | <b>25</b> | <b>33</b>   | <b>19</b>        | <b>31</b> | <b>47</b>  | <b>51</b>    | <b>22</b> |

Source: FS320 Report

- Credit participation rates are highest for those aged 18-20 (172 per thousand versus 25 overall).
- The credit participation rate of 18-20 Hispanics (170) is almost at parity with that of 18-20 Whites (174).
- Credit participation rates decline with each step upward through the older age groups.

Fall 2011 In-District, Adult, NonCredit Participation Rate

| Age          | Total | African Am. | Asian/ Pac. Isl. | Hispanic | Native Am. | Multi-Ethnic | White |
|--------------|-------|-------------|------------------|----------|------------|--------------|-------|
| 65+          |       |             |                  |          |            |              |       |
| 50-64        |       |             |                  | 1        |            |              |       |
| 35-49        |       |             |                  | 1        | 2          |              |       |
| 25-34        |       | 1           |                  | 1        |            |              |       |
| 21-24        | 1     | 4           |                  | 1        | 4          |              |       |
| 18-20        | 1     | 1           |                  | 1        | 6          |              |       |
| <b>Total</b> |       | <b>1</b>    |                  | <b>1</b> | <b>1</b>   |              |       |

Source: FS320 Report

- At the time of the 2009 External Scan, overall NonCredit participation stood at 4 per 1,000 residents and the 65+ age group claimed the highest rate (9).
- In the current scan, overall NonCredit participation has fallen to less than 1 per 1,000 residents and the older age groups have virtually fallen off the radar.

# Do We Have Any Productivity Metrics Like WSCH per FTEF On This?

**2011-12 In-District, Adult, CREDIT+NonCREDIT WSCH per FTEF**

| Age          | Total      | African Am. | Asian/ Pac. Isl. | Hispanic   | Native Am. | Multi-Ethnic | White      |
|--------------|------------|-------------|------------------|------------|------------|--------------|------------|
| 65+          | 383        | 450         | 430              | 348        | 496        | 388          | 380        |
| 50-64        | 430        | 426         | 412              | 398        | 385        | 428          | 439        |
| 35-49        | 447        | 469         | 399              | 416        | 423        | 511          | 472        |
| 25-34        | 451        | 458         | 418              | 457        | 485        | 445          | 452        |
| 21-24        | 481        | 493         | 481              | 486        | 467        | 472          | 478        |
| 18-20        | 515        | 516         | 526              | 522        | 489        | 505          | 507        |
| <b>Total</b> | <b>484</b> | <b>480</b>  | <b>474</b>       | <b>491</b> | <b>466</b> | <b>487</b>   | <b>480</b> |

Yes, we can look at Credit and NonCredit Separately.

2011-12 In-District, Adult, CREDIT+NonCREDIT WSCH per FTEF

| Age          | Total      | African Am. | Asian/ Pac. Isl. | Hispanic   | Native Am. | Multi-Ethnic | White      |
|--------------|------------|-------------|------------------|------------|------------|--------------|------------|
| 65+          | 383        | 450         | 430              | 348        | 496        | 388          | 380        |
| 50-64        | 430        | 426         | 412              | 398        | 385        | 428          | 439        |
| 35-49        | 447        | 469         | 399              | 416        | 423        | 511          | 472        |
| 25-34        | 451        | 458         | 418              | 457        | 485        | 445          | 452        |
| 21-24        | 481        | 493         | 481              | 486        | 467        | 472          | 478        |
| 18-20        | 515        | 516         | 526              | 522        | 489        | 505          | 507        |
| <b>Total</b> | <b>484</b> | <b>480</b>  | <b>474</b>       | <b>491</b> | <b>466</b> | <b>487</b>   | <b>480</b> |

2011-12 In-District, Adult, CREDIT WSCH per FTEF

| Age          | Total      | African Am. | Asian/ Pac. Isl. | Hispanic   | Native Am. | Multi-Ethnic | White      |
|--------------|------------|-------------|------------------|------------|------------|--------------|------------|
| 65+          | 391        | 446         | 430              | 403        | 496        | 388          | 384        |
| 50-64        | 436        | 421         | 420              | 446        | 382        | 427          | 440        |
| 35-49        | 452        | 464         | 398              | 430        | 418        | 511          | 471        |
| 25-34        | 451        | 455         | 417              | 461        | 479        | 445          | 450        |
| 21-24        | 481        | 490         | 480              | 487        | 469        | 472          | 477        |
| 18-20        | 514        | 515         | 524              | 522        | 489        | 505          | 506        |
| <b>Total</b> | <b>485</b> | <b>477</b>  | <b>474</b>       | <b>496</b> | <b>464</b> | <b>487</b>   | <b>479</b> |

2011-12 In-District, Adult, NON-CREDIT WSCH per FTEF

| Age          | Total      | African Am. | Asian/ Pac. Isl. | Hispanic   | Native Am. | Multi-Ethnic | White      |
|--------------|------------|-------------|------------------|------------|------------|--------------|------------|
| 65+          | 326        |             |                  | 313        |            |              | 333        |
| 50-64        | 327        | 2,213       | 282              | 287        |            |              | 436        |
| 35-49        | 358        | 5,378       | 427              | 303        | 657        |              | 488        |
| 25-34        | 446        | 592         | 495              | 344        | 738        | 476          | 799        |
| 21-24        | 518        | 610         | 535              | 441        | 402        | 529          | 730        |
| 18-20        | 620        | 656         | 7,245            | 457        | 475        | 1,849        | 1,642      |
| <b>Total</b> | <b>421</b> | <b>690</b>  | <b>506</b>       | <b>348</b> | <b>569</b> | <b>593</b>   | <b>583</b> |



# What We've Learned So Far...



Pop Growth

- The District's Aged 18+ population will grow by 51,775 (8.6%) between 2012 and 2022.
- Two thirds of that growth (35,268 or 68%) comes from the 65+ age group – the District grows much greyer.
- **The Aged 18-20 population will decline by 532 (a negative 1.0% growth rate).**
- 18-20 African Americans and Whites will decline between now and 2022 (by 0.4% and 3.6% respectively).
- 18-20 Multi-Ethnic growth (3.0%) failed to balance out the 4.0% decline in African Americans and Whites.
- As a group, 18+ Hispanics accounted for 30,894 (59.7%) of District population growth.



Pop Group WSCH

- 18-20's represent only 5.66% of District Pop but generated almost half (45.50%) of 2011-12 **Credit** WSCH.
- That is to say, 18-20 Credit WSCH "share" was **8.04** times greater than their population share (45.5 / 5.66).
- For 18-20 Hispanics, their **Credit** WSCH share was **7.78** times greater than their Pop share (18.97 / 2.44).
- That **7.78** multiple for 18-20 Hispanics falls only slightly short of the **8.16** multiple for 18-20 Whites.
- The **Credit** participation rate of 18-20 Hispanics (170) is almost at parity with that of 18-20 Whites (174).
- As shown in the prior section, EMSI forecasts a 1% decline in the District's 18-20 population group by 2022.
- While 18-20 Whites will decline 3.6% by 2022, 18-20 Hispanics will remain flat -- only declining by 0.1%.

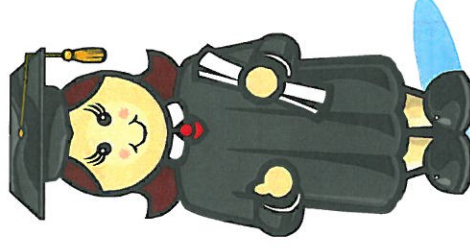
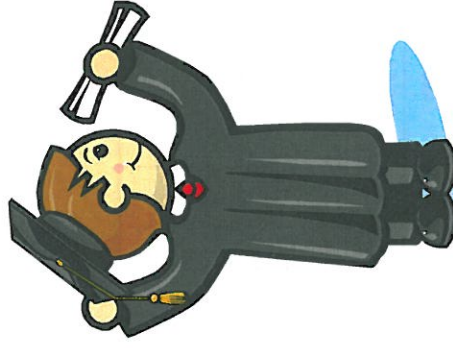


Pop Ed Level



Job Growth

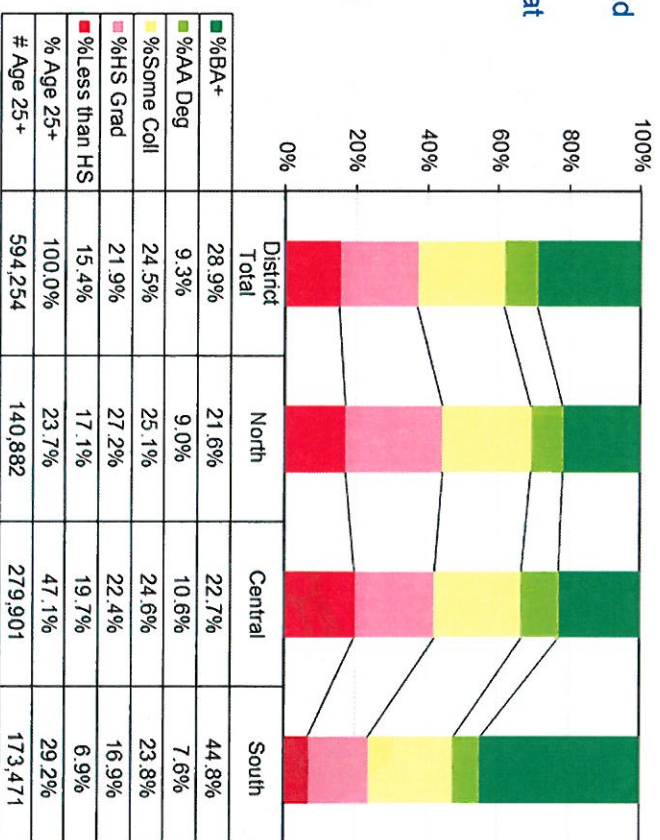
# Population Educational Attainment



# Planning Area Educational Attainment 2011

- Almost two-fifths (38.2%) of the District's Aged 25+ population had an AA/AS or higher;
- About one-quarter (24.5%) had at least "some" college;
- Roughly one-fifth (21.9%) had graduated from high school;
- Slightly under one-sixth (15.4%) had less than a high school education.

Educational Attainment of Those Aged 25+ By Planning Area



Source: U.S. Census Bureau, 2007-2011 American Community Survey

- Central – San Marcos, Oceanside, and most of Escondido and Vista
- North – primarily Fallbrook, Valley Center, & parts of Escondido and Vista
- South – primarily Poway, San Diego, and Ramona



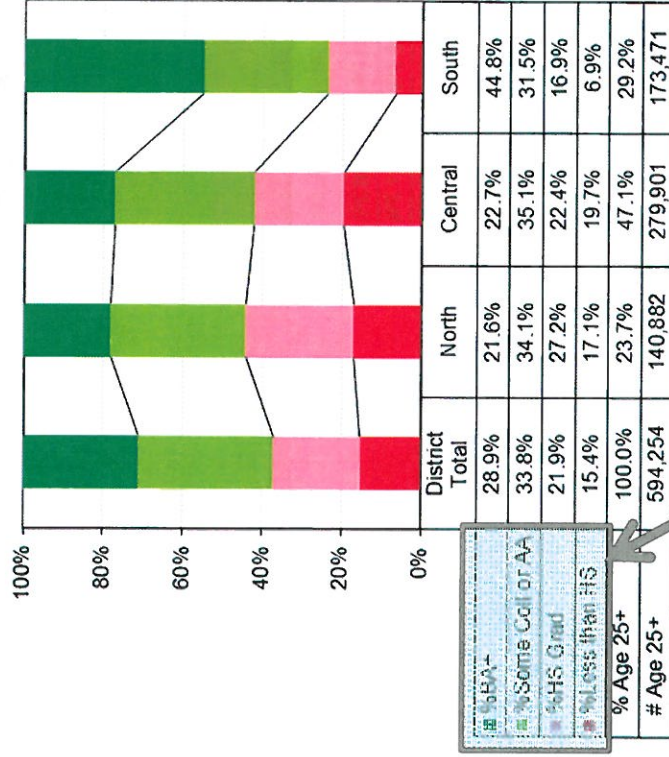
The South Planning Area stands out as having 52% AA/AS or higher versus an average of 32% in the other Areas.



# Limitations To Ethnic Drill Down On Educational Attainment

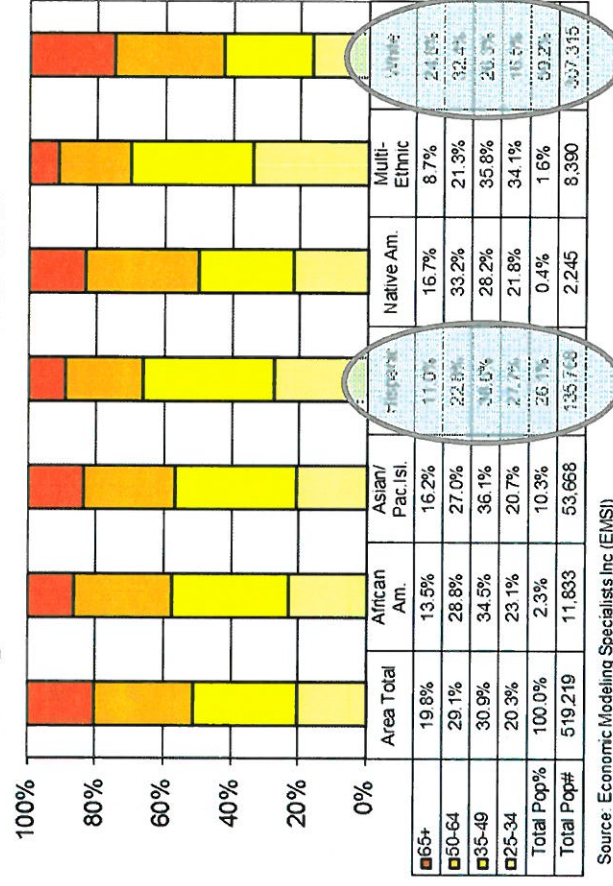
Due to sample size issues, the Census Bureau limits ethnic drill down on the ACS zip code level educational attainment data to **four** education levels and only the **two** largest ethnic segments...

Educational Attainment of Those Aged 25+ By Planning Area



Four Education Levels

Planning Area: Palomar CCD Year: 2012



Two Largest Ethnic Segments  
of the District's 25+ Population

# Planning Area Educational Attainment 2011

## For Major Ethnic Group 1 of 2

**Educational Attainment of Those Aged 25+ By Planning Area**  
**Ethnicity = WHITE**



Source: U.S. Census Bureau, 2007-2011 American Community Survey

### WHITES

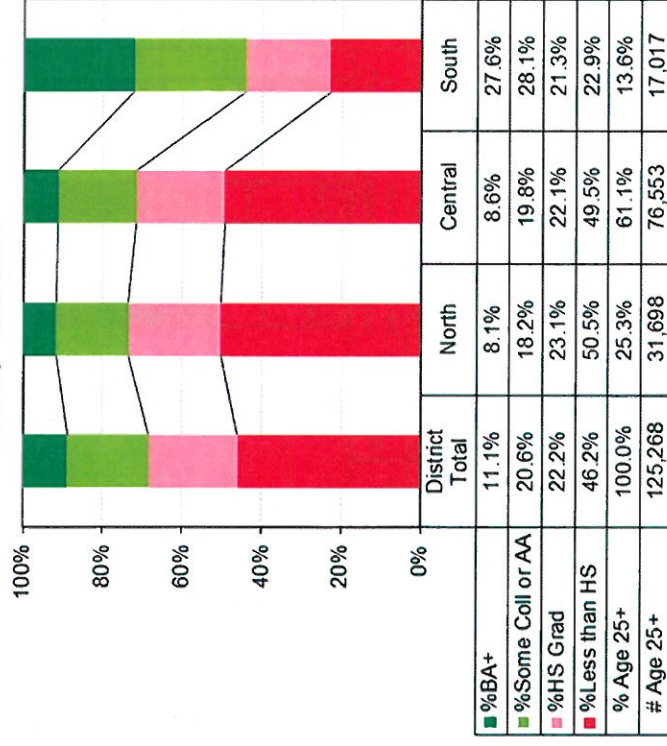
- 48.3% in the South have a BA or higher vs. a mean of 33.6% in the other areas
- 31.7% in South have some college or AA vs. a mean of 40% in the other areas
- 16.6% in South are HS grads vs. a mean of 21.5% in the other areas
- 3.4% in South aren't HS grads – roughly on par with North(5%) & Central(5%)



# Planning Area Educational Attainment 2011

## For Both Major Ethnic Groups

Educational Attainment of Those Aged 25+ By Planning Area  
Ethnicity = **HISPANIC**

