PALOMAR COLLEGE® Learning for Success

Program Review & Planning (PRP)

COMPREHENSIVE
PART 1: BASIC UNIT INFORMATION

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area. With that in mind, please answer the following questions:

Date:	11/14/2019
Unit Name:	Student Services
Department Name:	Financial Aid & Scholarships
Division Name:	Student Services
Name of person responsible for the Program/Unit:	Adrianne Lee
Website address for your unit:	https://www2.palomar.edu/pages/fa/

Please list all participants in this Program Review:

Name	Position
Adrianne Lee	Director

SECTION 1: Program/Unit Mission Statement

What is your Program/Unit's mission statement (click here for how to create a mission statement):

The Division of Enrollment Services is committed to excellence. We provide support services that enable prospective and current students to successfully navigate college and meet their learning goals. The Division is made up of professionals who serve in the following areas: Admissions, Evaluations, Financial Aid, International Education, Records, Scholarships, and Veterans. We value empowerment, collaboration, and innovation. We complete our work accurately and maintain compliance with all federal, state, and local regulations. We work as a team and in partnership with all other areas of the college from a student's first point of contact through completion. We care about our students and their success.

Describe how your mission aligns with and contributes to the College's Vision and Mission.

The Financial Aid office as well as the Veterans office aligns with and contributes to the College's vision and mission by ensuring financial access to higher education despite diverse origins, experiences, needs, abilities, and goals.

SECTION 2: Program/Unit Description

Staffing

Full-time Staff		Part-time Staff	
Total Number of Full-time Staff	14	**Total Number of Permanent Part-time Staff**	
Number of Classified Staff	7 Financial Aid Analyst 2 BSA 1 Assistant BSA 1 Coordinator 16 Financial Aid Specialist @ 50%	**FTE of Part-time Staff (2X19 hr/wk = .95)**	
Number of CAST Staff		**FTEF of Part-time Faculty**	
Number of Administrators	1 Director		
Number of Full-time Faculty	1 Counselor		

Describe additional temporary hourly or contract staff support this unit and/or department? (Include FWS/District Student Worker/Veteran Student Worker)

2 Federal Student Workers – Financial Aid

As part of this PRP cycle, Human Resource Services has sent organizational charts to all non-instructional units. Please review the charts and make any needed changes. Attach a copy of the chart when you are submitting your review or provide the link to your organizational chart if it is online.

OR

If you cannot create an organizational chart, or did not receive one from Human Resource Services, list the positions in your unit showing reporting relationships (e.g., Manager Facilities with the following direct reports, Supervisor Position A, Supervisor Position B, Supervisor Position C; Supervisor Position A with direct reports, Position A, Position B, Position C)

How will you submit your organizational chart?

_x_ Upload document   ___ Provide web link   ___ Describe organizational structure

Program/Unit Description

Who utilizes your services?

All students can apply for state/federal/institutional aid.

What services does your program/unit provide (Describe your program/unit)?

The Financial Aid & Scholarships Office provides financial assistance to students that meet eligibility requirements per federal, state and institutional aid standards. The office strives to enhance access to all students despite social and or economic status. This unit maintains compliance with the HEA, TITLE IV, California State Ed Code, Prop 209 and other applicable agencies and laws required to participate in related programs.

COMPREHENSIVE
PART 2: PROGRAM/UNIT ASSESSMENT

SECTION 1: Service Area Outcomes and Assessment

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So, what is an SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three-year planning and review cycles, all non-instructional units are asked to:
- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results,
- and take action, as necessary.

Palomar has adopted TracDat as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in TracDat by:
1) Login to Nuventive Improve (TracDat) https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/. Your Palomar username and password is your login.
2) Update or add your SAOs and assessment plans.

NEED HELP?

TracDat:
1) If you need help with anything TracDat related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.
2) Check out this video on how to enter SAOs in TracDat: https://youtu.be/b1sRa68wm4c

Defining and Assessing SAOs:
Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

1. Hartnell's SAO Guide is a nice resource! Thank you Hartnell!

2. Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.

