

Palomar College – Program Review and Planning

Non-Instructional Programs

Academic Year 2016-17

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 Office

11/03/2016

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)

	2012-2013	2013-2014	2014-2015	<<Prelim>> 2015-2016	Definitions
Applications Processed	41,750	39,608	24668	24360	Includes new applicants and returning applicants
Percent Online Applications	90.7	95.3	98.9	89.4	
Annualized Credit Student Headcount	34,280	34983	36,356	34,549	Includes summer, fall, and spring
In-person contacts	21,148	32,090	N/A	N/A	Numbers for 2013-14 and 2015-16 are unavailable. Looking for a better way of tracking student contacts using line management software.
Phone contacts - Inbound	25,191	37,754	32,756	32,143	Annual amount from November 2015-September 2016
Phone contacts - Outbound			13,099	15,563	Annual amount from November 2015-September 2016
E-mail contacts	4,487	8,490	N/A	Inbound- 5,091 Outbound- 6,111	Annual amount from July 1, 2015 - June 30, 2016
Number of Full-time Staff	17	18	12	11	San Marcos staff only. 5 Vacancies (1 SERP, 1 Vacancy, 2 out-of-class assignments, 1 retirement). Staff consists of 8 Classified staff, 1 Coordinator, 1 Manager, 1 Director.
Number of Part-time staff	(2) 0.85	1	1.5	(2) 0.50	2 short-term hourly. Both resigned in July 2016. There are currently 0 hourly employees
Staff/Student ratio	1 / 2016	1 / 1943	1/3029	1/3141	Includes only full-time staff

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

As pointed out in the last 2 year's PRP's, our current system for collecting in-person contact information is highly inaccurate. We have historically based our counts on sampling because we randomly use paper tally sheets and extrapolate numbers for the year. This posed more of a challenge this year as we employed, then lost several hourly employees. Utilizing Student Ambassadors to monitor and assist during peak times also made finding accurate numbers difficult. We continue to discuss using a CRM with line management software to simplify student cueing, accurately track contacts, record purpose of visit, and assess whether our contacts with students are being effective. We have decided to partner with other departments on campus to focus on Starfish and see how the CRM feature within Starfish can assist with better tracking our student contact information.

The other number to point out is the number of vacancies that still exists within the Admissions Office. Getting the 4 currently vacant Specialists positions filled is needed. As we utilize the prior, prior year financial aid FAFSA submission as opportunities to visit schools and provide assistance to the Outreach office, more staffing will be needed. Implementation of CCC Apply will also add to the Admissions workload. Downloading and verifying student applications will be much more involved then it is now and will require far more monitoring and quality control then is necessary with our own application. One of the out-of-class staff members who is working in another office also had residency responsibilities. This has exacerbated our situation in regards to falling behind with our residency processing and appeals. Also worth mentioning is the vacant Business Analyst position that was recently vacated due to a retirement and the Supervisor, Admissions position at the Escondido Center. As we prepare for the opening of the South and North Centers, staffing will be at a premium.

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

SAO assessments for the 2015-2016 are continued for last year:

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 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. There are two areas we are currently focusing on as it relates to this SAO.

A) Beginning with the Spring 2017 registration period, there will be a student payment plan option in place that will increase the percentage of students who utilize priority registration. Feedback from students was that many students delay registering for classes due to waiting for financial aid processing to occur or because students struggle to come up with the required money for tuition and books. The way the payment plan option is set up encourages students to register during their priority time due to the first plan available to students requires a minimal \$60 down payment. As the registration cycle continues and begins to exceed the priority registration time period, students begin to have fewer payment plan options. We have worked with NelNet to provide marketing materials to promote the payment plan option that promotes utilizing priority registration as well as posting information on the web. In future semesters, we will continue work with our own Marketing Office to promote the payment option plan.

B) Now that the Manager of Outreach and Manager of Orientation and Follow-up Services positions have been hired, we want to provide data that will allow both Managers to make contact students who are eligible to register, but have failed to do so. If more students are utilizing their priority registration appointment, we are able to identify students sooner who have yet to register. Part of the outreach and recruitment strategies will be to promote the payment plan option if students are unable to come up with all of the necessary funds to pay for classes and books or have yet to begin the financial aid process.

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 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

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

students to pay their outstanding fees before being dropped. 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 past year to inform students to pay their fees to avoid being dropped for non-payment. Although the calling campaign continued to help as it did the previous year, we feel the call campaigns will be more effective when we let students know that there is now a payment plan option. We will continue to market this option in future semesters.

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: Continued efforts will 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 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 minimal down payment option. This will tie together both of our SAO's to work in tandem by also incentivizing Priority Registration usage. The payment plan option will be available for the Spring 20017 registration cycle.

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.)