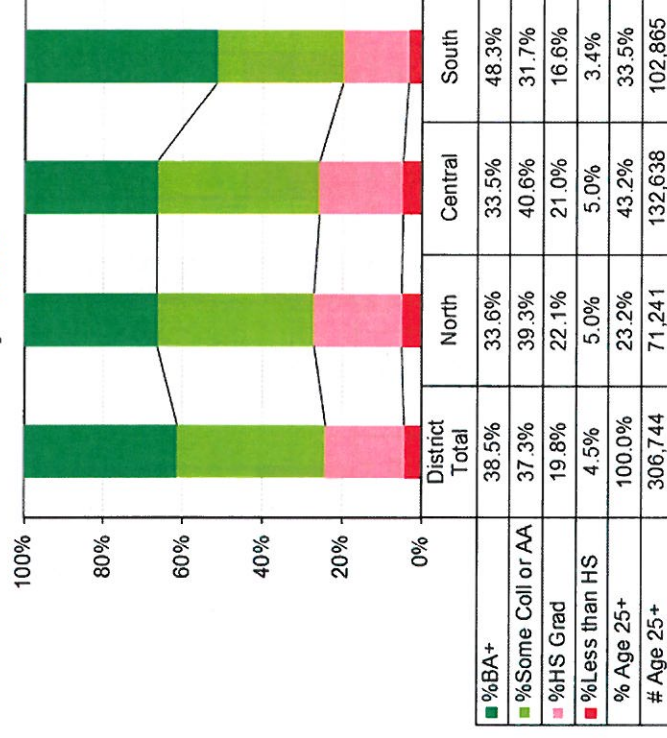


Source: U.S. Census Bureau, 2007-2011 American Community Survey

### HISPANICS

- 27.6% in the South have a BA or higher vs. a mean of 8.4% in the other areas
- 28.1% in South have some college or AA vs. a mean of 19% in the other areas
- 21.3% in South are HS grads – roughly on par with North(23.1%) & Cntrl(22.1%)
- 22.9% in South aren't HS grads vs. a mean of 50% in the other areas

Educational Attainment of Those Aged 25+ By Planning Area  
Ethnicity = **WHITE**



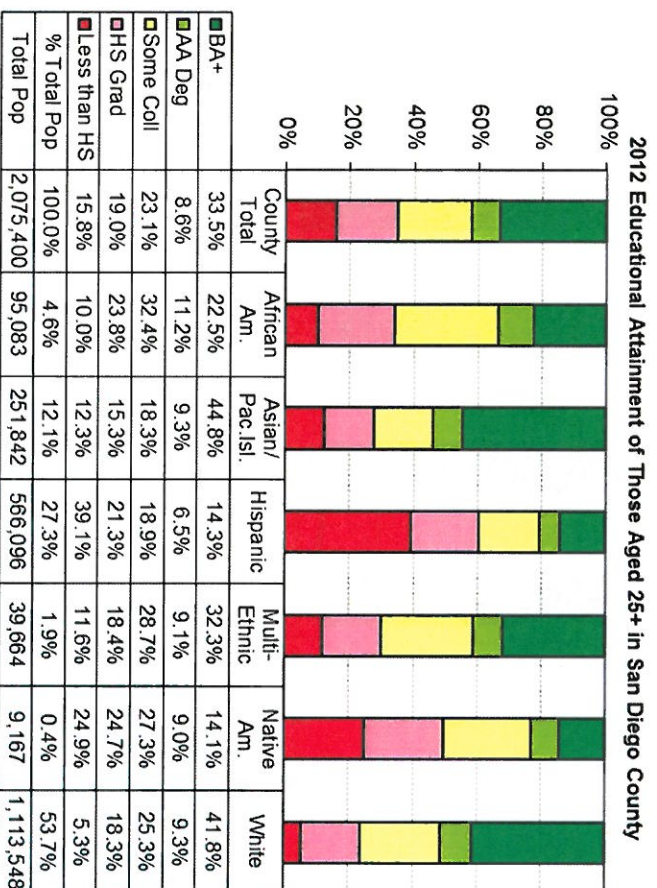
Source: U.S. Census Bureau, 2007-2011 American Community Survey

### WHITES

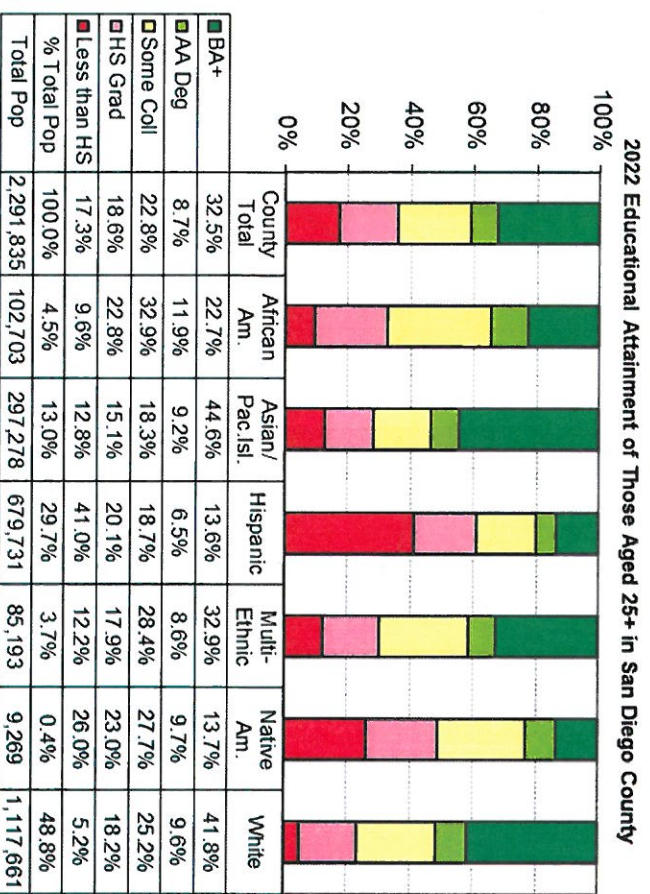
- 48.3% in the South have a BA or higher vs. a mean of 33.6% in the other areas
- 31.7% in South have some college or AA vs. a mean of 40% in the other areas
- 16.6% in South are HS grads vs. a mean of 21.5% in the other areas
- 3.4% in South aren't HS grads – roughly on par with North(5%) & Central(5%)



# San Diego County Educational Attainment 2012 & Ten Years from Now (2022)



Source: Economic Modeling Specialists Inc (EMSI)

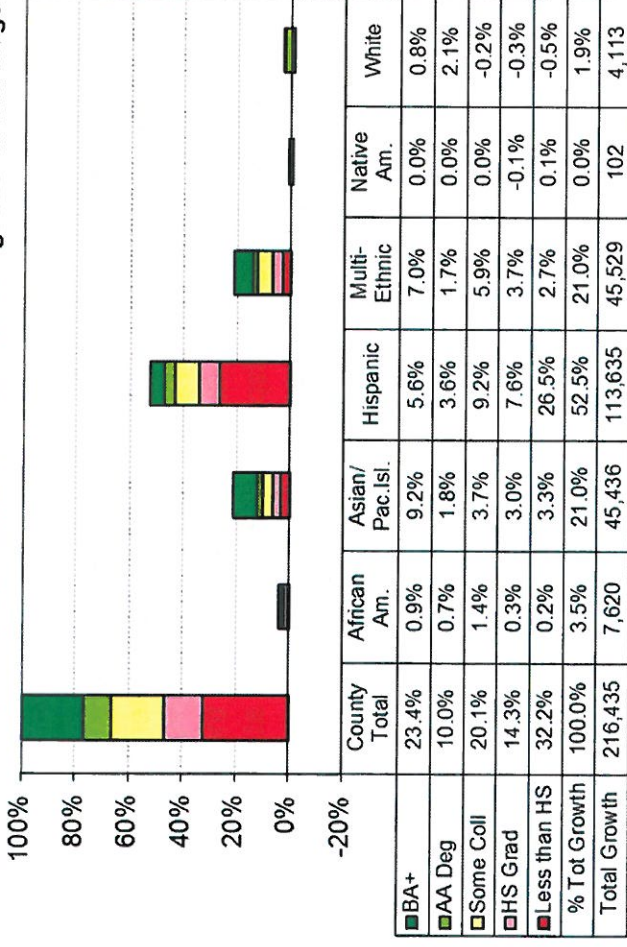


Source: Economic Modeling Specialists Inc (EMSI)

- EMSI forecasts that the county's 25+ population will grow by over 216,000 (10.4%) in the next 10 years.
- Next, we will explore where that 216,435 in population growth came from...

# Where the 216,435 in Age 25+ Population Growth Came from...

2012-2022 Growth in Educational Attainment Counts of Those Aged 25+ in San Diego County



Source: Economic Modeling Specialists Inc (EMSI)

- 23.4% of the growth was attributable to those attaining a Bachelor's or higher;
- The lion's share of that BA+ growth was attributable to Asians (9.2%), Multi-Ethnics (7%) and Hispanics (5.6%);
- At the other end of the education scale, those with Less Than High School accounted for 32.2% of growth;
- By far the majority of that 32.2% Less Than HS growth was attributable to Hispanics (26.5%);
- As a group, Hispanics accounted for over half (52.5%) of the 216,435 Age 25+ growth.



## What We've Learned So Far...



Pop Growth

- The District's Aged 18+ population will grow by 51,775 (8.6%) between 2012 and 2022.
- Two thirds of that growth (35,268 or 68%) comes from the 65+ age group – the District grows much greyer.
- The Aged 18-20 population will decline by 532 (a negative 1.0% growth rate).
- 18-20 African Americans and Whites will decline between now and 2022 (by 0.4% and 3.6% respectively).
- 18-20 Multi-Ethnic growth (3.0%) failed to balance out the 4.0% decline in African Americans and Whites.
- As a group, 18+ Hispanics accounted for 30,894 (59.7%) of District population growth.



Pop Group WSCH

- 18-20's represent only 5.66% of District Pop but generated almost half (45.50%) of 2011-12 **Credit** WSCH.
- That is to say, 18-20 Credit WSCH "share" was **8.04** times greater than their population share (45.5 / 5.66).
- For 18-20 Hispanics, their **Credit** WSCH share was **7.78** times greater than their Pop share (18.97 / 2.44).
- That **7.78** multiple for 18-20 Hispanics falls only slightly short of the **8.16** multiple for 18-20 Whites.
- The **Credit** participation rate of 18-20 Hispanics (170) is almost at parity with that of 18-20 Whites (174).
- As shown in the prior section, EMSI forecasts a 1% decline in the District's 18-20 population group by 2022.



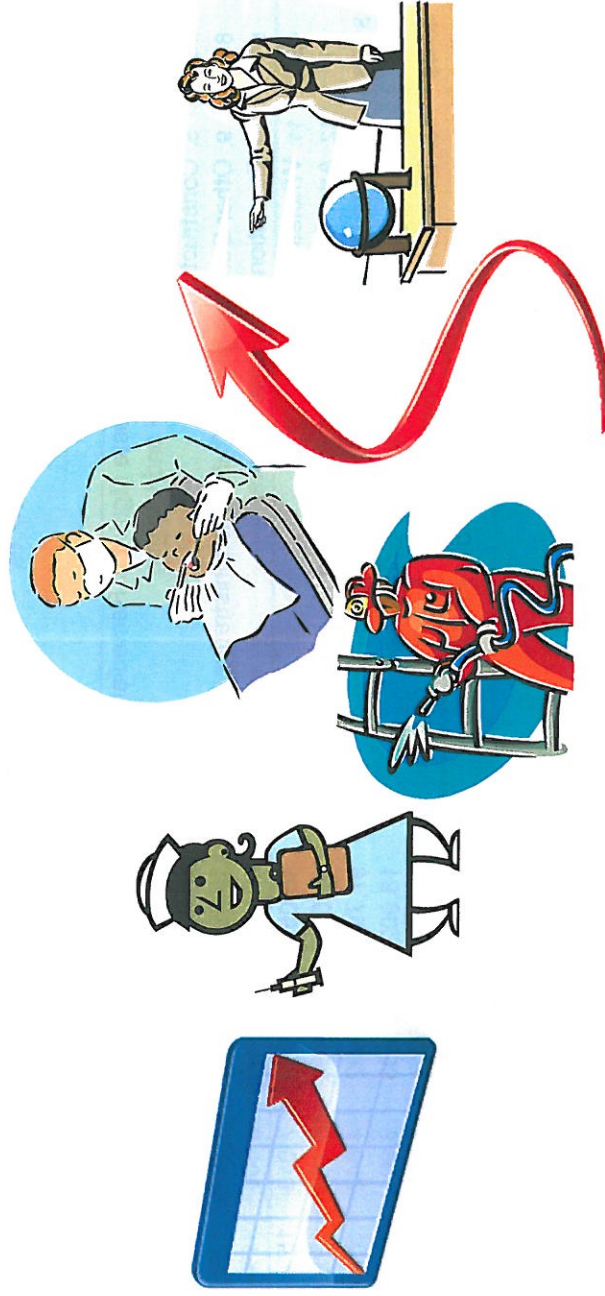
Pop Ed Level

- Per the Census Bureau's 2007-11 American Community Survey:
  - almost two-fifths (38.2%) of the District's Aged 25+ population had an AA/AS or higher;
  - about one-quarter (24.5%) had at least "some" college;
  - over one-fifth (21.9%) had graduated from high school;
  - fewer than one of every six (15.4%) had less than a high school education.
- The South Planning Area stood out as having 52% AA/AS or higher versus 32% in the other Areas.
- EMSI forecasts growth of 216,435 (10.4%) for San Diego County's 25+ Pop between 2012 & 2022.
- 23.4% of that growth was attributable to those who had attained a Bachelor's or higher.
- The lion's share of that BA+ growth was attributable to Asians (9.2%), Multi-Ethnics (7%) and Hispanics (5.6%).
- Those with less than high school accounted for **32.2%** of growth – of which **26.5%** was Hispanic.
- As a group, Hispanics accounted for over half (52.5%) of the 216,435 San Diego County's Age 25+ growth.



Job Growth

# Job Growth





# San Diego County Job Growth By Industry

(Literally EVERY San Diego Business Is Classified Into One of the 21 Industry Groups Below)

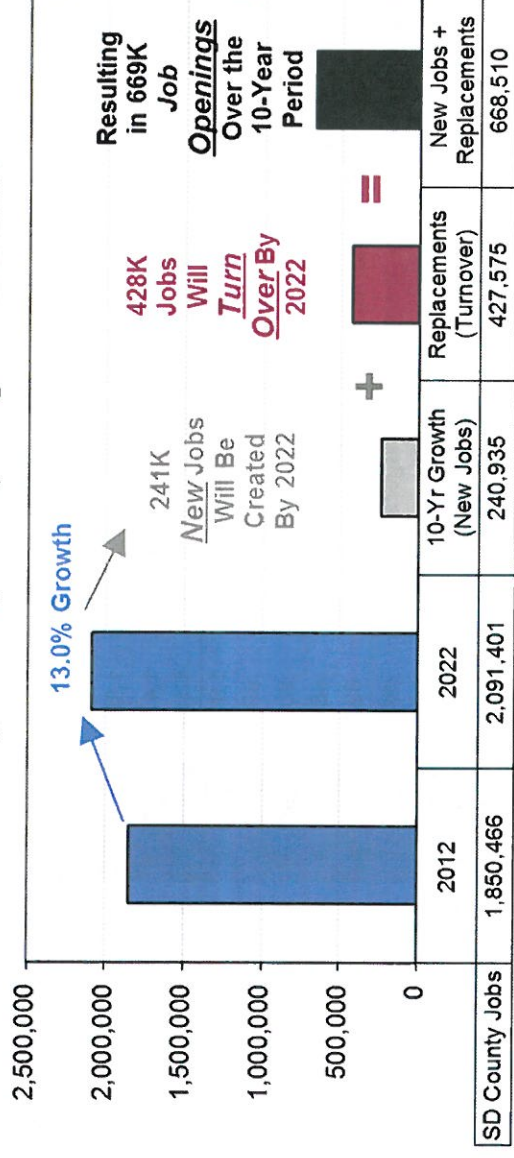
| NAICS<br>Code  | Industry  | Jobs<br>2012     | Jobs<br>2022     | Change         | Pct<br>Change |
|----------------|---|------------------|------------------|----------------|---------------|
|                |   |                  |                  |                |               |
| 62             | 1. Health Care and Social Assistance                | 154,737          | 185,731          | 30,994         | 20%           |
| 54             | 2. Professional, Scientific, and Technical Services | 190,013          | 220,353          | 30,340         | 16%           |
| 72             | 3. Accommodation and Food Services                  | 144,646          | 171,352          | 26,706         | 18%           |
| 52             | 4. Finance and Insurance                            | 92,959           | 116,405          | 23,446         | 25%           |
| 44-45          | 5. Retail Trade                                     | 168,722          | 188,605          | 19,883         | 12%           |
| 56             | 6. Admin & Support & Waste Mgmt & Remediation Svcs  | 115,830          | 134,766          | 18,936         | 16%           |
| 53             | 7. Real Estate and Rental and Leasing               | 105,325          | 123,033          | 17,708         | 17%           |
| 23             | 8. Construction                                     | 84,981           | 102,196          | 17,215         | 20%           |
| 81             | 9. Other Services (except Public Administration)    | 115,493          | 130,388          | 14,895         | 13%           |
| 61             | 10. Educational Services (Private)                  | 40,962           | 53,568           | 12,606         | 31%           |
| 42             | 11. Wholesale Trade                                 | 46,053           | 53,066           | 7,013          | 15%           |
| 71             | 12. Arts, Entertainment, and Recreation             | 46,020           | 51,783           | 5,763          | 13%           |
| 31-33          | 13. Manufacturing                                   | 97,790           | 102,432          | 4,642          | 5%            |
| 55             | 14. Management of Companies and Enterprises         | 18,902           | 22,803           | 3,901          | 21%           |
| 48-49          | 15. Transportation and Warehousing                  | 29,006           | 32,835           | 3,829          | 13%           |
| 11             | 16. Agriculture, Forestry, Fishing and Hunting      | 17,548           | 18,560           | 1,012          | 6%            |
| 22             | 17. Utilities                                       | 7,436            | 8,402            | 966            | 13%           |
| 99             | 18. Unclassified Industry                           | 6,037            | 6,963            | 926            | 15%           |
| 51             | 19. Information                                     | 31,120           | 31,881           | 761            | 2%            |
| 21             | 20. Mining, Quarrying, and Oil and Gas Extraction   | 993              | 1,171            | 178            | 18%           |
| 90             | 21. Government                                      | 335,892          | 335,108          | -784           | 0%            |
| <b>Totals:</b> |   | <b>1,850,465</b> | <b>2,091,401</b> | <b>240,935</b> | <b>13%</b>    |

Source: Economic Modeling Specialists Inc (EMSI)::Complete Employment - 2013.1 Final Release

- EMSI forecasts that San Diego County industries will add 241,000 new jobs in the next 10 years.
- However "new" jobs don't tell the whole story...

