

**Palomar College – Program Review and Planning
Non-Instructional Programs
Academic Year 2014-15**

Purpose of Program Review and Planning: 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.)

Discipline: Admissions

12/1/2015

STEP I. ANALYSIS (Note: Each Department Will Use Their Own Previous Analysis Data)

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I. A. Reflect upon and provide an analysis of the four years of data above

The numbers reflect an important point. As pointed out in last year's PRP, our current system for collecting contact and phone data is highly inaccurate. We base our counts on sampling because we randomly use paper tally sheets and extrapolate numbers for the year. A SPPF request was submitted and approved to fund line management software to simplify student cueing, accurately track contacts, record purpose of visit, and assess whether our contacts with students are being effective. However, in researching technology that would help us track student contacts for recruitment and follow-up services, it was discovered that most Customer Service Modules (CRM's) have line management functionality as part of the software package. We have decided to partner with other departments on campus to select one CRM that can benefit us all. We will use the CRM's line management functionality to accurately gather student contact data and assess the outcomes of those contacts.

I. B. Please summarize the findings of SAO assessments conducted.

SAO assessment for the 2013-14 included two new SAO's as follows:

- 1) 10% more students will participate in priority registration on their initial day of priority compared to the most recent equivalent term. We are interested in having students who are eligible for priority registration take full advantage of that priority registration. This is an early indication of student persistence and success. Examining this in more detail will be a goal for the coming years.
 - This past year we sought and were awarded a SPPF grant in the amount of \$2,500 to assist with the advertising and promotion of the new priority registration system in place for Fall 2014. This money was used for general promotion and for a specific project with the Athletic Department. The primary interventions and assessment occurred within Athletics. Students participating in intercollegiate athletics were granted elevated priority in the new registration system. Not only did we work to promote this with student athletes, we worked with the Director of Athletics, the Athletic Counselor, and the Coaches to completely overhaul the way they prepare their students for the upcoming registration cycle. In previous years, students were encouraged to meet with the athletic counselor and were informed of their registration appointment time. In the new system, student athletes were required to meet with their coach and the athletic counselor in the two weeks preceding registration – at which time their education plans were reviewed and updated as needed; the students placed their courses in the eServices "Shopping Cart", and the students were directed to complete their enrollment on their new priority assigned date.
 - In Prior years, approximately 25% of student athletes used their priority registration on their first day. This year the usage on the first day jumped to 54.6% - more than double the number from previous years.
 - This SAO will continue with attempting to make an impact on more students. The overall use of Priority Registration on their initial day of registration by our students is around 30%. We will continue to seek ways to positively impact more students.
 - Future SAO's will look at success rates and time to completion rates for these groups to see if these other anticipated benefits are impacted.
- 2) 10% fewer students will be dropped for non-payment compared to the most recent equivalent term. This SAO is a shared SAO with Fiscal Services. We have agreed to work together toward the common goal of positively influencing student registration and payment behaviors and outcomes.
 - This SAO has not yet been put into action. This past year, we explored several payment plan options for students. Nelnet was identified as the most likely program to be purchased and implemented. In discussions regarding implementation, our Information Services department had concerns about getting a 3rd party software program implemented due to staffing shortages in their area. We have agreed to push back the implementation of a payment plan to fall 2016. The new SAO will continue to look for a reduction in the number of students dropped for non-payment. It is worth noting that we are so committed to reducing the number of students who are dropped for non-payment that we had a large scale calling campaign to encourage students to pay their outstanding fees before being dropped. Our 12 member Student Ambassador team was tasked with calling students who had fees due within 5 days of being dropped for non-payment. The Ambassadors made thousands of calls over the summer. Due in large part to this calling campaign, there were 37% fewer drops in summer 2015 than in summer 2014.

I. B. Please summarize the findings of SAO assessments conducted.

SAO – Priority Registration: Based on the findings from the work done in Athletics to better utilize Priority Registration, a targeted intensive intervention can dramatically impact priority registration usage. Unfortunately, it is unlikely that this approach will be scalable.

SAO – Drop for Non-Payment: Based in the fact that our concentrated call campaign yielded a very significant reduction in drop for non-payment, it seems logical that having a payment plan with clear instructions at registration will be effective.

I. C. Reflect upon the SAO assessment findings in Box B above. Discuss overall observations and any areas of concern or noteworthy trends.

