# Palomar College – Program Review and Planning
## Non-Instructional Programs
## YEAR 1
## Academic Year 2012-13

**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:_____Student Affairs_____          09/13/2012

**Non-Instructional Discipline Reviewed  (Each discipline is required to complete a Program Review)**

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

| | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 | Definitions |
|---|---|---|---|---|---|
| **Contacts** | 1000's | 1000's | 1000's | 1000's | Total # of contacts between the OSA and students, faculty, and/or administration |
| **Student Contacts** | 1000's | 1000's | 1000's | 1000's | Total # of contacts between the OSA and students |
| **Student Conferences** | 100's | 100's | 100's | 100's | Total # of conferences between the OSA and students regarding either COC or Grievances |
| **Code of Conduct Conferences** | 100's | 100's | 100's | 100's | Conferences concerning student code of conduct ("COC") matters |
| **Grievance Conferences** | 10 | 20 | 5 | 2 | Conferences concerning Grievance matters |
| **Appeals Hearings** | 3 | 0 | 0 | 0 | Student COC Appeals Hearings |
| **Suspensions** | 9 | 4 | 2 | 2 | Student COC Suspensions |
| **Student Meetings** | 1000's | 1000's | 1000's | 1000's | Meetings occurring between the OSA and students on miscellaneous matters |
| **Faculty Conferences** | 33 | 62 | 43 | 59 | Conferences between the OSA and faculty regarding COC or Grievance matters |
| **Administrative Conferences** | 25 | 33 | 48 | 39 | Conferences between the OSA and administration |
| **ASG Meetings** | 75 | 85 | 34 | 33 | Total # of Associated Student Government ("ASG") meetings attended by an OSA representative |
| **ICC** | 38 | 43 | 30fa/30sp | 30fa/30sp | Total # of Inter Club Council ("ICC") groups on campus |
| **ICC Meetings** | 16 | 24 | 30 | 30 | Total # of ICC meetings attended by an OSA representative |
| **Student Activities/Events** | 40 | 50 | 112 | 118 | Total # of Activities or Events held by the OSA |
| **Student Activity Participants** | unknown | unknown | 1000's | 1000's | Total # of students attending OSA activities or events |
| **Outside Meetings** | 45 | 55 | 35 | 24 | Meetings between OSA representatives and off-campus representatives |
| **Computer Center/Lab SU-28** | maximum | maximum | maximum | maximum | Total # of students using the computer lab |
| **Student Conference Travel** | | | 3 fa / 4 sp | 2 fa / 4 sp | Total # of conferences traveled to with students. |

| | 2008-2009 | 2009-2012 | 2010-2011 | 2011-2012 | |
|---|---|---|---|---|---|
| **Student Activities Office SU-202 (formerly the Comet Center)** | 10,200 | 11,429 | 11,119 | 10,949 | Total # of students purchasing Student Activity Cards (formally called Palomar Identification Cards – PIC) |
| **Diversity Center SU-204** | Est. 400 | Est. 700 | 80 % usage | 90% usage | Total # of students utilizing the Diversity Center (opened September 2008) |
| **Club Hub SU-19** | NA | NA | 90 % usage | 100% usage | Opened September 27, 2010 |
| **Food Bank SU-21A** | NA | NA | 106 students 863 items | 160 students 2132 items | Opened September 27, 2010 (returned to OSA from EOP&S summer 2010) |
| **ASG Executive Office SU-104** | NA | Est. 340 | Est. 425 | Est. 512 | ASG President and Vice President usage – student constituent work, events, and office hours |
| **ASG Senator Office SU-102** | NA | Est. 850 | Est. 925 | Est. 1080 | ASG Senator's office usage – student constituent work, events, and office hours |
| **Storage SU-18** | NA | NA | 16 clubs | 16 clubs | Opened in October 2010; storage space for clubs |
| **Club Activity SU-18** | NA | NA | 3 clubs | 5 clubs | Multi-purpose space; mostly dance clubs using space |
| **OSA Miscellaneous Services** | 1000's | 1000's | 1000's | 1000's | Total # of students utilizing OSA miscellaneous services (copies, faxes, scantrons, etc…) Sprinter and Bus pass services were moved to cashiers office spring 2010 |
| **Commencement Organization** | 65 | 80 | 90 | 90 | Total # of hours invested by OSA representatives on behalf of Commencement planning and organization |
| **Commencement Attendees** | 343 | 380 | 373 | 418 | Total # of students taking part in Commencement to receive recognition (walking) |
| **# of Certificates and degrees awarded** | 2626 | 2825 | 3013 | 3532 | Degrees and Certificates awarded to eligible students |
| **Number of Full-time Staff** | 2 | 3* | 3 | 3 | Number of full-time staff available to serve students. *Hired Lindsay Koch Kretchman – Student Activities Coordinator March 2010 |
| **Number of Part-time Staff** | 1 | 0 | 0 | 0 | Number of Part-time staff available to serve students |
| **Number of Student Workers** | 8 | 12 | 14 | 17 | Number of student workers available to serve students. We have student workers assisting with events, working in SU-202, SU-28, and SU-19. |
| **Funding Incentives** | NA | NA | NA | 48@ $50.00 | Incentive to clubs for early reinstatement/add to club budget |
| **OSA Gene Jackson Funding** | 38 | 49 | 51 | 38 | Students can receive up to $50.00 for an emergency loan |
| **Emergency Textbook Loans** | 19 | 29 | 20 | 22 | Students can receive up to $250.00 for textbook loans |
| **OSA Monetary Request Funding** | Did not track | 20 | 18 | 14 | Clubs and Departments can request funding for special projects |
| **ASG Scholarships** | 2 | 2 | 12 | 12 | ASG awards scholarships each year. |

