Palomar College – Institutional Review and Planning
Non-Instructional Student Services Programs

Purpose of Institutional Review:
The institution assesses progress toward achieving stated goals and makes decisions regarding the improvement of institutional effectiveness in an on-going and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data (ACCJC/WASC, Standard I, B.3.) Qualitative

Cashiering Services_____ _____

Department/Discipline Reviewed   **2007-08**

1.   3-year trend of quantitative data

	2004-05	2005-06	2006-07
Annualized student headcount	36,713 credit	37,770 credit	39,147 credit
Contacts (in-person/mailed payments/deposits)	49,613	40,683	49,587
Phone contacts	n/a	n/a	n/a
e-Mail contacts	n/a	n/a	n/a
Fax contacts	n/a	239	243
3-rd party invoices	$206,761.25; 2,604 invoiced	$285,524, 2,613 invoiced	$277,280.49; 2,678 invoiced
COTOP collections	n/a	$26,061.03 (2005 tax year)	$237,312.77 (2006 tax year)
JM Associate collections	n/a	n/a	n/a
Registration refunds	12,494	14,995	14,416
Parking refunds (processed through SF)	n/a	942	741
Student Acct. payments (in-person/mailed)	$3,531,984.20; 23,495 count	$3,444,776.84; 31,545 count	$3,573,923.18; 39,261 count
Student Acct. payments (on-line)	$8,189,201.63; 53,024 count	$8,366,012.93; 46,145 count	$8,253,005.77; 48,799 count
OTC Parking permits sold (Main Cashier)	n/a	2,656 sold on students' acct	15,097 sold on students' acct
On-line parking permits sold	n/a	11,694	14,662
Departmental Receipts deposits/payments	$13,971,088.91; 26,118 count	$24,451,974.13; 9,138 count	$31,485,615.01; 10,326 count
Scholarships disbursements	n/a	n/a	$264,582.73; 524 count
Number of FT Staff	5	5	5
Number of Part-time Staff	5	5	5
FTE Part-time staff	2.3	2.3	2.3
FTE Staff/student ratio	1/5030	1/5174	1/5363

2. Reflect upon and analyze the above 3-year trend data. Briefly discuss overall observations and any areas of concern or noteworthy trends.
The numbers of 3rd party invoices have steadily increased, and this number should continue to increase as more agencies are added.
COTOP collections have increased because all students with a debt of $10 or more are included.
Student accounts payments (in-person/mailed) have increased since we started to take the Student Activity Card payments (Comet Center no longer takes these payments for SAC).
Parking permit sales (on-line) continues to increase probably due to more awareness of this service.
Contacts (in-person/mailed/deposits) have increased because in-person payments are made for the Student Activity Card (Comet Center no longer takes these payments for SAC).
Scholarship deposits and check runs have increased since acquiring the responsibilities from the Foundation.
The fee collection process continues to be a major challenge. Over 25% of the students who register do not pay their fees by the census date; many students will enroll and not go to classes incurring fees. This condition places a major burden on collections and the workload of the cashier's office increases accordingly.
The District must address the rising amount of student receivables and develop a write off process per audit findings

3. Reflecting on the 3-year trend data, describe/discuss department/discipline planning related to the following:

PLAN – 2007-08	Assessment/Outcome – 2008-09
a. **Programs changes/improvements (consider changes due to Growth in FTES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc.)** The District is using two collection agencies and may employ a third this year. Continue to market on-line parking permit sales. Reduce the amount of student receivables through improved billing and collection procedures. Resolve reconciliation issues between student financials and financials. Improve documentation and training for staff especially with the upgrade to CS 9.0.	
b. **Additional Programs to develop (consider enrollment trends, growth, student demands, wait times, comprehensiveness, etc.)** After the upgrade to CS 9.0 implement using email to send students their tuition bills.	

4. To implement the planning described in question #3, discuss/identify the necessary resources requested to successfully implement:

PLAN 2007-08	Assessment/Outcome – 2008-09
a. **Equipment/Technology - block grant funds, VTEA, other resources, etc.**	
b. **Budget - budget development process, one-time funds, grants, etc.**	
c. **Facilities - scheduled maintenance needs, additional space/offices due to growth, remodeling, etc.** More useful office space will be needed. Plans are in place to have one stop bursar/cashiering operation in the new student services center.	
d. **Faculty position(s) - faculty priority process and projected full-time needs for 1-3 years above the Counselor formula**	
e. **Staff position (s) - changes staffing needs due to program growth, new technology, etc.** Unless the upgrade can provide automated reports to reduce manual processing the current increase of work due to collections, scholarships, 3rd-party invoicing, more student payments, the full time staff will need to increase.	
f. **Other**	

5. Discuss one department/discipline goal linked to Palomar's Strategic Plan 2009 and how it will support the success of students.

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To have more on-line services for students in order to lessen the wait time at the Cashier's Window.

6. Student Learning Outcome progress:
    a.   Describe a learning outcome at the program level and the assessment method used to measure student learning of that outcome.
_____**n/a**_____
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    b.   Describe a learning outcome that is difficult to assess.
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_____**n/a**_____

7. Describe a department accomplishment that you would like to share with the college community.

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The collection process has improved and $237, 317.77 was collected from past due fees for the 2006 tax year.

8. Are there other resources (including data) that you need to complete your department/discipline review and planning?

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__**n/a**_____
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For programs with an external accreditation/program review, indicate the date of the last accreditation visit and discuss recommendations and progress made on the recommendations.

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9. Other comments, recommendations

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Please identify faculty and staff who participated in the development of this plan:

_____**Kara Garavito, Herman Lee**

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Name/signature   **Date**