# County Job Openings 2012 to 2022

San Diego County Job Openings 2012 to 2022



Source: Economic Modeling Specialists Inc (EMSI); Complete Employment - 2013.1 Final Release

- EMSI forecasts that New (241K) plus Replacement (428K) jobs will grow to 669,000 by the year 2022.
- That 10-year growth number translates into 66,900 annual job openings (669,000 / 10).



# Openings With Required Education: On-The-Job Training

(Openings at This Ed Level Represent 43,767 (**65.5%**) of the 66,900 Annual Openings.)

The Top-25 Such Occupations in Terms of Most Openings Are as Follows:

| SOC                 | Occupation Description  | Annual Openings | Median Hourly Earnings | 52 Wks @ 40 Hrs Per Wk |
|---------------------|---|-----------------|------------------------|------------------------|
| (1) 41-2031         | Retail Salespersons   | 2,114           | \$11.27                | \$23.4K                |
| (2) 35-3031         | Waiters and Waitresses  | 1,868           | \$8.89                 | \$18.5K                |
| (3) 41-2011         | Cashiers  | 1,860           | \$9.42                 | \$19.6K                |
| (4) 35-3021         | Combined Food Preparation and Serving Workers, Including Fast Food  | 1,475           | \$9.14                 | \$19.0K                |
| (5) 43-9061         | Office Clerks, General  | 1,127           | \$14.18                | \$29.5K                |
| (6) 37-2011         | Janitors and Cleaners, Except Maids and Housekeeping Cleaners       | 1,011           | \$11.43                | \$23.8K                |
| (7) 37-2012         | Maids and Housekeeping Cleaners                                     | 999             | \$10.12                | \$21.0K                |
| (8) <b>39-9011</b>  | <b>Childcare Workers</b>  | 903             | \$8.91                 | \$18.5K                |
| (9) 43-4051         | Customer Service Representatives                                    | 889             | \$17.04                | \$35.4K                |
| (10) 53-7062        | Laborers and Freight, Stock, and Material Movers, Hand              | 820             | \$12.22                | \$25.4K                |
| (11) <b>11-9141</b> | <b>Property, Real Estate, and Community Association Managers</b>    | 663             | \$17.75                | \$36.9K                |
| (12) <b>11-9199</b> | <b>Managers, All Other</b>  | 633             | \$25.54                | \$53.1K                |
| (13) 43-5081        | Stock Clerks and Order Fillers                                      | 615             | \$10.64                | \$22.1K                |
| (14) 41-1011        | First-Line Supervisors of Retail Sales Workers                      | 596             | \$15.69                | \$32.6K                |
| (15) 43-1011        | First-Line Supervisors of Office and Administrative Support Workers | 591             | \$24.86                | \$51.7K                |
| (16) 35-2021        | Food Preparation Workers  | 575             | \$9.56                 | \$19.9K                |
| (17) 37-3011        | Landscaping and Groundskeeping Workers                              | 541             | \$11.44                | \$23.8K                |
| (18) 43-4171        | Receptionists and Information Clerks                                | 507             | \$13.85                | \$28.8K                |
| (19) 35-2014        | Cooks, Restaurant   | 507             | \$11.39                | \$23.7K                |
| (20) 35-3022        | Counter Attendants, Cafeteria, Food Concession, and Coffee Shop     | 495             | \$9.19                 | \$19.1K                |
| (21) <b>43-3031</b> | <b>Bookkeeping, Accounting, and Auditing Clerks</b>                 | 483             | \$18.49                | \$38.5K                |
| (22) 41-3099        | Sales Representatives, Services, All Other                          | 427             | \$25.92                | \$53.9K                |
| (23) 39-9021        | Personal Care Aides   | 421             | \$10.39                | \$21.6K                |
| (24) 33-9032        | Security Guards   | 415             | \$11.83                | \$24.6K                |
| (25) 49-9071        | Maintenance and Repair Workers, General                             | 408             | \$16.46                | \$34.2K                |

Source: Economic Modeling Specialists Inc (EMSI): Complete Employment - 2013.1 Final Release

Note: **Highlighted occupations** are ones for which Palomar offers awards in CIP code(s) that feed into that SOC code.

| Median Hourly Earnings |         |                  |  |
|------------------------|---------|------------------|--|
| Low                    | High    | Top 25%          |  |
| \$29.63                | \$91.66 | Upper Middle 25% |  |
| \$20.49                | \$29.36 | Lower Middle 25% |  |
| \$14.59                | \$20.47 | Bottom 25%       |  |
| \$6.24                 | \$14.57 |                  |  |

# Openings With Required Education: Postsecondary Certificate

(Openings at This Ed Level Represent 4,826 (7.2%) of the 66,900 annual openings.)

The Top-25 Such Occupations in Terms of **Most Openings** Are as Follows:

|      | SOC     | Occupation Description  | Annual Openings | Median Hourly Earnings | 52 Wks @ 40 Hrs Per Wk | Median Hourly Earnings |         |                  |
|------|---------|---|-----------------|------------------------|------------------------|------------------------|---------|------------------|
|      |         |   |                 |                        |                        | Low                    | High    |                  |
| (1)  | 41-9022 | Real Estate Sales Agents  | 1,903           | \$13.95                | \$29.0K                | \$29.63                | \$91.66 | Top 25%          |
| (2)  | 31-1012 | Nursing Aides, Orderlies, and Attendants                              | 388             | \$12.29                | \$25.6K                | \$20.49                | \$29.36 | Upper Middle 25% |
| (3)  | 39-5012 | Hairdressers, Hairstylists, and Cosmetologists                        | 359             | \$11.02                | \$22.9K                | \$14.59                | \$20.47 | Lower Middle 25% |
| (4)  | 29-2061 | Licensed Practical and Licensed Vocational Nurses                     | 266             | \$23.30                | \$48.5K                | \$6.24                 | \$14.57 | Bottom 25%       |
| (5)  | 49-3023 | Automotive Service Technicians and Mechanics                          | 230             | \$17.16                | \$35.7K                |                        |         |                  |
| (6)  | 49-2022 | Telecom Equipment Installers and Repairers, Except Line Installers    | 134             | \$25.46                | \$53.0K                |                        |         |                  |
| (7)  | 31-9011 | Massage Therapists  | 123             | \$14.29                | \$29.7K                |                        |         |                  |
| (8)  | 39-5092 | Manicurists and Pedicurists   | 120             | \$8.83                 | \$18.4K                |                        |         |                  |
| (9)  | 31-9091 | Dental Assistants   | 116             | \$17.53                | \$36.5K                |                        |         |                  |
| (10) | 51-4121 | Welders, Cutters, Solderers, and Brazers                              | 104             | \$19.63                | \$40.8K                |                        |         |                  |
| (11) | 39-9031 | Fitness Trainers and Aerobics Instructors                             | 101             | \$17.94                | \$37.3K                |                        |         |                  |
| (12) | 33-2011 | Firefighters  | 100             | \$30.44                | \$63.3K                |                        |         |                  |
| (13) | 49-9021 | Heating, Air Conditioning, and Refrigeration Mechanics and Installers | 88              | \$22.59                | \$47.0K                |                        |         |                  |
| (14) | 29-2041 | Emergency Medical Technicians and Paramedics                          | 76              | \$12.63                | \$26.3K                |                        |         |                  |
| (15) | 43-6012 | Legal Secretaries   | 67              | \$21.73                | \$45.2K                |                        |         |                  |
| (16) | 25-4031 | Library Technicians   | 64              | \$17.60                | \$36.6K                |                        |         |                  |
| (17) | 29-2071 | Medical Records and Health Information Technicians                    | 61              | \$17.71                | \$36.8K                |                        |         |                  |
| (18) | 49-2011 | Computer, Automated Teller, and Office Machine Repairers              | 57              | \$16.58                | \$34.5K                |                        |         |                  |
| (19) | 49-3031 | Bus and Truck Mechanics and Diesel Engine Specialists                 | 50              | \$21.84                | \$45.4K                |                        |         |                  |
| (20) | 29-2799 | Health Technologists and Technicians, All Other                       | 44              | \$22.40                | \$46.6K                |                        |         |                  |
| (21) | 39-5094 | Skincare Specialists  | 39              | \$13.85                | \$28.8K                |                        |         |                  |
| (22) | 39-5011 | Barbers   | 35              | \$12.42                | \$25.8K                |                        |         |                  |
| (23) | 49-3011 | Aircraft Mechanics and Service Technicians                            | 34              | \$26.21                | \$54.5K                |                        |         |                  |
| (24) | 31-9094 | Medical Transcriptionists   | 34              | \$16.59                | \$34.5K                |                        |         |                  |
| (25) | 49-2094 | Electrical & Electronics Repairers, Commercial & Industrial Equipment | 29              | \$25.15                | \$52.3K                |                        |         |                  |

Source: Economic Modeling Specialists Inc (EMSI) Complete Employment - 2013.1 Final Release

Note: **Highlighted occupations** are ones for which Palomar offers awards in CIP code(s) that feed into that SOC code.



# Openings With Required Education: Associate's Degree

(Openings at This Ed Level Represent 2,466 (3.7%) of the 66,900 annual openings.)

The Top-25 Such Occupations in Terms of Most Openings Are as Follows:

| SOC          | Occupation Description   | Annual Openings | Median Hourly Earnings | 52 Wks @ 40 Hrs Per Wk | Median Hourly Earnings |         |                  |  |
|--------------|--|-----------------|------------------------|------------------------|------------------------|---------|------------------|--|
| (1) 29-1111  | Registered Nurses  | 780             | \$40.01                | \$83.2K                | Low                    | High    | Top 25%          |  |
| (2) 15-1159  | Computer Support Specialists                                       | 279             | \$23.41                | \$48.7K                | \$29.63                | \$91.66 |                  |  |
| (3) 25-2011  | Preschool Teachers, Except Special Education                       | 168             | \$14.30                | \$29.7K                | \$20.49                | \$29.36 | Upper Middle 25% |  |
| (4) 13-2021  | Appraisers and Assessors of Real Estate                            | 152             | \$19.28                | \$40.1K                | \$14.59                | \$20.47 | Lower Middle 25% |  |
| (5) 23-2011  | Paralegals and Legal Assistants                                    | 122             | \$29.09                | \$60.5K                | \$6.24                 | \$14.57 | Bottom 25%       |  |
| (6) 19-4099  | Life, Physical, and Social Science Technicians, All Other          | 88              | \$25.53                | \$53.1K                |                        |         |                  |  |
| (7) 17-3023  | Electrical and Electronics Engineering Technicians                 | 81              | \$28.11                | \$58.5K                |                        |         |                  |  |
| (8) 29-2037  | Radiologic Technologists and Technicians                           | 73              | \$31.88                | \$66.3K                |                        |         |                  |  |
| (9) 29-2012  | Medical and Clinical Laboratory Technicians                        | 57              | \$18.57                | \$38.6K                |                        |         |                  |  |
| (10) 29-2021 | Dental Hygienists  | 55              | \$43.56                | \$90.6K                |                        |         |                  |  |
| (11) 19-4031 | Chemical Technicians   | 52              | \$24.39                | \$50.7K                |                        |         |                  |  |
| (12) 19-4091 | Environmental Science and Protection Technicians, Including Health | 46              | \$21.70                | \$45.1K                |                        |         |                  |  |
| (13) 29-2056 | Veterinary Technologists and Technicians                           | 45              | \$17.26                | \$35.9K                |                        |         |                  |  |
| (14) 17-3029 | Engineering Technicians, Except Drafters, All Other                | 42              | \$31.33                | \$65.2K                |                        |         |                  |  |
| (15) 29-1126 | Respiratory Therapists   | 40              | \$30.13                | \$62.7K                |                        |         |                  |  |
| (16) 29-2032 | Diagnostic Medical Sonographers                                    | 30              | \$40.77                | \$84.8K                |                        |         |                  |  |
| (17) 17-3022 | Civil Engineering Technicians                                      | 27              | \$27.72                | \$57.7K                |                        |         |                  |  |
| (18) 17-3011 | Architectural and Civil Drafters                                   | 27              | \$25.10                | \$52.2K                |                        |         |                  |  |
| (19) 31-2021 | Physical Therapist Assistants                                      | 24              | \$23.96                | \$49.8K                |                        |         |                  |  |
| (20) 17-3026 | Industrial Engineering Technicians                                 | 24              | \$23.59                | \$49.1K                |                        |         |                  |  |
| (21) 49-9062 | Medical Equipment Repairers  | 24              | \$23.56                | \$49.0K                |                        |         |                  |  |
| (22) 17-3013 | Mechanical Drafters  | 19              | \$24.88                | \$51.8K                |                        |         |                  |  |
| (23) 53-2021 | Air Traffic Controllers  | 17              | \$64.04                | \$133.2K               |                        |         |                  |  |
| (24) 17-3024 | Electro-Mechanical Technicians                                     | 17              | \$26.69                | \$55.5K                |                        |         |                  |  |
| (25) 17-3027 | Mechanical Engineering Technicians                                 | 16              | \$22.03                | \$45.8K                |                        |         |                  |  |

Source: Economic Modeling Specialists Inc (EMSI)::Complete Employment - 2013.1 Final Release

Note: Highlighted occupations are ones for which Palomar offers awards in CIP code(s) that feed into that SOC code.

# Openings With Required Education: Bachelor's or Higher

(Openings at This Ed Level Represent 15,790 (23.6%) of the 66,900 annual openings.)