- In year two of the Student Success and Support Programs, we continue to evaluate our MIS reported findings. We are working to remedy underreporting issues and continue to educate staff across campus about the importance of accurately submitting MIS information. This will be an on-going area of emphasis. We also will be working with the 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, Placement, and Education Planning (Abbreviated and Comprehensive) and allow staff from multiple departments to better assist students. The 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 ability of the Admissions, Evaluations and Records areas to respond to SSSP initiatives has been successful in the past. However, given the constant reprioritization of area responsibilities due to these initiatives, more staff will be required to respond in a similarly successful manner. The implementation of degree audit is well underway and has been very successful. Testing is currently being conducted by the Evaluations, Financial Aid, Counseling, and Veterans areas. Full implementation and rollout to all staff and students is projected for 2017.
- The implementation for transfer credit is not progressing as quickly as it could. Additional staff resources are desperately needed in order to research transfer articulations and enter the rules into PeopleSoft. Two positions are requested in relation to this project: an evaluator

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.)

to research the articulations and a records specialist to enter and maintain the transcripts and rules. In addition, the project is progressing without dedicated technology support from Information Systems due to I.S.'s own staffing shortages. Getting additional I.S. support, by way of staffing, is vital to the success of transfer credit.

- 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. We continue to work on workflow efficiency 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 e-services for this process. As previously mentioned, we plan to use OnBase for electronic document submission. We 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 and North Centers, 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) 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. Unfortunately, the statewide common assessment initiative was not ready for a November roll out. While we are in need to move to CCC Apply there are a few remaining technical issues that IS is working on. The CCCApply implementation date has been pushed back into 2017. We also are looking to use Starfish Early Alert. A recent kickoff meeting formally started this process. A group is being convened to Training will need to be provided to all Enrollment Services staff and Student Ambassadors.

2) Review Process Guide Efforts

- This is a continuation from last year. 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.

3) Improve Staffing Levels

- We are currently down 4 full-time Enrollment Services Specialist positions. These positions have been left vacant due to internal promotion, the SERP, and opportunities for existing staff for out-of-class assignments. Of the 4 Enrollment Services Specialists vacancies, two will hopefully begin recruitment is November 2016. Two other positions remain vacant: the Business Analyst and the Supervisor, Admissions at the Escondido Education Center. It is essential to rehire the Business Analyst position as quickly as possible. This position plays an integral role in MIS data submission and maintaining technological support of our entire operation. The Supervisor, Admissions position will need to be looked at as we think about the staffing of the Escondido Education Center and the South and North Centers.

4) Degree Audit Projects

- 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

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

5) 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 was filled and began their role on October 24, 2016.
- The Manager of Outreach is going to need to develop an operating budget that allows for support staff. An initial plan was to hire 4 staff members that could work with area high schools divided into 4 quadrant areas. Consideration could be given to realigning services and staff already existing on campus. Student Ambassadors will 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 most of the current Student Ambassador team; re-established relationships with district area high schools; partnered with San Marcos High School to develop the Palomar Pathways Program. This program is now a requirement for eligibility in this year's San Marcos Palomar Promise; 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 2016 EAP event.

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	2	2.1, 2.4	Cost has been picked up by the CCCC. 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 2017.
a2.							
a3.							

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?
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.							
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)	1	2.1, 2.4, 2.6, 3.1, 5.2, 5.4	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 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.							

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?
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. We are also looking to use Credentials Inc. to assist with student enrollment verification requests.

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

- In May 2015, the Governing Board approved a Manager of Outreach position. In October 2016, the Manager of Outreach began their role. The hand-off from Admissions leading the outreach efforts to the Manager of Outreach has begun.
- The Evaluations & Records Office met the ADT (Associate Degree for Transfer) deadline during Fall 2015 and Spring 2016 for the CSU transfer applicants. For Spring 2016, the Evaluators were able to complete a review of the 402 applicants during one of the busiest times of the year! (Something some of the other community colleges couldn't meet.)

Kristyn Lewko, Senior Academic Evaluator, and Tracie Sayre, Admissions & Records Functional have made great achievements in Academic Advising. All plans have a programmed degree audit going back to the 2010-11 school year. Testing is currently underway by Evaluations, Financial Aid, Counseling, and Veterans.

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.


n/a

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

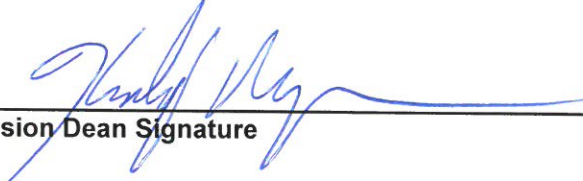
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Please identify faculty and staff who participated in the development of the plan for this department:


Kendyl Magnuson Name	Jamie Moss Name	
Name	Name	Name


Department Chair/Designee Signature

11-3-16
Date


Division Dean Signature

11/3/16
Date


Division Vice President Signature

11/4/16
Date

- Provide a hard copy to the Vice President Gonzales no later than November 3, 2016.
- Email an electronic copy to mlavigueur@palomar.edu by November 3, 2016.
- Email an electronic copy to rjohnson3@palomar.edu by November 3, 2016.