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

The data clearly demonstrates the magnitude of services provided to and for our students and staff. It is evident that the Office of Student Affairs (OSA) is playing a vital role in retention efforts, extra-circular events, and student engagement. Our efforts are filled with diverse programs, wide varieties of support and overall effectiveness. We are proactive in developing beneficial programs for students and we attempt to be forward thinking so we can prepare for changes, adjustments, and meet the demands of our incredible students.

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

**2012 Commencement SAO:**
**Commencement Photo Opportunity: The Office of Student Affairs will create a "Photo Opportunity" station for graduates and families to take pictures following the ceremony.**

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

Highly successful. Families and graduates used the photo opportunity area up until almost everyone left the football field. It was one of the last sections we tore down since it was so popular. We are planning to either increase the size of the station or add a second section for the 2013 Commencement Ceremony.

## STEP II.  PLANNING

Reflecting on the 4-year trend data, the SAO assessment results, and the college's **Strategic Plan 2013**, 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.)**

Our planning must include continued services and offer student engagement efforts outside the classroom. Programs appear to be very successful and there is an increased demand for and increased participation rates for most of the events we offer. We accepted ownership of the food bank, knowing it was one of the most important services we could offer our struggling students.  We increased the amounts of money we offered to many departments that submitted Monetary Requests. There is no doubt that our events and student activities have increased, serving our night students and our Escondido students.

We purchased a heavy duty Konica copier for our student computer lab. Limited free printing is one of the benefits students receive when they purchase the Student Activity Card and more and more students are taking advantage of the service. We purchased sidewalk signs, table tents, and produce 1000's of flyers for advertising. We also use tanks of helium for balloons, have large "event" flags for promotion, and we provide weekly "Student Activity Shout Outs" through general emails.

There is an interest in Leadership Workshops for our students and we have had great success with faculty presenters. Our biggest challenge in the Leadership offerings is finding times that suit the interested students. We will continue to find avenues to offer Leadership programming.

**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.)**

We saw a slight drop in our Student Activity Card (SAC) sales but that may be due to reduced course offerings, increased fees, and the economic downturn. The benefits we provide for students are well worth the $15.00 to purchase a SAC every semester. We see a trend in the increasing numbers of benefits being used per student. In the past, many students only used the card for identification and now they use all benefits: most costly for us since the $15.00 charge does not cover the cost of the benefits provided.

We added student space, although it is not enough, it has been a nice addition for students and clubs. We completed the acoustical upgrades and the Student Union is used at about maximum levels Monday thru Thursday.

We are completing the Flat Screen Technology project in the Student Union (SU), which will provide 6 flat screen monitors in the SU and provide Direct TV programming. We will be able to show world events, sporting events, and news. It will also help with event displays and specific Palomar College dates and student information.  We were fortunate to receive grant funding from the Foundation for this project and I am certain our students will be pleased with the updates.

We have improved the discipline process and added a spreadsheet to help with data collection. We have seen an increase in discipline reports that appear to deal with students that may have some level of mental illness.

It will be imperative to reconfigure the OSA SU-201 office space. It is also a priority for our office to continue to seek and/or recapture student space. We need more student space. See details in II.B.

Commencement continues to grow in many areas. We have record numbers of eligible students and record numbers of guests attending the ceremony. We have added live production: a student is selected to sing the National Anthem, The Brass Ensemble performs before and after the ceremony, and the Brass Ensemble also plays live as the "Colors" are presented and removed. These additions have really improved the ceremony and the office receives many compliments and thanks for making the event special. We added a photo opportunity spot this year and it was used at its maximum level (our Service Area Outcome). This is the only district funded program in our area. The funding may need to be increased to accommodate increasing numbers of eligible students as well as the ability to serve all guests that come to the Commencement Ceremony.