The Top-25 Such Occupations in Terms of Most Openings Are as Follows:

| SOC  | Occupation Description  | Annual Openings | Median Hourly Earnings | 52 Wks @ 40 Hrs Per Wk | Median Hourly Earnings |         |                  |
|------|---|-----------------|------------------------|------------------------|------------------------|---------|------------------|
|      |   |                 |                        |                        | Low                    | High    |                  |
| (1)  | 13-2052 Personal Financial Advisors   | 1,019           | \$30.01                | \$62.4K                | \$29.63                | \$91.66 | Top 25%          |
| (2)  | 41-3031 Securities, Commodities, and Financial Services Sales Agents        | 877             | \$23.98                | \$49.9K                | \$20.49                | \$29.36 | Upper Middle 25% |
| (3)  | 13-1111 Management Analysts   | 583             | \$31.86                | \$66.3K                | \$14.59                | \$20.47 | Lower Middle 25% |
| (4)  | 25-1099 Postsecondary Teachers  | 559             | \$34.77                | \$72.3K                | \$6.24                 | \$14.57 | Bottom 25%       |
| (5)  | 13-2011 Accountants and Auditors  | 536             | \$30.73                | \$63.9K                |                        |         |                  |
| (6)  | 11-1021 General and Operations Managers                                     | 470             | \$52.20                | \$108.6K               |                        |         |                  |
| (7)  | 13-1161 Market Research Analysts and Marketing Specialists                  | 400             | \$29.23                | \$60.8K                |                        |         |                  |
| (8)  | 25-3999 Teachers and Instructors, All Other                                 | 393             | \$20.09                | \$41.8K                |                        |         |                  |
| (9)  | 23-1011 Lawyers   | 359             | \$49.45                | \$102.9K               |                        |         |                  |
| (10) | 11-3031 Financial Managers  | 330             | \$44.49                | \$92.5K                |                        |         |                  |
| (11) | 25-2021 Elementary School Teachers, Except Special Education                | 280             | \$31.47                | \$65.5K                |                        |         |                  |
| (12) | 25-2031 Secondary School Teachers, Except Special & Career/Technical Ed     | 257             | \$32.49                | \$67.6K                |                        |         |                  |
| (13) | 15-1132 Software Developers, Applications                                   | 237             | \$44.45                | \$92.5K                |                        |         |                  |
| (14) | 11-2022 Sales Managers  | 224             | \$43.83                | \$91.2K                |                        |         |                  |
| (15) | 27-1024 Graphic Designers   | 224             | \$19.61                | \$40.8K                |                        |         |                  |
| (16) | 15-1133 Software Developers, Systems Software                               | 213             | \$47.32                | \$98.4K                |                        |         |                  |
| (17) | 19-1042 Medical Scientists, Except Epidemiologists                          | 199             | \$37.29                | \$77.6K                |                        |         |                  |
| (18) | 15-1121 Computer Systems Analysts   | 197             | \$37.00                | \$77.0K                |                        |         |                  |
| (19) | 41-4011 Sales Reps, Wholesale and Manufacturing, Tech & Scientific Products | 188             | \$33.70                | \$70.1K                |                        |         |                  |
| (20) | 39-9032 Recreation Workers  | 185             | \$11.23                | \$23.4K                |                        |         |                  |
| (21) | 27-3091 Interpreters and Translators  | 180             | \$21.19                | \$44.1K                |                        |         |                  |
| (22) | 11-1011 Chief Executives  | 173             | \$60.33                | \$125.5K               |                        |         |                  |
| (23) | 27-3043 Writers and Authors   | 172             | \$17.22                | \$35.8K                |                        |         |                  |
| (24) | 13-2051 Financial Analysts  | 169             | \$35.04                | \$72.9K                |                        |         |                  |
| (25) | 11-2021 Marketing Managers  | 164             | \$48.81                | \$101.5K               |                        |         |                  |

Source: Economic Modeling Specialists Inc (EMSI)::Complete Employment - 2013.1 Final Release

Note: **Highlighted occupations** are ones for which Palomar offers awards in CIP code(s) that feed into that SOC code.



# What We've Learned So Far...



Pop Growth

- The District's Aged 18+ population will grow by 51,775 (8.6%) between 2012 and 2022.
- Two thirds of that growth (35,268 or 68%) comes from the 65+ age group – the District grows much greyer.
- The Aged 18-20 population will decline by 532 (a negative 1.0% growth rate).
- 18-20 African Americans and Whites will decline between now and 2022 (by 0.4% and 3.6% respectively).
- 18-20 Multi-Ethnic growth (3.0%) failed to balance out the 4.0% decline in African Americans and Whites.
- As a group, 18+ Hispanics accounted for 30,894 (59.7%) of District population growth.



Pop Group WSCH

- 18-20's represent only 5.66% of District Pop but generated almost half (45.50%) of 2011-12 **Credit** WSCH.
- That is to say, 18-20 Credit WSCH "share" was **8.04** times greater than their population share (45.5 / 5.66).
- For 18-20 Hispanics, their **Credit** WSCH share was **7.78** times greater than their Pop share (18.97 / 2.44).
- That **7.78** multiple for 18-20 Hispanics falls only slightly short of the **8.16** multiple for 18-20 Whites.
- The **Credit** participation rate of 18-20 Hispanics (170) is almost at parity with that of 18-20 Whites (174).
- As shown in the prior section, EMSI forecasts a 1% decline in the District's 18-20 population group by 2022.



Pop Ed Level

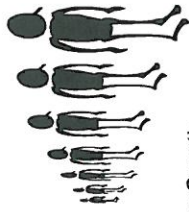
- Per the Census Bureau's 2007-11 American Community Survey:
  - almost two-fifths (38.2%) of the District's Aged 25+ population had an AA/AS or higher;
  - about one-quarter (24.5%) had at least "some" college;
  - over one-fifth (21.9%) had graduated from high school;
  - fewer than one of every six (15.4%) had less than a high school education.
- The South Planning Area stood out as having 52% AA/AS or higher versus 32% in the other Areas.
- EMSI forecasts growth of 216,435 (10.4%) for San Diego County's 25+ Pop between 2012 & 2022.
- 23.4% of that growth was attributable to those who had attained a Bachelor's or higher.
- The lion's share of that BA+ growth was attributable to Asians (9.2%), Multi-Ethnics (7%) and Hispanics (5.6%).
- Those with less than high school accounted for **32.2%** of growth – of which **26.5%** was Hispanic.
- As a group, Hispanics accounted for over half (52.5%) of the 216,435 San Diego County's Age 25+ growth.



Job Growth

- EMSI forecasts that New (241K) plus Replacement (428K) jobs will grow to 669,000 by the year 2022.
- That 10-year growth number translates into 66,900 annual job openings.
- Looking at those 66,900 annual openings in terms of the level of education they require reveals that:
  - 65.5% require only On-the-Job Training;
  - 3.7% require an Associate's Degree;
  - 7.2% require a Postsecondary Certificate;
  - 23.6% require a Bachelor's or Higher.
- As we've always known, each step up the education ladder is associated with increased earnings.



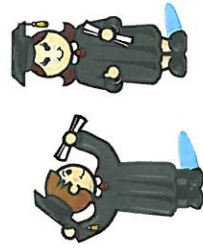


Pop Growth

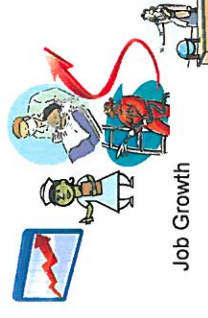


Pop Group WSCH

# Thank You



Pop Ed Level



Job Growth



**Palomar College Internal Scan**

2013

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**Internal Scan Topics**

- ◆ Enrollment
- ◆ Student Characteristics ■
- ◆ Student Success ■
- ◆ Student Satisfaction and Opinion ■
- ◆ Distribution of Instruction ■
- ◆ Staff Demographics

Palomar College Internal Scan 2013, Institutional Research & Planning 2

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**Enrollment**

Palomar College Internal Scan 2013, Institutional Research & Planning 3

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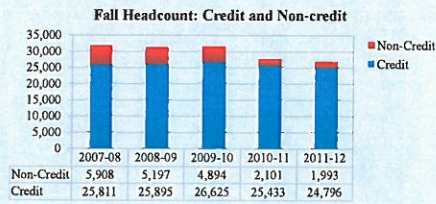
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## Headcount



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4

## College Centers Fall Headcount

**Fall Headcount by Ed Centers**

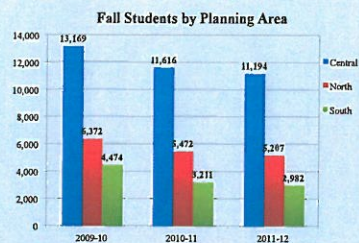
| Centers        | Fall 2010 | Fall 2011 | Fall 2012 |
|----------------|-----------|-----------|-----------|
| Camp Pendleton | 505       | 486       | 508       |
| Escondido      | 3,958     | 3,746     | 3,526     |
| Fallbrook      | 310       | 215       | 209       |
| Interpret      | 4,235     | 4,085     | 4,493     |
| Mt. Carmel     | 482       | 370       | 237       |
| Other Location | 2,352     | 2,069     | 2,112     |
| Pauma          | 13        | 28        | 11        |
| Ramona         | 140       | 0         | 0         |
| San Marcos     | 20,237    | 19,834    | 19,655    |

Note: Students may attend more than one center.

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5

## Student Residence by Planning Area



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6



### In-district Student Residence by Community

| Fall Headcount by Community |         |         |         |
|-----------------------------|---------|---------|---------|
| Community                   | 2009-10 | 2010-11 | 2011-12 |
| Bonsall                     | 152     | 133     | 97      |
| Camp Pendleton              | 117     | 99      | 97      |
| Escondido                   | 6,989   | 6,195   | 6,014   |
| Fallbrook                   | 1,666   | 1,325   | 1,247   |
| Oceanside                   | 1,880   | 1,661   | 1,525   |
| Pauma Valley                | 89      | 96      | 94      |
| Poway                       | 1,108   | 814     | 681     |
| Ramona                      | 1,148   | 834     | 792     |
| San Diego                   | 2,070   | 1,493   | 1,447   |
| San Marcos                  | 4,400   | 3,787   | 3,668   |
| Valley Center               | 744     | 705     | 660     |
| Vista                       | 3,430   | 3,019   | 2,934   |
| Other                       | 224     | 131     | 157     |
| Total                       | 24,015  | 20,299  | 19,383  |

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7

### Student Residence by College District

| Fall Student Residence by College District |         |         |         |
|--|---------|---------|---------|
|  | 2009-10 | 2010-11 | 2011-12 |
| Grossmont-Cuyamaca                         | 0.7%    | 0.7%    | 0.8%    |
| MiraCosta                                  | 7.5%    | 7.5%    | 7.1%    |
| Mt San Jacinto                             | 7.9%    | 10.3%   | 11.8%   |
| Palomar                                    | 76.2%   | 73.7%   | 72.4%   |
| San Diego                                  | 2.1%    | 2.3%    | 2.3%    |
| Southwestern                               | 0.5%    | 0.4%    | 0.3%    |
| Other                                      | 5.1%    | 5.1%    | 5.4%    |
| Total Headcount                            | 31,519  | 27,534  | 26,789  |

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8

### Enrollment Summary

- ♦ **Growth & Decline** – While credit enrollment had been growing, the last couple years have shown decreases in credit and non-credit enrollment.
- ♦ **Internet** – The Internet was the only location to show growth in recent years.
- ♦ **Communities** – Enrollment has declined throughout the in-district communities, driven in part by center closures & class offering reductions.

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9

## Student Characteristics

### Demographics

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10

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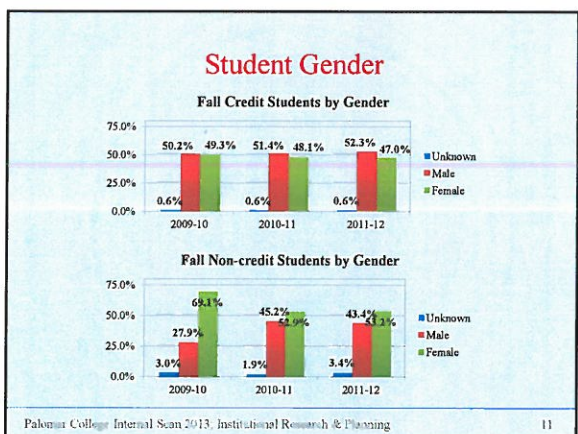
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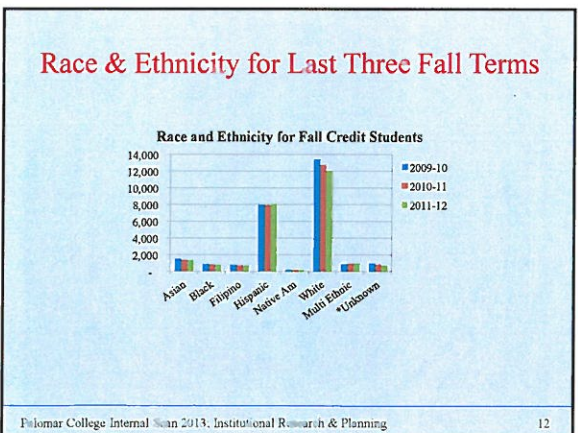
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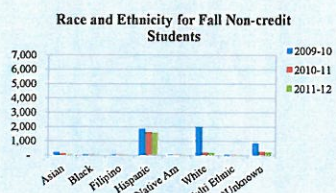
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## Race & Ethnicity for Last Three Fall Terms



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13

## Student Age

| Age Group  | Credit Students |         |         | NonCredit Students |         |         |
|------------|-----------------|---------|---------|--------------------|---------|---------|
|            | 2009-10         | 2010-11 | 2011-12 | 2009-10            | 2010-11 | 2011-12 |
| 17 & Under | 3.6%            | 3.3%    | 3.0%    | 0.8%               | 0.8%    | 1.3%    |
| 18-20      | 38.4%           | 37.2%   | 37.1%   | 3.1%               | 7.1%    | 5.9%    |
| 21-24      | 22.7%           | 23.5%   | 25.2%   | 6.4%               | 13.1%   | 12.4%   |
| 25-29      | 12.1%           | 12.1%   | 12.6%   | 7.4%               | 14.6%   | 18.0%   |
| 30-34      | 5.6%            | 6.0%    | 6.1%    | 6.2%               | 12.0%   | 11.7%   |
| 35-39      | 3.8%            | 3.8%    | 3.6%    | 6.4%               | 12.4%   | 11.8%   |
| 40-44      | 3.2%            | 3.2%    | 3.1%    | 5.7%               | 10.4%   | 9.4%    |
| 45-54      | 6.3%            | 6.5%    | 5.5%    | 12.4%              | 16.0%   | 17.0%   |
| 55-64      | 3.1%            | 3.1%    | 2.8%    | 17.6%              | 7.5%    | 7.0%    |
| 65 & Over  | 1.1%            | 1.2%    | 1.1%    | 33.6%              | 5.6%    | 5.4%    |
| Unknown    | 0.0%            | 0.0%    | 0.0%    | 0.5%               | 0.5%    | 0.2%    |
| Headcount  | 26,625          | 25,433  | 24,796  | 4,894              | 2,101   | 1,993   |

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14

## Demographics Summary

- ◊ **Gender** – the proportion of males has increased slightly for credit students, but for non-credit students the composition changed significantly with the drop in sections, with males approaching half the non-credit population.
- ◊ **Race/Ethnicity** – For credit students, enrollment has increased only for Hispanics. Among non-credit students, enrollment plunged for whites.
- ◊ **Age**
  - For credit students, the percentage of 21-24 year olds has increased, while for non-credit students those 65 and over decreased significantly.
  - ⅓ of credit students are 24 or under.
- ◊ Credit & Non-credit form two distinct populations.

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15



## Student Characteristics

### Attendance Characteristics and Placement

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16

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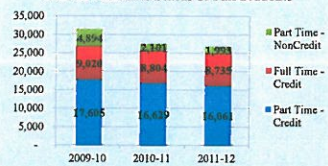
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## Full- or Part-time Status

Full- or Part-time Status of Fall Students



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17

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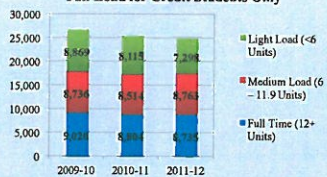
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## Credit Student Load

Fall Load for Credit Students Only



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18

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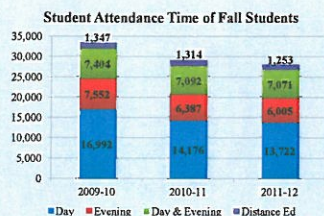
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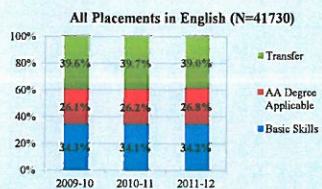


## Attendance Time

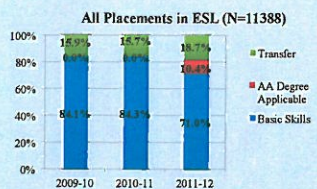


Notes: Day students take classes starting before 4:30 exclusively.  
Distance Ed. students take Distance Ed. classes exclusively.

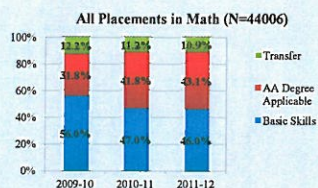
## Student Placement Level



## Student Placement Level



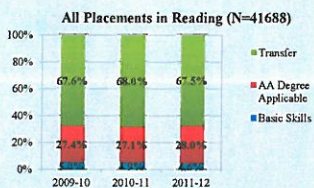
### Student Placement Level



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22

### Student Placement Level



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23

### Attendance Characteristics and Placement Summary

- ◆ **Load** – For credit students, the number taking medium loads increased slightly.
- ◆ **Placements**
  - Nearly a third (31.4%) of placements are at the Basic Skills level.
  - Placement variations in 2009-10 reflect a cut-score adjustment.