SAO – Priority Registration: Next efforts will need to tie in with other 3SP initiatives that will place more importance on Priority Registration and for there to be more enforcement of Loss of Priority for students who have not complied with 3SP requirements. This will be a joint effort with the new Manager of Orientation and Follow-up Services.

SAO – Drop for Non-Payment: One of the planned benefits for a Payment Plan Option is to allow students who register during the Priority Registration period to be able to select a no down payment option. This will tie together both of our SAO's to work in tandem by also incentivizing Priority Registration usage. Our current timeline is for a Fall 2016 implementation, but this may be contingent on the workload in IS as they are attempting to do several large projects this spring.

STEP II. PLANNING

Reflecting on the 4-year trend data, the SAO assessment results, and the college's Strategic Plan 2016, describe/discuss the discipline planning related to the following:

II. A. Programs changes and 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.)

- With the implementation of the Student Success and Support Programs, we have begun to evaluate our initial MIS reported findings. After reviewing these findings, we have identified issues that have led to, what we believe to be, under reporting data. We have identified the areas that need improvement and are working to educate staff across campus about the importance of accurately submitting MIS information. It appears our biggest issue is to get staff to complete the data entry of this information. This will be an on-going area of emphasis. We also will be working with our new Director of Information Systems to utilize the dashboard feature in PeopleSoft. This will allow students to better see where they are in the completion of Orientation, Assessment, and Education Planning (Abbr and Comprehensive) and allow staff from multiple departments to better assist students. The new Manager of Orientation and Follow-up Services will also have access to this information and will be able to quickly identify students lacking completion in one or more of the areas and re-directing them to the appropriate services.
- The Transfer Credit Evaluation/Degree Audit project has achieved many milestones in the past year. The college hired a Senior Academic Evaluator/Advisor whose time is fully dedicated to the planning and implementation of the project. The Senior Academic Evaluator/Advisor works closely with the Systems Module Functionalist on the project. Configuration mapping has been completed on more than 80 plans and will serve the majority of graduating students. Those plans have been subsequently built on the degree audit platform. Additional majors and certificate programs are continually being mapped and built. Testing the degree audit will be expanded to Evaluations and Financial Aid staff members by the end of the year. Once all necessary plans have been built and testing has been completed, the degree audit can be actualized by staff and students. The Evaluations Office will use the degree audit to complete evaluations for all students upon graduation,

II. A. Programs changes and 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.)

and prior to graduation for special populations of students such as the college's veterans. The Financial Aid Office will use the degree audit to determine financial aid eligibility. The Counseling Office will use the degree audit to determine progress towards degree in individual advising sessions. This use can also be harnessed to target large populations of students who are not making adequate progress towards degree. Students will be able to use the degree audit to track their completed graduation requirements as well as view which courses will meet their remaining requirements.

The Transfer Credit Evaluation portion of the project is moving forward with the help of a consultant. Once implemented, students will be able to receive an initial evaluation of their transfer coursework which will assist with identifying course prerequisites and prevent repetition of previously completed coursework.

Work is also being done on an electronic degree and diploma application which will replace the previous hard-copy application. This will be an improvement for both students and staff. Students will be able to submit an application online and track their progress. Staff will be able to manage their evaluation caseload through workflow and will be assigned students to review based upon their workload or other criteria that the department dictates.

- Using The Degree Audit to Identify Specific Populations of Students

Over 3000 students were identified using Academic Advising course lists and requirements. These students were emailed to inform them of open Philosophy courses that would meet their unfulfilled academic requirements. This action assisted the Philosophy department to fill courses that were facing low enrollments.

- Abbreviated Ed Plan

In reviewing the information from other CCCs, we could not see a connection between the degree audit and an auto-populated ed plan, without *significant programming effort*. The Los Rios Ed Planning bolt-on would work in-synch with our degree audit. It will increase our effectiveness and efficiency of delivering usable and understandable information to the students. Worth noting is that the Counseling Services Department has seen the demo for the Los Rios model and support its implementation and usage.