It will be imperative to reconfigure the OSA SU-201 office space. See details in II.B.

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

We are very aware of the fact that space is a premium on campus at this time. New buildings are going up but swing space is needed and it may be 6 or more years until we have an opportunity to build out the Student Union. We added the Club Hub (SU-19) and Storage space and Multi-purpose space (SU-18); and we are bursting at the seams. Our Computer Lab (SU-28) is used at maximum capacity. The Diversity Room (SU-204) is too small for some of the student groups that meet there and when the ASG has a full board, we are overflowing. The ASG offices (SU-104/102) are too small to accommodate the ASG Board with the potential of 25 members and one secretary for a total of 26 students (when we have a full board) trying to use the space. We may need to consider a space that will accommodate more computers for student use. Within a few years, we will need a larger meeting room space for the ASG and large clubs. Currently, we need more Club Hub space, more storage areas for the OSA, ASG, SAO and clubs, more ASG Senator office space, a larger multi-purpose space, and more outside shady and rain protected areas. This issue is a major concern for our programming and our ability to serve all student clubs and the ASG.

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

<u>**LOCATIONS**</u>**: Student Union (SU) areas;**

<u>**SU-19 Club Hub:**</u>
**We need 4 new computers in the Club Hub and may need more if we have an opportunity to expand the space.**

<u>**SU-18 Club storage and Multi-purpose room:**</u>
**Need more storage already and have student groups that need a larger multi-purpose area for club use.**

<u>**SU-28 Computer Lab:**</u>
**Need more space and need to upgrade computers.**

<u>**SU-22 Veteran's Support Center:**</u> **Currently used by Veteran's Office.**
**When the Veteran's move into the A building we need to recapture that room for clubs.**

<u>**SU-204 Diversity Room:**</u>
**We will purchase a Blue Ray player for SU-204.**
**Purchase a system installed to display club logos so it can be changed out each semester. We want a system that allows for exposure of active club participation and pride in what each club represents and promotes.**

<u>**SU-203 Conference Room:**</u>
**We may need to consider options available for using SU-203 as an overflow space for student group's if/when more meeting space for staff groups (in new buildings) becomes available.**

<u>**SU-202 Student Activity Office (SAO):**</u>
**SAO needs an additional computer station for our student workers along with a second computer with e-services networking for students to use when purchasing activity cards. SAO needs a small copier/printer. We need a new card printer for SU-202.**
**We will order 4 new canopies for the 2012-2013 school year. Our canopies are used for all Student Activity events and we allow departments to check out our equipment when we are not using them.**

<u>**SU-201 Office of Student Affairs (OSA):**</u>
**OSA needs to be reconfigured for separate office spaces for the Student Activity Coordinator and Staff Assistant. The only private office is the Directors office and that is used almost at maximum levels for confidential meetings and disciplinary meetings. The office can be extremely noisy and sometimes it is impossible to hear during phone conversations and for meetings.**
**We need to find space to securely add more club/ASG mailboxes.**
**Purchase two i-pads for staff.**

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

Personnel training for new software that will be used for the Flat Screen Technology in the SU.

<u>SU-104 ASG Executive Office:</u>
Need more space.

<u>SU-102 ASG Senator Office:</u>
Need more space.

<u>SU-103 International Student Office:</u> Is used by the International Student Program currently.
May need to recapture that space for the ASG if we can find a comparable space for our International Students/Staff/Director.

<u>Student Union itself:</u>
Provide training and purchase new software that will be implemented with the new Flat Screen Technology in the Student Union
Pay for the Direct TV programming for Flat Screen Technology
Plan for increasing shade and rain protection by adding a permanent covering in front of the SU (where the old retractable screens were located).
We are in desperate need of paint in all areas. We need inside paint and outside railing paint. We need more outside tables, umbrellas and chairs and more inside chairs for the Student Union.
Upgrade the speaker system in Student Union
We need to increase our advertising areas in SU-201, SU-202, and in the Student Union. We will design and purchase vinyl banners to be used for advertising (SU railings, SU-19, SU-28) as well as install glass display boards.

<u>Staff Lounge:</u>
There has been discussion regarding recapturing the Staff Lounge now since the new buildings have accommodations for faculty and staff and there is a part-time faculty workroom available for part-time faculty to use.

<u>Escondido Center:</u>
Need a dedicated space to provide Student Activity Cards and provide benefits. We offer night events at Escondido and it would be nice to eventually do some daytime activities.