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24

## Student Success

### GPA and Success Rates

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25

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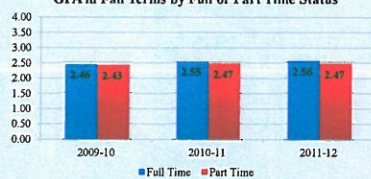
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## Student GPA by Full- or Part-time Status

GPA in Fall Terms by Full or Part Time Status



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26

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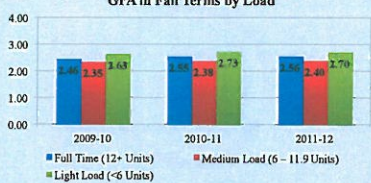
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## Student GPA by Full- or Part-time Status

GPA in Fall Terms by Load



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27

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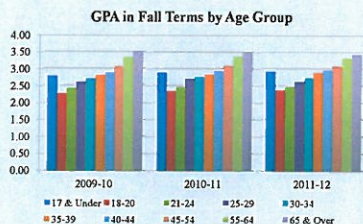
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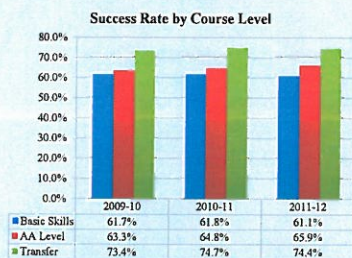
## Student GPA by Age



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28

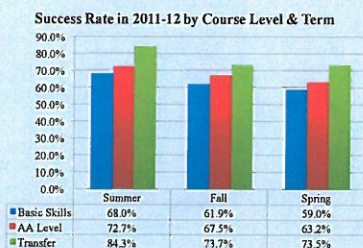
## Success by Course Level



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29

## Success by Level & Term

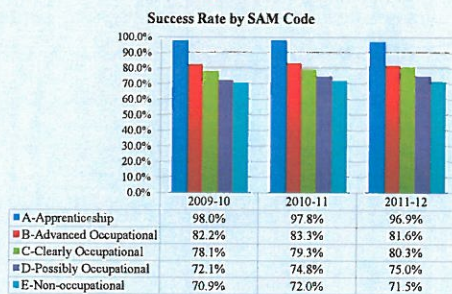


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30



### Success by SAM Code



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31

### Student Success Summary – GPA & Success Rates

- ◆ GPA – GPA was slightly higher for full-time students, and generally, the older the student the higher the GPA.
- ◆ Success by Course Level – The higher the course level, the higher the success rate.
- ◆ Success by Term – Success rates are highest in the summer, and slightly lower in spring.
- ◆ Success by Vocational – Success rates tend to be higher for more occupational courses.

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32

### Student Success

Basic Skills Cohort Progress  
3-Year Time Span

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33

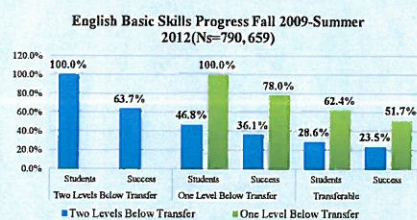
### Basic Skills Cohort Progress: Reading



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34

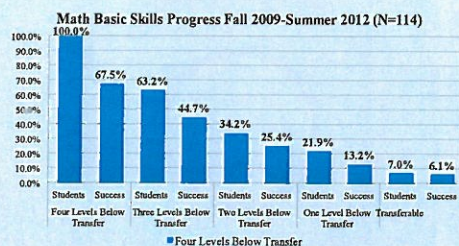
### Basic Skills Cohort Progress: English



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35

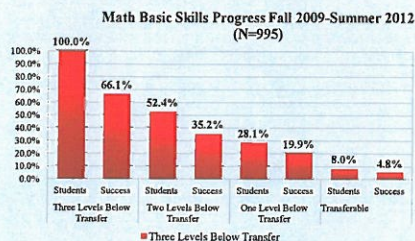
### Basic Skills Cohort Progress: Math-4 Levels Below Transfer



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36

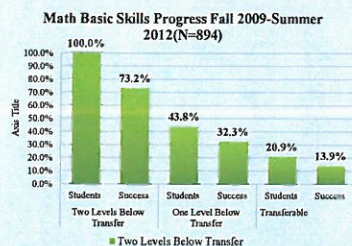
### Basic Skills Cohort Progress: Math-3 Levels Below Transfer



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37

### Basic Skills Cohort Progress: Math-2 Levels Below Transfer



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38

### Basic Skills Cohort Progress: Math-1 Levels Below Transfer



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39



### Student Success Summary – Basic Skills Cohort Progress: 3-Year Span

- ♦ **Reading** – Only a quarter (27.3%) of those starting one level below attempted transfer level reading.
- ♦ **English** – Of those starting two levels below transfer less than half (46.8%) made it to one level below.
- ♦ **Math** – On average, just over a third (35.8%) of BS math students successfully completed a course one level above where they started.

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40

### Student Success

Persistence, Awards, and Transfers

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41

### Persistence by Student Type

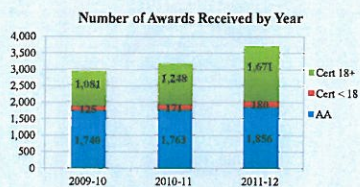
| Persistence by Credit Student Type |         |                  |                      |                      |                      |
|------------------------------------|---------|------------------|----------------------|----------------------|----------------------|
| Student Type                       | Cohort  | Fall 1 Headcount | Spring 1 Persistence | Spring 2 Persistence | Spring 3 Persistence |
| First-Time                         | 2007-08 | 5,127            | 64.8%                | 41.8%                | 27.7%                |
|                                    | 2008-09 | 5,776            | 66.2%                | 43.6%                | 29.0%                |
|                                    | 2009-10 | 5,985            | 67.2%                | 44.2%                | 28.3%                |
|                                    | 2010-11 | 5,157            | 70.2%                | 46.7%                | -                    |
|                                    | 2011-12 | 4,565            | 73.1%                | -                    | -                    |
| Continuing                         | 2007-08 | 12,389           | 69.8%                | 40.9%                | 26.2%                |
|                                    | 2008-09 | 12,593           | 69.7%                | 39.9%                | 24.2%                |
|                                    | 2009-10 | 13,449           | 71.9%                | 41.7%                | 25.2%                |
|                                    | 2010-11 | 13,421           | 73.5%                | 42.0%                | -                    |
|                                    | 2011-12 | 13,780           | 72.9%                | -                    | -                    |

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42



## Awards



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43

## Student Transfers

### Transfers

#### California State University System - 2011-2012

|                                      |            |
|--------------------------------------|------------|
| CSUSM                                | 526        |
| SDSU                                 | 61         |
| All Other CSU's                      | 261        |
| <b>Total Transfers to CSU System</b> | <b>848</b> |

#### University of California System - 2011-2012

|                                     |            |
|-------------------------------------|------------|
| UCSD                                | 145        |
| All Other UC's                      | 127        |
| <b>Total Transfers to UC System</b> | <b>272</b> |

#### Other In-state Privates or Out-of-state Transfers - 2009-2010

|  |              |
|--|--------------|
| In-state Privates                        | 519          |
| Out-of-state                             | 558          |
| <b>Total Estimated "Other" Transfers</b> | <b>1,077</b> |

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44

## Continuation Rate & GPA of CSU Transfer Students

### One-Year Continuation Rate and Grade Point Average at the CSU for Palomar College and Statewide CC Upper Division Transfers

|            | <u>Enrolled Fall 2011</u> |        | <u>Continued Next Fall</u> |        | <u>CSU Grade Point Average</u> |  |
|------------|---------------------------|--------|----------------------------|--------|--------------------------------|--|
|            | Number                    | Number | Rate                       | Number | Average                        |  |
| Palomar    | 763                       | 679    | 89                         | 672    | 3.11                           |  |
| Systemwide | 37,172                    | 32,384 | 87                         | 32,030 | 3.03                           |  |

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45

## Student Success Summary – Persistence, Awards, & Transfers

- ◆ Persistence – Persistence for first-time students caught continuing students in 2011-12.
- ◆ Awards – AA degrees climbed in 2011-12, and certificates jumped (transfer certificates).
- ◆ Transfers to CSU – Two thirds (69.2%) of transfers to the CSU system in 11/12 were to CSUSM or SDSU.
- ◆ Transfers to UC – Over half (53.3%) of the UC transfers were to UCSD.
- ◆ Continuation & GPA – Palomar transfer students continued at the same rate as other transfer students statewide, and had a higher GPA.

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46

## Student Satisfaction and Opinion

CCSSE

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47

## CCSSE – Benchmarks

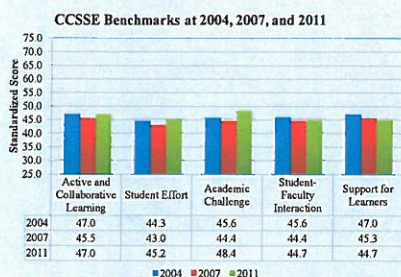
### Standardized Benchmark Scores

| Benchmark                         | Mean |
|-----------------------------------|------|
| Active And Collaborative Learning | 47.0 |
| Student Effort                    | 45.2 |
| Academic Challenge                | 48.4 |
| Student-Faculty Interaction       | 44.7 |
| Support For Learners              | 44.7 |

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48

## CCSSE – Benchmarks by Year



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49

## CCSSE – Benchmarks & Student Success Courses

### Benchmark Scores and Enrollment in a Student Success Course

Enrolled in a student success course (such as a student development, extended orientation, study skills, student life skills, or college success course)

| Benchmark                         | Yes   | No    |
|-----------------------------------|-------|-------|
| Active And Collaborative Learning | 54.03 | 45.70 |
| Student Effort                    | 51.42 | 44.01 |
| Academic Challenge                | 52.92 | 47.79 |
| Student-Faculty Interaction       | 50.73 | 44.11 |
| Support For Learners              | 51.64 | 42.66 |

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50

## CCSSE – Benchmarks & Learning Communities

### Benchmark Scores and Participation in a Learning Community

| Benchmark                         | Participated in a Learning Community |       |
|-----------------------------------|--------------------------------------|-------|
|                                   | Yes                                  | No    |
| Active And Collaborative Learning | 53.35                                | 46.58 |
| Student Effort                    | 55.34                                | 44.26 |
| Academic Challenge                | 51.91                                | 48.34 |
| Student-Faculty Interaction       | 49.87                                | 44.78 |
| Support For Learners              | 52.47                                | 43.29 |

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51



## CCSSE – Benchmarks & Orientation

**Benchmark Scores and Participation in an Orientation**

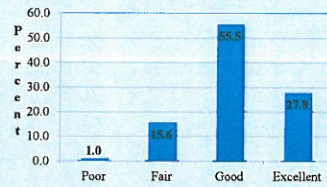
| Benchmark                         | Attended an Orientation |       |
|-----------------------------------|-------------------------|-------|
|                                   | Yes                     | No    |
| Active And Collaborative Learning | 51.41                   | 43.81 |
| Student Effort                    | 49.79                   | 41.47 |
| Academic Challenge                | 52.88                   | 45.06 |
| Student-Faculty Interaction       | 49.36                   | 42.02 |
| Support For Learners              | 49.57                   | 39.99 |

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52

## CCSSE – Evaluation of Palomar

**Rating of Educational Experience at Palomar**

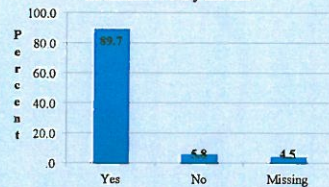


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53

## CCSSE – Recommend Palomar

**Student Would Recommend This College to a Friend or Family Member**



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54



## Student Satisfaction & Opinion Summary – CCSSE

### ◆ Benchmarks

- Overall, Benchmark scores were below average.
- The Academic Challenge score has increased, while Support for Learners has decreased.

### ◆ Support Activities – Support activities were associated with higher Benchmark scores.

### ◆ Evaluation of Palomar – Students were very positive about Palomar.

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55

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## Student Satisfaction and Opinion

### CTE Student Survey

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56

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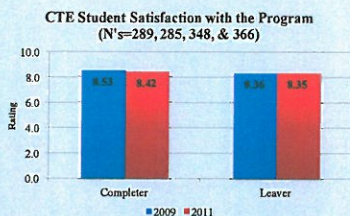
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## CTE Program Satisfaction



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57

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## Program Component Satisfaction

### Satisfaction with Program Components

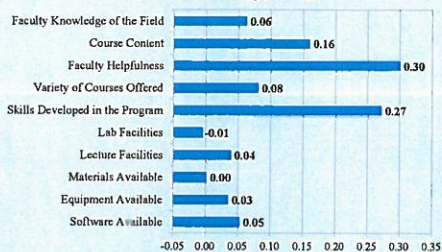
|   | 2009 |     | 2011 |     |
|---|------|-----|------|-----|
|   | Mean | N   | Mean | N   |
| Satisfaction with:<br>Software Available for Completing Class<br>or Lab Assignments | 8.08 | 639 | 8.11 | 654 |
| Equipment Available for Completing Class<br>or Lab Assignments                      | 8.28 | 639 | 8.32 | 654 |
| Materials Available for Completing Class<br>or Lab Assignments                      | 8.43 | 639 | 8.35 | 654 |
| Lecture Facilities  | 7.95 | 639 | 7.86 | 654 |
| Lab Facilities  | 8.11 | 639 | 8.07 | 654 |
| Skills Developed in the Program   | 8.49 | 639 | 8.46 | 654 |
| Variety of Courses Offered  | 8.09 | 639 | 8.10 | 654 |
| Faculty Helpfulness   | 8.76 | 639 | 8.72 | 654 |
| Course Content  | 8.55 | 639 | 8.49 | 654 |
| Faculty Members' Knowledge of the Field   | 9.11 | 639 | 9.12 | 654 |

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58

## Factors Affecting Overall Satisfaction

### Association of Component Ratings with Overall Satisfaction Rating (N=867)



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59

## Impact on Completers

### Impact of Study at Palomar on Completers

| Year | My studies at<br>Palomar College ...  |       | Strongly disagree |   | Disagree |   | Neither Agree Nor Disagree |   | Agree |   | Strongly agree |   |
|------|---------------------------------------|-------|-------------------|---|----------|---|----------------------------|---|-------|---|----------------|---|
|      |                                       |       | Count             | % | Count    | % | Count                      | % | Count | % | Count          | % |
| 2009 | improved my work situation            | Count | 7                 |   | 6        |   | 13                         |   | 100   |   | 101            |   |
|      |                                       | %     | 3.1%              |   | 2.6%     |   | 5.7%                       |   | 44.1% |   | 44.5%          |   |
|      | improved my ability to perform my job | Count | 4                 |   | 14       |   | 11                         |   | 105   |   | 92             |   |
|      |                                       | %     | 1.8%              |   | 6.2%     |   | 4.9%                       |   | 46.5% |   | 40.7%          |   |
| 2011 | improved my work situation            | Count | 4                 |   | 17       |   | 8                          |   | 96    |   | 82             |   |
|      |                                       | %     | 1.9%              |   | 8.2%     |   | 3.9%                       |   | 46.4% |   | 39.6%          |   |
|      | improved my ability to perform my job | Count | 4                 |   | 14       |   | 6                          |   | 101   |   | 82             |   |
|      |                                       | %     | 1.9%              |   | 6.8%     |   | 2.9%                       |   | 48.8% |   | 39.6%          |   |

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60

## Impact on Leavers

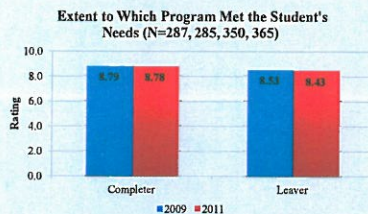
Impact of Study at Palomar on Leavers

| Year | My studies at Palomar College ...      |       | Neither agree nor disagree |          |          |       | Strongly agree |
|------|--|-------|----------------------------|----------|----------|-------|----------------|
|      |  |       | Strongly disagree          | Disagree | Disagree | Agree |                |
| 2009 | improved my work situation.            | Count | 11                         | 35       | 49       | 91    | 60             |
|      |  | %     | 4.5%                       | 14.2%    | 19.9%    | 37.0% | 24.4%          |
|      | improved my ability to perform my job. | Count | 11                         | 44       | 35       | 98    | 59             |
|      |  | %     | 4.5%                       | 17.8%    | 14.2%    | 39.7% | 23.9%          |
| 2011 | improved my work situation.            | Count | 13                         | 42       | 25       | 114   | 57             |
|      |  | %     | 5.2%                       | 16.7%    | 10.0%    | 45.4% | 22.7%          |
|      | improved my ability to perform my job. | Count | 12                         | 48       | 24       | 118   | 49             |
|      |  | %     | 4.8%                       | 19.1%    | 9.6%     | 47.0% | 19.5%          |

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61

## Programs Met Student Needs



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62

## Student Satisfaction & Opinion Summary – CTE Student Survey

- ◆ Program satisfaction ratings were quite high.
- ◆ Skills developed in the program, and faculty helpfulness were most closely associated with overall satisfaction.
- ◆ Impact – Students agreed that their studies at Palomar improved their (a) work situation and (b) ability to perform their jobs.
- ◆ Met Needs – Generally, students thought the college met their needs.