- OnBase (by Hyland Inc.) was successfully implemented in Spring 2015. OnBase replaced our out-of-date Hershey system for archiving documents. What we are most excited about with OnBase is the functionality it can provide in regards to enhanced workflows and electronic submission of documents with e-signature capability. Our Systems Module Functionalist has attended training sessions that will allow us to create efficiencies in processing and procedures through electronic document submission, workflow tracking, and instant document retrieval. One area we plan to work on immediately with workflow efficiency is with our graduation application process. We have identified Student Success and Support Program (3SP) funds to contract with Hyland to help build the workflow and graduation petition available to students in eServices for this process. We hope to have this process running in spring 2016. As previously mentioned, we plan to use OnBase for electronic document submission. e have been working with our Information Services department to allow students to sign forms electronically. We have identified our International Student Office and Financial Aid Office as future areas where workflow projects can be piloted. Another reason we are prioritizing this for the upcoming year is as we look to open the South Center in fall 2017 and the North Center in the following few years, having electronic submission of forms will allow us to create efficient workflow of documents between the main campus and the Education Centers.

II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)

1) Develop an Outreach Office and Coordinate Activities with the Outreach Office

- In May 2015, the Governing Board approved a Manager of Outreach position. A budget line for this position was created when the Supervisor, Records and Evaluations retired in June. Those duties were shifted to a new Manager, Admissions, Records, and Evaluations position that merged the San Marcos Supervisor, Enrollment Services and Supervisor, Records and Evaluations positions. The Manager of Outreach position is in queue for hiring with an anticipated hire date in late spring 2016.
- The Manager of Outreach is going to need to develop an operating budget that allows for support staff. An initial plan would be to hire 4 staff members that could work with area high schools divided into 4 quadrant areas. The Student Ambassadors could also provide staffing support.
- Since Admissions will be working closely with the Outreach Office, the Manager of Admissions, Records, and Evaluations has already begun to provide outreach services. The Manager of Admissions, Records, and Evaluations has hired the current Student Ambassador team; re-established relationships with district area high schools; coordinates, schedules and plans outreach events in the district area high schools and throughout the community; delivers presentations about Palomar College; developed, planned, and executed email, text, and phone call campaigns to perspective and current students to increase enrollment and limit the amount of students who are dropped for non-payment; helped plan and organize the 2015 EAP event.

2) Implement CCC Apply

- CCC Apply needs to be implemented at Palomar College. The Chancellor's Office state wide initiatives require the college to move to CCC Apply. Among these initiatives is moving all California Community Colleges to a common assessment in November 2016. We can no longer wait to join CCC Apply. The target date for implementation is March 2016.
- Training will need to be provided to all Enrollment Services staff and Student Ambassadors.

3) Review Process Guide Efforts

- It has been some time since the process guides and training materials have been updated. An area of focus over the next year is to update and create where necessary, a policies and procedures guide and training materials.

4) Improve Staffing Levels

- We are currently down 5 full-time Enrollment Services Specialist positions. These positions have been left vacant due to retirement (SERP) and opportunities for Out of Class assignments due to the SERP. Of the 5 vacancies, two can hopefully be hire in the next 6 months since they are permanent departures. The three remaining vacancies will not be resolved until the staff working out of class get permanent reassignments or are returned to the Admissions Office. The resolution of the classification study will also be a factor. Currently, cross training has provided all members of the Admissions Office the expertise in many areas of our core functions. If only a few positions in the Admissions Office become specialized or ranked at a higher level as part of the Classification Study, cross training could prove to be challenging.

5) Degree Audit Projects

- Complete the configuration and degree audit build for all outstanding major and certificate plans
- Complete testing with the Evaluations Office and Financial Aid Office
- Release the degree audit to appropriate staff members
- Release the degree audit to students through Student e-Services
- Complete the design of the electronic degree and diploma application and release to students
- Complete the upload of the MiraCosta College transfer credit rules and finish and upload the remaining Region X transfer credit rules

STEP III. RESOURCE REQUESTS FOR DISCIPLINE:

III. A. Describe the resources necessary to successfully implement the planning described above. Provide a detailed rationale for each request by referring to the analyses of data and SAO assessment results in Step I and/or to any other evidence not apparent in the data or SAO Assessment results.

a. Equipment (per unit cost is >\$500) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
a1.	CCC Apply	1	1.4, 2.1, 2.2, 2.4	Cost has been picked up by the CCCCCO. Use of central application will assist with MIS data matching, system-wide compliance and updating for data compliance, better collection of SSN data. Depending on the staffing levels of the Information Services department, funding may be required to contract out some of the work.	\$0 (no cost for use, some implementation costs.		Implement in 6 months.
a2.							
a3.							
a4.							
a5.							