<u>Rancho Bernardo (South Center) and Fallbrook (North Center):</u>
We also need new computers to be used in the Rancho Bernardo (South Center) and in the Fallbrook (North Center).  Once the South and North Centers are providing services and offering classes for students not only will we need computers, but also card printers and cameras. By planning ahead for this, we will be prepared to provide quality Student Activity and Student Affairs programming/services to students that may only attend these centers.
We must also plan ahead for new office furniture in the Rancho Bernardo Center and the Fallbrook Center. We will need basic Student Activity supplies, including canopies, carts, portable sound systems, tables, storage cabinets, and other necessities for start-up. We must also prepare for Card 5 Activity Card software.

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


**General items:**
**Computer software needs to be updated on all computers.**
**We may need to invest in a Student Discipline software program for tracking purposes.**
**We must develop and implement the Behavioral Assessment Team program / Palomar Cares Campaign in an effort to establish protocol and procedures in dealing with mental health issues and possible threatening situations in the classroom.**

**Associated Student Government (ASG):**
**Will continue with the Goals, Responsibility, Attitude, Determination; GRAD Campaign.**
**Continue advocating for Students. Continue to serve on shared governance committees and represent the student voice on campus.**
**Continue to recruit and retain a full board each year as well as highlight the successful transfers of most all members of the board.**
**They are in desperate need of more space as identified above.**


## 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.**

<span style="color:red">**NOTE: The Office of Student Affairs is not asking for SPPF money at this time. We are in the process of prioritizing our departmental requests/needs and we will fund accordingly for 2012-2013.**</span>


**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 2013 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. | | | | | | | |
| 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 2013 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. | | | | | | | |
| 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 2013 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? |
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| 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 2013 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? |
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| d1. | | | | | | | |
| d2. | | | | | | | |
| d3. | | | | | | | |
| d4. | | | | | | | |

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**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 2013 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? |
|---|---|---|---|---|---|---|---|
| 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 2013 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? |
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| 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 2013 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?**

| NA |
|---|
|  |

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

We have so many highlights that it is difficult to limit this to one accomplishment. I would like to highlight three.

**Food Bank:** EOP&S needed to give up the supervision of the Palomar College Food Bank. The Office of Student Affairs was willing to take it on as an additional service because we know the importance of having the food bank available for our students. We have seen an increase of the number of our students that need the food and we have also seen how gracious our faculty, staff, and others students are that continue to help with the donations to keep our shelves stocked. The ASG has also been a large contributor and it is important to note that whenever we put the call out for food donations, they arrive.

**Campus Tours:** This is another service that the Office of Student Affairs has taken on as an extra service. Tours were formally run by the Assessment Office and Campus Relations staff. It was becoming more and more difficult for that office to assist with the numbers of tours requested. Prior to hiring our new Student Activities Coordinator, Lindsay Kretchman, we were not in a position to offer campus tours. We again agreed to help out and we have hosted over 1,500 campus visitors on group or individual tours of the college since March 2010.

**Student Union Upgrades:** This may be our largest project. We completed the acoustical upgrades and we are just about to finish the Flat Screen technology. We will have 6 - 70 inch flat screen monitors mounted in the Student Union (SU). Direct TV programming will allow us to show news, world events, and sports. We will also have the ability to display a rolling screen of important dates for students and upcoming events. We will also add 2 – 40 inch monitors for mtvU programming. We also added the Club Hub, club storage and multi-purpose space. Our students have greatly appreciated the space and continue to request for more space. Research continues to suggest that retention rates increase with student life events and activities. We are doing about as much as we can with the space we have to use at this time.

**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.**

NA

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

1- High priority is placed on reconfiguration of the OSA SU-201 for separate office space. This is listed above but it is a very high priority.
2- Staffing: as shown in our staffing plan, there will soon be a need for one more staff person to help with a combination of duties. We need assistance with events and activities (we use student workers now), ASG office support, disciplinary office support, and general office coverage, especially phones and office lunch coverage. The current structure does not allow for consistent breaks, lunch breaks, and sick/vacation coverage.

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

| Marilyn Lunde, Staff Assistant<br>*Name* | Lindsay Kretchman, Student Activities Coordinator | Sherry Titus, Director, Office of Student Affairs |
| --- | --- | --- |

**Department Chair/Designee Signature**                                         **Date**

**Division Dean Signature**

**Division Vice President Signature**                                      **Date**

- **Provide a hard copy to the Vice President Vernoy no later than September 14, 2012**
- **Email an electronic copy to jpettit@palomar.edu by September 28, 2012**
- **Email an electronic copy to jdecker@palomar.edu by September 28, 2012**