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63



## Distribution of Instruction

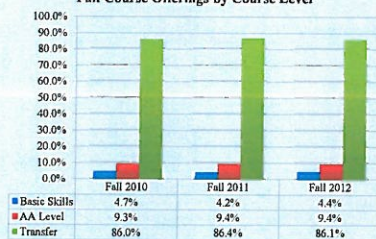
### Course Level and Vocation Status

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64

## Offerings by Course Level

Fall Course Offerings by Course Level

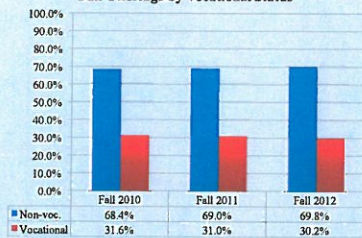


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65

## Offerings by Vocational Status

Fall Offerings by Vocational Status



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66

## Distribution of Instruction

### Delivery Times & Location

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67

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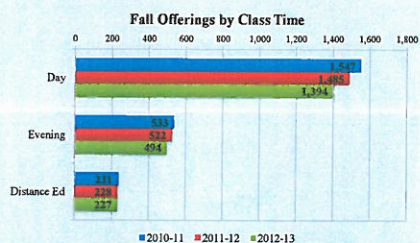
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## Offerings by Class Times



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68

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## Offerings by Location

| Percent of Fall Offerings by Location |           |           |           |
|---------------------------------------|-----------|-----------|-----------|
| Location                              | Fall 2010 | Fall 2011 | Fall 2012 |
| Camp Pendleton                        | 1.6%      | 1.6%      | 1.7%      |
| Escondido                             | 10.2%     | 10.1%     | 9.9%      |
| Fallbrook                             | 0.9%      | 0.7%      | 0.7%      |
| Internet                              | 9.6%      | 9.8%      | 10.3%     |
| Mt. Carmel                            | 0.9%      | 0.6%      | 0.4%      |
| Pauma                                 | 0.0%      | 0.1%      | 0.0%      |
| Ranoma                                | 0.4%      | 0.2%      | 0.2%      |
| San Marcos                            | 73.3%     | 74.2%     | 74.2%     |
| Other Location                        | 3.1%      | 2.7%      | 2.6%      |
| Total Sections                        | 2,311     | 2,235     | 2,115     |

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69

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### Distribution of Instruction Summary

- ◆ Stable – The proportion of offerings by level, vocational status, & time have remained stable.
- ◆ Level – 89% of offerings are at transfer level.
- ◆ Location – More than two-thirds of the sections are located at San Marcos, and about one in twelve are Internet classes.

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### Staff Demographics

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### Employee Classification

#### Employee Classification

|                           | 2007-08       | 2008-09       | 2009-10       | 2010-11       | 2011-12       |
|---------------------------|---------------|---------------|---------------|---------------|---------------|
| Full-Time Faculty         | 17.0%         | 17.3%         | 17.4%         | 17.1%         | 17.7%         |
| Part-Time Faculty         | 54.3%         | 53.0%         | 53.0%         | 53.2%         | 54.8%         |
| Classified Staff          | 26.7%         | 27.4%         | 27.5%         | 27.5%         | 25.4%         |
| Educational Administrator | 1.3%          | 1.5%          | 1.4%          | 1.4%          | 1.3%          |
| Classified Administrator  | 0.6%          | 0.8%          | 0.7%          | 0.8%          | 0.9%          |
| <b>Total</b>              | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |

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## Employee Age

| Staff Age | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|-----------|---------|---------|---------|---------|---------|
| *Under 25 | 0.9%    | 0.7%    | 0.4%    | 0.3%    | 0.2%    |
| 25-29     | 4.5%    | 4.1%    | 3.9%    | 3.9%    | 3.0%    |
| 30-34     | 9.1%    | 8.3%    | 8.5%    | 8.5%    | 7.7%    |
| 35-39     | 8.5%    | 9.7%    | 9.1%    | 10.4%   | 9.8%    |
| 40-44     | 11.1%   | 10.3%   | 9.3%    | 9.7%    | 10.0%   |
| 45-54     | 30.9%   | 30.6%   | 30.2%   | 29.5%   | 29.5%   |
| 55-64     | 27.6%   | 27.9%   | 29.2%   | 28.9%   | 29.4%   |
| 65 & Over | 7.4%    | 8.4%    | 9.4%    | 9.0%    | 10.4%   |
| Total     | 100.0%  | 100.0%  | 100.0%  | 100.0%  | 100.0%  |

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73

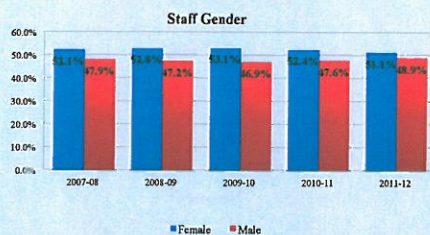
## Employee Age

| Staff Age by Employment Classification | Full-Time Faculty | Part-Time Faculty | Classified Staff | Educational Administrator | Classified Administrator |
|--|-------------------|-------------------|------------------|---------------------------|--------------------------|
| *Under 25                              | 0.0%              | 0.2%              | 0.3%             | 0.0%                      | 0.0%                     |
| 25-29                                  | 1.1%              | 3.3%              | 3.7%             | 0.0%                      | 0.0%                     |
| 30-34                                  | 4.2%              | 9.3%              | 7.2%             | 0.0%                      | 0.0%                     |
| 35-39                                  | 5.0%              | 11.3%             | 10.3%            | 0.0%                      | 7.7%                     |
| 40-44                                  | 13.0%             | 9.8%              | 8.8%             | 5.3%                      | 0.0%                     |
| 45-54                                  | 36.3%             | 26.9%             | 31.3%            | 21.1%                     | 15.4%                    |
| 55-64                                  | 32.4%             | 24.8%             | 33.7%            | 73.7%                     | 69.2%                    |
| 65 & Over                              | 8.0%              | 14.1%             | 4.8%             | 0.0%                      | 7.7%                     |
| Total                                  | 100.0%            | 100.0%            | 100.0%           | 100.0%                    | 100.0%                   |

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74

## Employee Gender



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75

## Employee Race and Ethnicity

| Staff Ethnicity     | 2007-08       | 2008-09       | 2009-10       | 2010-11       | 2011-12       |
|---------------------|---------------|---------------|---------------|---------------|---------------|
| Asian/Pac Isl       | 4.6%          | 4.6%          | 4.3%          | 3.8%          | 3.6%          |
| Black, Non-Hispanic | 2.6%          | 2.5%          | 2.4%          | 1.9%          | 1.8%          |
| Filipino            | 1.5%          | 1.3%          | 1.2%          | 0.6%          | 0.7%          |
| Hispanic            | 14.4%         | 14.3%         | 14.9%         | 17.1%         | 14.4%         |
| Native American     | 1.3%          | 1.3%          | 1.4%          | 1.4%          | 1.5%          |
| White, Non-Hispanic | 74.5%         | 74.9%         | 74.8%         | 73.7%         | 76.3%         |
| Unknown             | 1.1%          | 1.1%          | 1.0%          | 1.6%          | 1.5%          |
| <b>Total</b>        | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |

Palomar College Internal Scan 2013, Institutional Research &amp; Planning

76

## Staff Demographics Summary

- Employee classification, age, gender, and race and ethnicity have all been stable in recent years.

Palomar College Internal Scan 2013, Institutional Research &amp; Planning

77

## Internal Scan Summary

- Palomar has seen recent declines in course offerings and enrollment (especially non-credit).
- Credit & non-credit populations are distinct.
- Nearly a third (31.4%) of placements are at the Basic Skills level.
- Success rates were higher for students who were older, taking higher level courses, & taking vocational courses.
- First-time students generally persist at lower rates than do continuing students.

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78

### Internal Scan Summary – Continued

- ◆ Student engagement is below average.
- ◆ Vocational students are quite satisfied with their programs.
- ◆ Three out of ten sections are classified by the Chancellor's Office as vocational.
- ◆ Class schedules are weighted toward mornings.
- ◆ One in twelve classes are taught via the Internet.
- ◆ Staff demographics have been stable.

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79

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Thank You

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80

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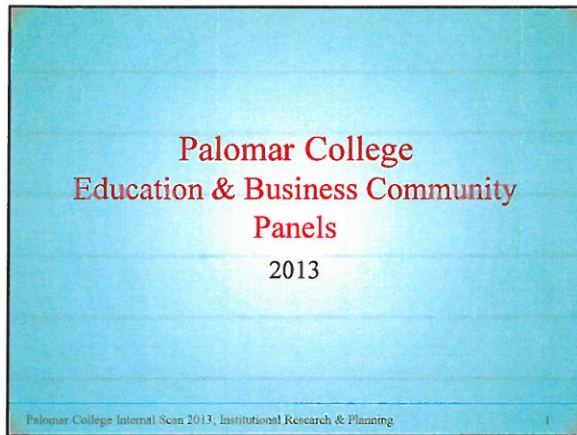
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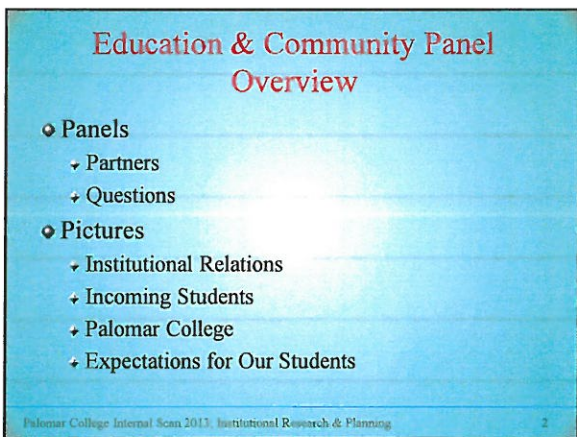
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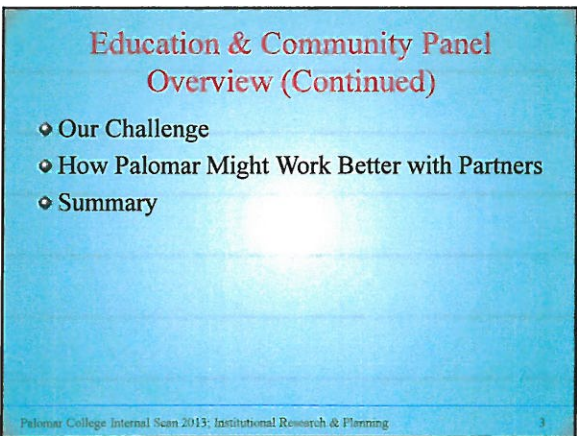
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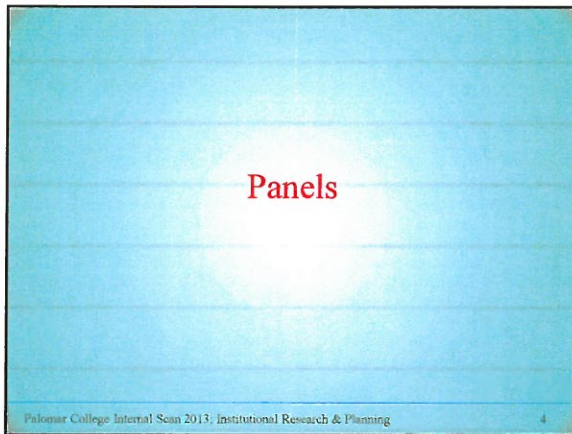
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## Education & Business Community Panels

- ◊ Education Panel
  - ✦ Escondido Union High School District
  - ✦ Fallbrook Union High School District
  - ✦ San Marcos Unified School District
  - ✦ California State University San Marcos
  - ✦ University of California San Diego
- ◊ Business Panel
  - ✦ Clinica
  - ✦ Stone Brewing
  - ✦ Irish Setters
  - ✦ North County Lifeline
  - ✦ San Marcos Fire Department
  - ✦ Marine & Family Programs

Palomar College Internal Scan 2013: Institutional Research & Planning 7

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## Questions

Palomar College Internal Scan 2013: Institutional Research & Planning 8

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## Education Panel Questions

- ◊ 1. What do you see as the future of education in California at each level?
- ◊ 2. Describe the impact of the common core standards. How will they affect your students and our future students? (K12 only question)
- ◊ 3. How are community colleges (in general and Palomar College in particular) perceived within the K-12s, CSUs, and UCs?
- ◊ 4. In your view, what are the strengths of Palomar College?
- ◊ 5. What are the biggest issues/challenges incoming students (i.e., recent high school graduates) to Palomar College face?
- ◊ 6. What are the biggest issues/challenges that Palomar College students face when applying for admission and transferring to your institution?
- ◊ 7. How might Palomar better work with each of our educational partners to ensure a seamless post-secondary educational pathway and facilitate student success?

Palomar College Internal Scan 2013: Institutional Research & Planning 9

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## Business Panel Questions

1. Briefly describe your business and/or related industry.
  - a. What types of jobs exist?
  - b. What level of education is needed for these jobs?
2. What are your expectations of recent graduates who come to work for you?
  - a. What knowledge, skills, and abilities do they need to possess?
  - b. Are your expectations being met?
3. Describe your awareness and knowledge of Palomar College.
  - a. What do you know about our institution, programs, and services?
  - b. What do you perceive to be strengths of Palomar (or community colleges in general) in meeting the needs of the business community?
  - c. What do you perceive to be opportunity areas for Palomar (or community colleges in general) in meeting the needs of the business community?
4. Please comment on the future of your industry and the training needs of our community?
  - a. How is your industry changing and what level and type of education is needed?
  - b. What new educational programs and services do you foresee needing as your organization and its related industry changes and/or grows?
5. How can Palomar better work with our business partners to ensure that we are effectively serving our community and preparing our students for the workforce?

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10

## Pictures

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11

## Pictures Institutional Relations

### ♦ Institutional Relations

#### ♦ Education Partners

- ♦ Good Relationships
- ♦ They Want More.

"Strong partnership relationship."

"Create a seamless pipeline..."

"That campus visit is crucial."

#### ♦ Business Partners

- ♦ Limited
- ♦ Opportunities – apprenticeships, internships, tours

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12

## Pictures Incoming Students

### ◆ Incoming Students

#### ✦ Focus

- Specialized Programs & Academics
- Career & College Tracks
- California Common Core Standards
  - Narrowing of focus with greater depth
- Echoed by Higher Ed Partners

#### ✦ California Common Core Standards

- More depth, less breadth
- More collaborative

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13

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## Pictures Incoming Students

### ◆ Incoming Students

#### ✦ Issues for Incoming Students

- Getting Lost
- Timely Progress
- Long Waits for Counseling Appointments
- Assist.org

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14

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## Pictures Perceptions of Palomar College

### ◆ Palomar Students

#### ✦ Skilled & Competent

#### ✦ Concerns

- Communication Skills
- Inability to See the Big Picture
- Not Well-rounded

### ◆ Transfer Students

#### ✦ Capable

#### ✦ Perform Well

"We have always been impressed with the students who come from Palomar in their technical skills."

"What we find missing is communication skills."

"They are taught well how to follow rules and a specific pattern, but I think the thing is to be able to stand back."

"Even with the licenses and certifications, it still doesn't give us the fully rounded-out person that we are looking for."

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15

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### Expectations for Our Students

- ◆ Business
  - Interested
  - Motivated
  - Passion
  - Skilled
  - Communication Skills
  - Perspective
  - Well-rounded

"We are looking for people who have a passion; it doesn't necessarily have to be about beer but it ultimately usually gets that way, but it starts with someone who is passionate."

"Attitude is everything, and an eagerness to learn, but it is very helpful if you know how to make a one molar solution of sodium chloride."

"We are looking for people who are aggressive, who take their own initiative. Increasingly, the concern that I have is the inability to see the forest from the trees, being able to sit back, and analytical reasoning."