b. Technology (computers, data projectors, document readers, etc.) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
b1.	Document Imaging Scanners (3)	2	1.4, 2.2, 2.4, 5.1	This is related to the request below for a new Document Imaging System	\$4,000	One-Time	Scanners to support new Document Imaging System.
b2.							
b3.							
b4.							
b5.							

c. Budget for 4000s (per unit cost is <\$500 supplies) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
c1.							
c2.							
c3.							
c4.							
c5.							

d. Budget for 5000s (printing, maintenance agreements, software license etc.) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
d1.	Customer Relations Module (CRM)	3	1.4, 2.1, 2.2, 2.4	To assist students in navigating the on-boarding process and to assist current students with the services that they need to succeed. This software will allow us to better assess the use of our services, better allocate resources to student needs, reduce student frustration and wait-times, track student contacts, and provide documented outcomes data.	We have been awarded \$30,000 in SPFF fund for this project. We can also cost share with 3SP and other departments that will use it.	There would likely be an on-going maintenance fee. The initial plan is to purchase a 3 year contract upfront with the one-time money we have on hand.	We have \$30,000 in SPFF funds that we could use. Possible support within existing Enrollment Services budgets and new Outreach Office budgets could help offset the cost. Some institutional support is likely needed.
d2.							
d3.							
d4.							
d5.							

e. Classified staff position (permanent/contract position requests unique to this discipline) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
e1.							
e2.							
e3.							
e4.							
e5.							

f. Classified staff position (temporary and student workers position requests unique to this discipline) Enter requests on lines below.

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
f1.							
f2.							
f3.							
f4.							
f5.							

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

The Admissions Office will need to expand its use of electronic transcript exchanges. We currently exchange transcripts through Credentials Inc. Ultimately we will receive and upload transcript data directly into the Academic Advising Module.

STEP IV. SHARE YOUR ACCOMPLISHMENTS Please include at least one discipline accomplishment that you'd like to share with the college community.

- Our Student Ambassador team was tasked with calling students who had fees due within 5 days of being dropped for non-payment. The Ambassadors made thousands of calls over the summer. Due in large part to this calling campaign, there were 37% fewer drops in summer 2015 than in summer 2014.
- During our last 3 annual audit visits, the auditing team has no findings or recommended areas of improvement. This tells us that our processes are sound, our records retention plan is successful, and the data being submitted by the Admissions Office is accurate.

- The college hired a Senior Academic Evaluator/Advisor whose time is fully dedicated to the planning and implementation of the project. The Senior Academic Evaluator/Advisor works closely with the Systems Module Functionalist on the project. Configuration mapping has been completed on more than 80 plans and will serve the majority of graduating students.
- Over 100 plans have been built for the degree audit
- The 50 most popular plans for new students have been built
- The plans that have already been built address the needs of over 80% of the college's graduating population
- Over 3000 students were identified using Academic Advising course lists and requirements. These students were emailed to inform them of open Philosophy courses that would meet their unfulfilled academic requirements. This action assisted the Philosophy department to fill courses that were facing low enrollments.
- In May 2015, the Governing Board approved a Manager of Outreach position. Throughout 2015, we have hired a 12 member Student Ambassador team; re-established relationships with district area high schools; coordinated, scheduled and planned outreach events in the district area high schools and throughout the community; delivered presentations about Palomar College; developed, planned, and executed email, text, and phone call campaigns to perspective and current students to increase enrollment and limit the amount of students who are dropped for non-payment; helped plan and organize the 2015 EAP event.
- During peak registration times, our Ambassadors assist students by verifying they are in the right line, help with on-line registrations, check forms for completeness, and answer student questions that can be easily answered. These efforts have reduced wait times by an estimated 50%
- Enrollment Services and Instructional Services continue to be engaged in an effort to ensure that our services are open and accessible to undocumented students. The "Dreamer's" Committee has developed promotional materials, trained staff, and identified "safe" contacts for undocumented students to access services.

STEP V. ACCREDITATION For programs with an external accreditation, indicate the date of the last accreditation visit and discuss recommendations and progress made on the recommendations.

STEP VI. COMMENTS Other comments, recommendations: (Please use this space for additional comments or recommendations that don't fit in any category above.)

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

Jamie Moss Name	Kendyl Magnuson	
Name	Name	Name


Department Chair/Designee Signature


Division Dean Signature


Division Vice President Signature

Date 

Date 

Date 

- Provide a hard copy to the Vice President Gonzales no later than November 6, 2015
- Email an electronic copy to mlavigueur@palomar.edu by November 6, 2015