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### Expectations for Our Students

- ◆ In other words
  - Analysis
  - Critical Thinking
  - Teamwork
  - Written and Oral Communication
  - Synthesis

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### Expectations for Our Students

- ◆ Higher Ed Partners
  - Major Preparation
  - Perform Well

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### Our Challenge

- ◆ Focused Students
- ◆ Well-rounded Hires

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Palomar College Internal Scan 2013, Institutional Research & Planning 20

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### How Palomar Might Work Better with Partners

- ◆ Connections & Communication
  - ✦ Liaisons
  - ✦ Employ Counselors with Military Experience
  - ✦ Forums, Apprenticeships, Internships, & Tours
  - ✦ Faculty Interaction
- ◆ Business Skills Training/Course
- ◆ Others

Palomar College Internal Scan 2013, Institutional Research & Planning 21

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**Summary**

- ♦ Palomar College and Palomar Students Are Viewed Positively
- ♦ Connections & Communication
- ♦ Focus
- ♦ Well-rounded Hires

Palomar College Internal Scan 2013: Institutional Research & Planning 22

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**Thank you.**

Palomar College Internal Scan 2013: Institutional Research & Planning 23

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California Community Colleges  
Student Success Scorecard  
Palomar College 2013

April 12, 2013





# CALIFORNIA COMMUNITY COLLEGES

## CHANCELLOR'S OFFICE

### Student Success Scorecard Talking Points

- The Student Success Scorecard is a new accountability tool that measures student performance at each community college in a clear and concise way. It will help concentrate the focus of educational leaders on improving student success.
- This new set of performance metrics makes California Community Colleges perhaps the most transparent and accountable system of public higher education in the nation and is designed to help more students achieve their educational goals on time.
- The scorecard results make it clear how important preparation for college is to student success, showing that if students come to college well prepared they complete certificates and degrees and/or transfer at rates in exceeding 70%. However if they are in need of remediation their success rate drops below 50%.
- For the first time colleges will have clear data regarding student success by race, ethnicity, gender and age to help them focus on closing performance gaps.
- The scorecard is one of a series of steps taken by the California Community Colleges Board of Governors to increase the number of students who earn certificates and degrees or transfer to four-year institutions.
- The system's Student Success Initiative is vital to California's economy. Two-thirds of all jobs in California by 2018 will require some level of college education.
- Students, parents, community leaders and policy makers can use the scorecard to track the rate of students completing certificates and degrees and transfer. The scorecard also measures how effectively colleges move students through remedial and career technical instruction.
- Success measures also include intermediate outcomes, such as completion of 30 units, which research demonstrates is a "momentum point" closely correlated with completion and wage gain.
- The scorecard is not intended as a way to rank colleges, but rather to provide benchmark data that will focus attention on sustained institutional improvement over time.
- The scorecard is available at [Studentsuccessscorecard@cccco.edu](mailto:Studentsuccessscorecard@cccco.edu) and will be available through links on college web sites.

## *The Scorecard College-Level Metrics*

<http://scorecard.cccco.edu/scorecard.aspx>

The college-level metrics focus on the performance of each individual college in the system. The indicators of the scorecard measure both intermediate progress and completion at each college for several groups of student demographics. Of the six scorecard metrics, four (Student Progress and Attainment, Persistence, At Least 30 Units and Career Development and College Preparation rates) were carried over from the original ARCC framework, with modifications. There are two new indicators to this framework, Remedial Progress Rate and Career Technical Education rate (CTE). The scorecard metrics include:

- Completion (SPAR) – The percentage of degree and/or transfer seeking first-time students tracked for six years to determine who succeeded in completing a degree, certificate or transfer related outcome. The report provides an overall SPAR, as well as a rate for two different groups of students, those whose lowest attempted Math or English level was remedial and those whose lowest attempted Math or English course was at the college level.
- Persistence Rate – The percentage of degree and/or transfer-seeking first-time students (same as the SPAR cohort) who enroll in three consecutive primary terms anywhere in the system. This metric is considered a milestone or momentum point, research shows that students with sustained enrollment are more likely to succeed. Besides an overall persistence rate, this metric is also reported for the two different groups of students, remedial and college prepared.
- 30 Units Rate - The percentage of degree and/or transfer seeking first time students (same as the SPAR) who achieve at least 30 units after six-year in the system. This metric is also a milestone or momentum point. Credit accumulation, 30 units specifically, tend to be positively correlated with completion and wage gain. This metric is also reported as overall and for the two different groups of students, remedial and college prepared.
- Remedial Progress Rate – The percentage of credit students who start out at any levels below transfer in English, Mathematics, and/or ESL and are followed for six years to determine if they successfully completed a college-level course in the same discipline. The cohorts for each discipline are tracked from the time the student attempts a course any levels below transfer in Mathematics, English, and/or ESL course at that college.
- Career Technical Education (CTE) Rate – The percentage of students who completed several courses classified as career technical education (or vocational) in a single discipline and succeeded in completing a degree, certificate or transfer related outcome within six years.

- Career Development and College Preparation (CDCP) Rate - A cohort of CDCP “concentrator” students, who completed a CDCP certificate or other degree, certificate or transfer related outcome within six years.
- College Profile – This section of the framework provides demographic information about the students at the college, the number of sections offered and selected operating ratios. A Student-Counselor Ratio for each college will be available in the 2014 ARCC 2.0/Scorecard Report.





## 2013 Palomar College Student Success Scorecard

*Palomar College, founded in 1946, is in San Marcos which is located in north San Diego County. In addition to a 200 acre main campus, it has four education sites, the largest of which is in Escondido. Other sites are located at Camp Pendleton, Fallbrook High School, and the Pauma Indian Reservation. At Palomar, students may choose from over 250 degree and certificate programs or build skills needed for success in college and life.*

### Student Information (2011-12)

#### Students

| GENDER         |                      | RACE/ETHNICITY                 |  | 38,319 |
|----------------|----------------------|--------------------------------|--|--------|
| Female         |                      | African American               |  | 3.3%   |
|                | Male                 | American Indian/Alaskan Native |  | 0.8%   |
|                |                      | Asian                          |  | 4.7%   |
| Unknown Gender |                      | Filipino                       |  | 2.6%   |
|                |                      | Hispanic                       |  | 36.1%  |
|                |                      | Pacific Islander               |  | 0.6%   |
| AGE            | Under 20 years old   | White                          |  | 44.6%  |
|                | 20 to 24 years old   | Two or More Races              |  | 3.6%   |
|                | 25 to 49 years old   | Unknown Ethnicity              |  | 3.7%   |
|                | 50 or more years old |                                |  |        |
|                |                      |                                |  |        |
|                | Unknown Age          |                                |  |        |

### Other Information (2011-12)

|                                 |          |
|---------------------------------|----------|
| Full-Time Equivalent Students   | 19,368.4 |
| Credit Sections                 | 7,247    |
| Non-Credit Sections             | 271      |
| Median Credit Section Size      | 26       |
| Percentage of Full-Time Faculty | 54.5%    |





**2013 Palomar College Student Success Scorecard Metrics**

| Cohort Tracked for Six Years Through 2011-12 |                                | Completion |            |         | Persistence |            |         | 30 Units |            |         | Remedial |         |       | Career Technical Education | Career Development & College Preparation |
|--|--------------------------------|------------|------------|---------|-------------|------------|---------|----------|------------|---------|----------|---------|-------|----------------------------|--|
|  |                                | Prepared   | Unprepared | Overall | Prepared    | Unprepared | Overall | Prepared | Unprepared | Overall | Math     | English | ESL   |                            |  |
| Cohort                                       |                                |            |            |         |             |            |         |          |            |         |          |         |       |                            |  |
| Cohort                                       | Female                         | 68.2%      | 45.4%      | 52.2%   | 65.7%       | 62.2%      | 63.2%   | 74.1%    | 60.6%      | 64.6%   | 32.9%    | 30.6%   | 22.7% | 53.3%                      | 4.1%                                     |
|  | Male                           | 72.5%      | 48.3%      | 54.6%   | 68.3%       | 60.3%      | 62.4%   | 79.6%    | 60.0%      | 65.1%   | 36.0%    | 33.8%   | 26.1% | 56.6%                      | 1.5%                                     |
|  | Under 20 years old             | 65.0%      | 42.1%      | 49.8%   | 63.5%       | 64.3%      | 64.0%   | 69.9%    | 61.1%      | 64.0%   | 29.0%    | 28.0%   | 14.3% | 50.4%                      | 7.4%                                     |
|  | 20 to 24 years old             | 67.9%      | 46.9%      | 53.5%   | 66.1%       | 63.2%      | 64.1%   | 74.5%    | 62.3%      | 66.1%   | 37.0%    | 32.8%   | 38.5% | 59.2%                      | 3.8%                                     |
|  | 25 to 49 years old             | 76.2%      | 41.6%      | 49.5%   | 65.1%       | 53.3%      | 56.0%   | 73.0%    | 52.3%      | 57.0%   | 28.6%    | 26.1%   | 43.8% | 57.4%                      | 14.1%                                    |
|  | 50 or more years old           | 61.8%      | 34.2%      | 38.4%   | 52.9%       | 58.4%      | 57.6%   | 64.7%    | 49.5%      | 51.8%   | 26.6%    | 28.3%   | 11.6% | 46.6%                      | 2.4%                                     |
|  | African-American               | 100.0%     | 25.0%      | 30.8%   | 100.0%      | 100.0%     | 100.0%  | 100.0%   | 75.0%      | 76.9%   | 29.2%    | 16.7%   | 0.0%  | 33.3%                      | 0.0%                                     |
|  | American Indian/Alaskan Native | 65.4%      | 46.6%      | 50.0%   | 69.2%       | 53.4%      | 56.3%   | 80.8%    | 44.8%      | 51.4%   | 23.6%    | 22.0%   | NA    | 52.5%                      | 25.0%                                    |
|  | Asian                          | 58.3%      | 35.1%      | 40.8%   | 50.0%       | 45.9%      | 46.9%   | 58.3%    | 51.4%      | 53.1%   | 20.7%    | 16.7%   | NA    | 47.1%                      | 0.0%                                     |
|  | Filipino                       | 81.4%      | 56.2%      | 67.7%   | 64.7%       | 67.8%      | 66.4%   | 72.5%    | 66.1%      | 69.1%   | 38.8%    | 59.0%   | 30.0% | 66.7%                      | 0.0%                                     |
| Cohort                                       | Hispanic                       | 68.2%      | 42.9%      | 50.0%   | 77.3%       | 65.2%      | 68.6%   | 77.3%    | 72.3%      | 73.7%   | 37.0%    | 34.7%   | 0.0%  | 59.2%                      | NA                                       |
|  | Pacific Islander               | 64.6%      | 39.6%      | 43.5%   | 66.7%       | 58.4%      | 59.7%   | 68.7%    | 55.6%      | 57.6%   | 25.7%    | 26.6%   | 19.6% | 52.4%                      | 2.6%                                     |
|  | White                          | 40.9%      | 56.3%      | 50.0%   | 54.5%       | 62.5%      | 59.3%   | 63.6%    | 65.6%      | 64.8%   | 23.1%    | 33.3%   | NA    | 60.0%                      | NA                                       |
|  | 67.7%                          | 48.2%      | 55.1%      | 65.6%   | 64.9%       | 65.2%      | 75.3%   | 64.3%    | 68.2%      | 38.6%   | 33.8%    | 14.3%   | 51.7% | 26.1%                      |  |

# PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

| <b>Palomar Completion - OVERALL</b>    | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
|--|------------------|------------------|------------------|------------------|------------------|
| Cohort Size                            | 3,308            | 3,183            | 3,342            | 3,376            | 3,710            |
| Cohort Rate                            | 55.4%            | 55.8%            | 55.5%            | 53.9%            | 52.2%            |
| Female                                 | 57.6%            | 55.9%            | 56.7%            | 56.8%            | 54.6%            |
| Male                                   | 53.3%            | 55.6%            | 54.0%            | 50.9%            | 49.8%            |
| < 20 years old                         | 57.8%            | 58.3%            | 57.7%            | 55.9%            | 53.5%            |
| 20 to 24 years old                     | 52.2%            | 51.5%            | 52.4%            | 50.9%            | 49.5%            |
| 25 to 49 years old                     | 40.7%            | 35.7%            | 36.5%            | 33.9%            | 38.4%            |
| 50+ years old                          | 30.8%            | 22.2%            | 25.0%            | 26.7%            | 30.8%            |
| African American                       | 49.3%            | 54.0%            | 56.2%            | 57.4%            | 50.0%            |
| American Indian/Alaskan Native         | 59.0%            | 44.4%            | 44.8%            | 48.7%            | 40.8%            |
| Asian                                  | 70.1%            | 69.6%            | 65.9%            | 68.8%            | 67.7%            |
| Filipino                               | 66.9%            | 67.4%            | 60.0%            | 58.6%            | 50.0%            |
| Hispanic                               | 45.5%            | 46.5%            | 46.0%            | 43.8%            | 43.5%            |
| Pacific Islander                       | 57.1%            | 31.8%            | 44.2%            | 50.0%            | 50.0%            |
| White                                  | 57.4%            | 57.7%            | 57.9%            | 56.2%            | 55.1%            |
| <b>Palomar Completion - PREPARED</b>   | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                            | 916              | 933              | 1,042            | 976              | 1,098            |
| Cohort Rate                            | 72.2%            | 73.5%            | 71.6%            | 72.5%            | 68.2%            |
| Female                                 | 75.2%            | 74.2%            | 73.2%            | 75.9%            | 72.5%            |
| Male                                   | 69.4%            | 72.9%            | 70.0%            | 69.0%            | 65.0%            |
| < 20 years old                         | 73.1%            | 74.9%            | 72.4%            | 73.1%            | 67.9%            |
| 20 to 24 years old                     | 73.8%            | 72.2%            | 71.0%            | 73.1%            | 76.2%            |
| 25 to 49 years old                     | 59.6%            | 50.0%            | 57.9%            | 57.1%            | 61.8%            |
| 50+ years old                          | 33.3%            | 33.3%            | 33.3%            | 66.7%            | 100.0%           |
| African American                       | 81.8%            | 77.8%            | 66.7%            | 70.0%            | 65.4%            |
| American Indian/Alaskan Native         | 85.7%            | 80.0%            | 62.5%            | 92.9%            | 58.3%            |
| Asian                                  | 86.1%            | 91.5%            | 80.6%            | 87.8%            | 81.4%            |
| Filipino                               | 87.5%            | 88.1%            | 66.7%            | 67.9%            | 68.2%            |
| Hispanic                               | 63.6%            | 70.2%            | 67.9%            | 68.3%            | 64.6%            |
| Pacific Islander                       | 60.0%            | 38.5%            | 50.0%            | 50.0%            | 40.9%            |
| White                                  | 71.0%            | 72.2%            | 72.1%            | 71.8%            | 67.7%            |
| <b>Palomar Completion - UNPREPARED</b> | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                            | 2,392            | 2,250            | 2,300            | 2,400            | 2,612            |
| Cohort Rate                            | 49.0%            | 48.4%            | 48.3%            | 46.3%            | 45.4%            |
| Female                                 | 51.5%            | 49.1%            | 50.0%            | 49.0%            | 48.3%            |
| Male                                   | 46.4%            | 47.6%            | 46.1%            | 43.5%            | 42.1%            |
| < 20 years old                         | 51.3%            | 50.8%            | 50.3%            | 48.3%            | 46.9%            |
| 20 to 24 years old                     | 45.7%            | 44.8%            | 47.2%            | 43.8%            | 41.6%            |
| 25 to 49 years old                     | 37.2%            | 33.0%            | 32.3%            | 29.6%            | 34.2%            |
| 50+ years old                          | 30.0%            | 20.0%            | 22.2%            | 16.7%            | 25.0%            |
| African American                       | 43.5%            | 49.5%            | 53.6%            | 54.9%            | 46.6%            |
| American Indian/Alaskan Native         | 53.1%            | 40.0%            | 38.1%            | 24.0%            | 35.1%            |
| Asian                                  | 57.1%            | 56.9%            | 57.4%            | 54.9%            | 56.2%            |
| Filipino                               | 59.3%            | 58.6%            | 57.0%            | 56.4%            | 42.9%            |
| Hispanic                               | 42.6%            | 41.4%            | 41.2%            | 38.9%            | 39.6%            |
| Pacific Islander                       | 55.0%            | 29.0%            | 39.1%            | 50.0%            | 56.3%            |
| White                                  | 51.0%            | 50.2%            | 50.0%            | 48.3%            | 48.2%            |



# PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

| <b>Palomar Persistence - OVERALL</b>    | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
|---|------------------|------------------|------------------|------------------|------------------|
| Cohort Size                             | 3,308            | 3,183            | 3,342            | 3,376            | 3,710            |
| Cohort Rate                             | 62.5%            | 65.4%            | 63.8%            | 64.1%            | 63.2%            |
| Female                                  | 63.1%            | 67.0%            | 62.5%            | 63.3%            | 62.4%            |
| Male                                    | 61.9%            | 63.8%            | 65.3%            | 64.9%            | 64.0%            |
| < 20 years old                          | 64.3%            | 67.5%            | 65.6%            | 64.9%            | 64.1%            |
| 20 to 24 years old                      | 49.6%            | 53.6%            | 53.0%            | 57.0%            | 56.0%            |
| 25 to 49 years old                      | 61.6%            | 56.4%            | 59.1%            | 61.5%            | 57.6%            |
| 50+ years old                           | 65.4%            | 66.7%            | 41.7%            | 66.7%            | 100.0%           |
| African American                        | 56.2%            | 59.3%            | 57.7%            | 59.8%            | 56.3%            |
| American Indian/Alaskan Native          | 69.2%            | 57.8%            | 48.3%            | 51.3%            | 46.9%            |
| Asian                                   | 63.3%            | 64.0%            | 63.7%            | 63.6%            | 66.4%            |
| Filipino                                | 65.3%            | 69.5%            | 70.4%            | 67.6%            | 68.6%            |
| Hispanic                                | 59.0%            | 58.2%            | 60.7%            | 59.3%            | 59.7%            |
| Pacific Islander                        | 80.0%            | 63.6%            | 48.8%            | 64.3%            | 59.3%            |
| White                                   | 63.6%            | 69.1%            | 65.7%            | 66.0%            | 65.2%            |
| <b>Palomar Persistence - PREPARED</b>   | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                             | 916              | 933              | 1,042            | 976              | 1,098            |
| Cohort Rate                             | 62.9%            | 65.7%            | 65.1%            | 63.9%            | 65.7%            |
| Female                                  | 63.4%            | 67.6%            | 64.0%            | 63.0%            | 68.3%            |
| Male                                    | 62.4%            | 64.0%            | 65.8%            | 65.1%            | 63.5%            |
| < 20 years old                          | 63.6%            | 67.0%            | 65.9%            | 64.5%            | 66.1%            |
| 20 to 24 years old                      | 55.0%            | 59.7%            | 62.3%            | 56.7%            | 65.1%            |
| 25 to 49 years old                      | 66.0%            | 47.4%            | 55.3%            | 60.0%            | 52.9%            |
| 50+ years old                           | 50.0%            | 100.0%           | 33.3%            | 100.0%           | 100.0%           |
| African American                        | 54.5%            | 44.4%            | 59.3%            | 35.0%            | 69.2%            |
| American Indian/Alaskan Native          | 85.7%            | 60.0%            | 50.0%            | 42.9%            | 50.0%            |
| Asian                                   | 65.8%            | 62.7%            | 64.2%            | 62.2%            | 64.7%            |
| Filipino                                | 62.5%            | 71.4%            | 69.0%            | 78.6%            | 77.3%            |
| Hispanic                                | 53.5%            | 58.9%            | 62.7%            | 59.7%            | 66.7%            |
| Pacific Islander                        | 86.7%            | 76.9%            | 45.0%            | 50.0%            | 54.5%            |
| White                                   | 63.6%            | 67.4%            | 66.8%            | 65.4%            | 65.6%            |
| <b>Palomar Persistence - UNPREPARED</b> | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                             | 2,392            | 2,250            | 2,300            | 2,400            | 2,612            |
| Cohort Rate                             | 62.4%            | 65.2%            | 63.3%            | 64.2%            | 62.2%            |
| Female                                  | 63.0%            | 66.8%            | 61.8%            | 63.4%            | 60.3%            |
| Male                                    | 61.6%            | 63.7%            | 65.1%            | 64.9%            | 64.3%            |
| < 20 years old                          | 64.6%            | 67.8%            | 65.5%            | 65.2%            | 63.2%            |
| 20 to 24 years old                      | 47.9%            | 51.6%            | 50.4%            | 57.1%            | 53.3%            |
| 25 to 49 years old                      | 60.9%            | 58.1%            | 59.9%            | 61.8%            | 58.4%            |
| 50+ years old                           | 70.0%            | 60.0%            | 44.4%            | 58.3%            | 100.0%           |
| African American                        | 56.5%            | 62.1%            | 57.3%            | 64.7%            | 53.4%            |
| American Indian/Alaskan Native          | 65.6%            | 57.5%            | 47.6%            | 56.0%            | 45.9%            |
| Asian                                   | 61.2%            | 64.7%            | 63.5%            | 65.7%            | 67.8%            |
| Filipino                                | 66.3%            | 68.7%            | 71.0%            | 65.0%            | 65.2%            |
| Hispanic                                | 59.9%            | 58.1%            | 60.2%            | 59.2%            | 58.4%            |
| Pacific Islander                        | 75.0%            | 58.1%            | 52.2%            | 71.4%            | 62.5%            |
| White                                   | 63.7%            | 70.0%            | 65.0%            | 66.3%            | 64.9%            |

# PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

| <b>Palomar 30 Units - OVERALL</b>    | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Cohort Size                          | 3,308            | 3,183            | 3,342            | 3,376            | 3,710            |
| Cohort Rate                          | 64.9%            | 67.0%            | 65.8%            | 66.4%            | 64.6%            |
| Female                               | 64.6%            | 66.5%            | 64.9%            | 67.5%            | 65.1%            |
| Male                                 | 65.2%            | 67.5%            | 66.7%            | 65.1%            | 64.0%            |
| < 20 years old                       | 68.4%            | 70.0%            | 69.0%            | 68.9%            | 66.1%            |
| 20 to 24 years old                   | 49.9%            | 54.3%            | 54.6%            | 54.9%            | 57.0%            |
| 25 to 49 years old                   | 52.8%            | 52.3%            | 47.0%            | 48.9%            | 51.8%            |
| 50+ years old                        | 50.0%            | 38.9%            | 33.3%            | 46.7%            | 76.9%            |
| African American                     | 56.2%            | 53.1%            | 66.4%            | 60.7%            | 51.4%            |
| American Indian/Alaskan Native       | 69.2%            | 60.0%            | 65.5%            | 61.5%            | 53.1%            |
| Asian                                | 71.2%            | 75.2%            | 65.4%            | 72.7%            | 69.1%            |
| Filipino                             | 65.3%            | 74.5%            | 71.1%            | 64.8%            | 73.7%            |
| Hispanic                             | 56.5%            | 58.6%            | 60.1%            | 57.6%            | 57.6%            |
| Pacific Islander                     | 71.4%            | 56.8%            | 39.5%            | 73.8%            | 64.8%            |
| White                                | 67.6%            | 70.2%            | 68.2%            | 69.7%            | 68.2%            |
| <b>Palomar 30 Units - PREPARED</b>   | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                          | 916              | 933              | 1,042            | 976              | 1,098            |
| Cohort Rate                          | 74.5%            | 73.8%            | 72.4%            | 74.8%            | 74.1%            |
| Female                               | 73.4%            | 74.2%            | 72.4%            | 76.5%            | 79.6%            |
| Male                                 | 75.4%            | 73.5%            | 72.2%            | 72.9%            | 69.9%            |
| < 20 years old                       | 76.0%            | 75.7%            | 74.3%            | 75.9%            | 74.5%            |
| 20 to 24 years old                   | 72.5%            | 63.9%            | 56.5%            | 70.1%            | 73.0%            |
| 25 to 49 years old                   | 55.3%            | 52.6%            | 60.5%            | 57.1%            | 64.7%            |
| 50+ years old                        | 50.0%            | 66.7%            | 33.3%            | 66.7%            | 100.0%           |
| African American                     | 54.5%            | 44.4%            | 77.8%            | 45.0%            | 80.8%            |
| American Indian/Alaskan Native       | 85.7%            | 100.0%           | 75.0%            | 92.9%            | 58.3%            |
| Asian                                | 74.7%            | 76.3%            | 70.1%            | 75.7%            | 72.5%            |
| Filipino                             | 87.5%            | 92.9%            | 69.0%            | 82.1%            | 77.3%            |
| Hispanic                             | 59.6%            | 62.9%            | 71.6%            | 73.4%            | 68.7%            |
| Pacific Islander                     | 86.7%            | 69.2%            | 50.0%            | 78.6%            | 63.6%            |
| White                                | 76.7%            | 75.1%            | 73.4%            | 75.3%            | 75.3%            |
| <b>Palomar 30 Units - UNPREPARED</b> | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                          | 2,392            | 2,250            | 2,300            | 2,400            | 2,612            |
| Cohort Rate                          | 61.2%            | 64.2%            | 62.9%            | 63.0%            | 60.6%            |
| Female                               | 61.6%            | 63.7%            | 61.8%            | 63.9%            | 60.0%            |
| Male                                 | 60.8%            | 64.8%            | 64.0%            | 61.9%            | 61.1%            |
| < 20 years old                       | 65.2%            | 67.4%            | 66.3%            | 65.9%            | 62.3%            |
| 20 to 24 years old                   | 43.0%            | 51.1%            | 54.1%            | 50.0%            | 52.3%            |
| 25 to 49 years old                   | 52.3%            | 52.2%            | 44.3%            | 47.3%            | 49.5%            |
| 50+ years old                        | 50.0%            | 33.3%            | 33.3%            | 41.7%            | 75.0%            |
| African American                     | 56.5%            | 54.7%            | 63.6%            | 63.7%            | 44.8%            |
| American Indian/Alaskan Native       | 65.6%            | 55.0%            | 61.9%            | 44.0%            | 51.4%            |
| Asian                                | 68.4%            | 74.5%            | 62.6%            | 70.6%            | 66.1%            |
| Filipino                             | 57.0%            | 66.7%            | 72.0%            | 60.7%            | 72.3%            |
| Hispanic                             | 56.0%            | 57.7%            | 57.6%            | 54.4%            | 55.6%            |
| Pacific Islander                     | 60.0%            | 51.6%            | 30.4%            | 71.4%            | 65.6%            |
| White                                | 63.3%            | 67.7%            | 65.2%            | 66.9%            | 64.3%            |

# PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

| <b>Palomar Remedial English</b> | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| Cohort Size                     | 1,389            | 1,370            | 1,213            | 1,443            | 1,163            |
| Cohort Rate                     | 31.1%            | 31.8%            | 31.7%            | 31.7%            | 30.6%            |
| Female                          | 32.6%            | 34.2%            | 32.1%            | 33.7%            | 33.8%            |
| Male                            | 29.4%            | 29.4%            | 31.3%            | 29.6%            | 28.0%            |
| < 20 years old                  | 35.0%            | 35.8%            | 35.1%            | 35.3%            | 32.8%            |
| 20 to 24 years old              | 22.3%            | 26.3%            | 28.5%            | 23.8%            | 26.1%            |
| 25 to 49 years old              | 29.3%            | 23.9%            | 23.8%            | 26.3%            | 28.3%            |
| 50+ years old                   | 27.3%            | 26.7%            | 20.0%            | 20.0%            | 16.7%            |
| African American                | 28.7%            | 25.0%            | 26.0%            | 25.8%            | 22.0%            |
| American Indian/Alaskan Native  | 26.9%            | 18.2%            | 11.1%            | 16.7%            | 16.7%            |
| Asian                           | 37.0%            | 31.7%            | 43.3%            | 47.8%            | 59.0%            |
| Filipino                        | 25.0%            | 44.1%            | 42.6%            | 43.3%            | 34.7%            |
| Hispanic                        | 29.7%            | 27.1%            | 28.0%            | 26.3%            | 26.6%            |
| Pacific Islander                | 21.4%            | 12.5%            | 15.8%            | 28.6%            | 33.3%            |
| White                           | 32.8%            | 36.1%            | 34.1%            | 35.1%            | 33.8%            |
| <b>Palomar Remedial Math</b>    | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                     | 1,853            | 1,687            | 1,785            | 1,847            | 1,839            |
| Cohort Rate                     | 28.2%            | 29.6%            | 33.2%            | 32.4%            | 32.9%            |
| Female                          | 32.5%            | 35.3%            | 35.2%            | 34.6%            | 36.0%            |
| Male                            | 22.7%            | 22.3%            | 30.6%            | 30.0%            | 29.0%            |
| < 20 years old                  | 33.5%            | 32.2%            | 36.3%            | 36.9%            | 37.0%            |
| 20 to 24 years old              | 21.3%            | 28.4%            | 33.6%            | 32.2%            | 28.6%            |
| 25 to 49 years old              | 26.5%            | 25.7%            | 27.5%            | 23.7%            | 26.6%            |
| 50+ years old                   | 15.0%            | 24.1%            | 16.7%            | 17.6%            | 29.2%            |
| African American                | 25.9%            | 28.8%            | 23.2%            | 31.1%            | 23.6%            |
| American Indian/Alaskan Native  | 26.9%            | 17.9%            | 20.8%            | 10.7%            | 20.7%            |
| Asian                           | 27.7%            | 25.0%            | 42.0%            | 42.9%            | 38.8%            |
| Filipino                        | 29.6%            | 34.4%            | 37.5%            | 47.2%            | 37.0%            |
| Hispanic                        | 25.7%            | 23.0%            | 27.0%            | 25.5%            | 25.7%            |
| Pacific Islander                | 22.2%            | 13.0%            | 25.0%            | 23.1%            | 23.1%            |
| White                           | 29.8%            | 34.2%            | 38.5%            | 36.8%            | 38.6%            |
| <b>Palomar Remedial ESL</b>     | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                     | 74               | 67               | 103              | 76               | 97               |
| Cohort Rate                     | 31.1%            | 26.9%            | 18.4%            | 22.4%            | 22.7%            |
| Female                          | 30.8%            | 28.6%            | 19.4%            | 22.6%            | 26.1%            |
| Male                            | 31.8%            | 23.5%            | 17.1%            | 21.7%            | 14.3%            |
| < 20 years old                  | 66.7%            | 28.6%            | 50.0%            | 25.9%            | 38.5%            |
| 20 to 24 years old              | 58.8%            | 27.8%            | 7.1%             | 38.5%            | 43.8%            |
| 25 to 49 years old              | 12.2%            | 30.6%            | 15.4%            | 15.6%            | 11.6%            |
| 50+ years old                   | 0.0%             | 0.0%             | 22.2%            | 0.0%             | 0.0%             |
| African American                | NA               | 100.0%           | 100.0%           | 0.0%             | NA               |
| American Indian/Alaskan Native  | NA               | NA               | 0.0%             | NA               | NA               |
| Asian                           | 52.4%            | 50.0%            | 16.7%            | 41.2%            | 30.0%            |
| Filipino                        | 0.0%             | 0.0%             | 0.0%             | NA               | 0.0%             |
| Hispanic                        | 21.7%            | 17.6%            | 14.5%            | 12.0%            | 19.6%            |
| Pacific Islander                | NA               | NA               | NA               | NA               | NA               |
| White                           | 66.7%            | 0.0%             | 25.0%            | 0.0%             | 14.3%            |



# PALOMAR COLLEGE - 2013 STUDENT SUCCESS SCORE CARD 5 YEAR COMPARISON

| <b>Palomar CTE</b>             | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| Cohort Size                    | 1,963            | 1,812            | 1,794            | 1,790            | 1,888            |
| Cohort                         | 50.7%            | 52.4%            | 52.3%            | 54.8%            | 53.3%            |
| Female                         | 54.8%            | 56.9%            | 55.2%            | 58.2%            | 56.6%            |
| Male                           | 47.4%            | 48.7%            | 49.9%            | 52.1%            | 50.4%            |
| < 20 years old                 | 59.8%            | 60.0%            | 60.1%            | 62.8%            | 59.2%            |
| 20 to 24 years old             | 57.0%            | 57.4%            | 56.4%            | 58.0%            | 57.4%            |
| 25 to 49 years old             | 43.7%            | 46.6%            | 44.0%            | 47.8%            | 46.6%            |
| 50+ years old                  | 37.2%            | 33.3%            | 40.0%            | 34.8%            | 33.3%            |
| African American               | 50.7%            | 50.9%            | 50.0%            | 50.0%            | 52.5%            |
| American Indian/Alaskan Native | 39.1%            | 50.0%            | 42.9%            | 38.9%            | 47.1%            |
| Asian                          | 61.0%            | 72.6%            | 62.5%            | 69.5%            | 66.7%            |
| Filipino                       | 55.9%            | 61.7%            | 58.3%            | 58.5%            | 59.2%            |
| Hispanic                       | 49.9%            | 54.8%            | 46.8%            | 55.0%            | 52.4%            |
| Pacific Islander               | 50.0%            | 47.4%            | 41.2%            | 50.0%            | 60.0%            |
| White                          | 50.0%            | 51.1%            | 53.8%            | 54.5%            | 51.7%            |
| <b>Palomar Remedial CDCP</b>   | <b>2002-2003</b> | <b>2003-2004</b> | <b>2004-2005</b> | <b>2005-2006</b> | <b>2006-2007</b> |
| Cohort Size                    |                  |                  |                  |                  | 511              |
| Cohort                         | NA               | NA               | NA               | NA               | 4.1%             |
| Female                         | NA               | NA               | NA               | NA               | 1.5%             |
| Male                           | NA               | NA               | NA               | NA               | 7.4%             |
| < 20 years old                 | NA               | NA               | NA               | NA               | 3.8%             |
| 20 to 24 years old             | NA               | NA               | NA               | NA               | 14.1%            |
| 25 to 49 years old             | NA               | NA               | NA               | NA               | 2.4%             |
| 50+ years old                  | NA               | NA               | NA               | NA               | 0.0%             |
| African American               | NA               | NA               | NA               | NA               | 25.0%            |
| American Indian/Alaskan Native | NA               | NA               | NA               | NA               | 0.0%             |
| Asian                          | NA               | NA               | NA               | NA               | 0.0%             |
| Filipino                       | NA               | NA               | NA               | NA               | NA               |
| Hispanic                       | NA               | NA               | NA               | NA               | 2.6%             |
| Pacific Islander               | NA               | NA               | NA               | NA               | NA               |
| White                          | NA               | NA               | NA               | NA               | 26.1%            |