3. The SAO template at the end of this document is a useful template for defining an SAO and assessment plan. It is modeled off what we enter in TracDat.

Are all of your unit's SAOs and assessment plans entered in TracDat?	YES	NO X

If NO, describe why and identify a data by which they will be entered.

For each SAO in TracDat, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments.
1)
2)
3)
4)

SECTION 2: Other Assessment Data

List all other quantitative and/or qualitative measures you use to track, monitor, and/or evaluate the effectiveness of your program/Unit:

Quantitative Data

Measure	Values				Definition/Description of Measure
	2015-16	2016-17	2017-18	2018-19	
Total FAFSA & Cal ISIR applications imported (unduplicated) FAFSA CADAA	22177 359	22513 358	23645 419	23661 490	Imported equals Financial Aid application was brought into Palomar PS and matched to a Student Record.
Applications processed and awarded M/EFOLD3 with Award > 0	Not Measured	Not Measured	Not Measured	5043	Processed equals staff verifying data set(s)
Applications Auto-Packaged with award. Pell awarded, disbursed	Not Measured	Not Measured	Not Measured	3712 2662	Auto-Packaged equals application had all requirements met for processing at the time of import. No required staff review.
Applications Processed – Not Eligible No AUTOPK, M/EFOLD3 no award posted	Not Measured	Not Measured	Not Measured	86	Not Eligible equals no unmet need, no federal or state aid can be awarded. Processed equals staff verifying data set(s)
Applications Auto Packaged Not Eligible-AUTOPK with no AWARDs	Not Measured	Not Measured	Not Measured	536	Auto-Packaged equals application had all requirements met for processing at the time of import. No required staff review.

Incomplete Files *not AUTOPK, (MFOLD) checklist incomplete, enrolled in Fall, Spring or summer*	2239	2220	1161	1299	Student/Parent requested documentation not submitted / submitted properly
Total Federal AWARDED - federal item type exists, even if zero award	**Total Awards: 8105 Unduplicated students: 6471**	**Total: 8862 Unduplicated: 5739**	**Total: 9325 Unduplicated: 6084**	**Total: 10342, Unduplicated 6181**	Awarded equals awards granted
Total Federal TRANSIMITTED any federal aid with disbursed >0 includes FWS	**Total Awards: 5926 Unduplicated students: 4776**	**Total Awards: 6710 Unduplicated Students: 4724**	**Total: 7482 Unduplicated: 5078**	**Total: 8183 Unduplicated: 5025**	Transmitted equals awards granted and paid to students based on enrollment status.
Total Enrollment Fee Waivers – Headcount	19546 **14438**	19919 **14579**	21679 **15076**	21039 **14843**	BOGFW /CCPG Awarded Used
Scholarship Applications	Applied 538, Judged 359,	Applied 595, Judged 401	Applied 391, Judged 249,	Applied 675, Judged 465,	
Scholarship Awards	Awards 261, award total $221,200	Awards 277, award total $231,550	Awards 210, award total $171,900	Awards 244, award total $226,000	

Reflect on your quantitative data and summarize your findings or interpretations.
Focal points need to be identifying why students are not completing the process.

Qualitative Data

Describe any qualitative measures you use and summarize the results.

What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.
In reach, technology and best practices need to be heightened.

SECTION 3: Achievements and Other Relevant Information

Describe your program's achievements or this past year. Where possible, describe how these achievements are related to our students and their success!
1. Streamlining disbursement processes to minimize manual data entry and provide more timely disbursement

of funds to students. Resulting in more students being paid in a timely manner and also allowing for focus on other areas ie outreach and In reach.

2. Continued partnership with Enrollment Services as a one stop service operation, providing services to students at the front counter and over the phone.
3. Participation in outreach activities, such as, Promise Program and the High School Counselors workshop help on campus.
4. Partnered with the Palomar Promise Program to ensure all students apply for aid, increasing aid applicants as well as recipients.

Describe any recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit?   What effect will these changes have on your program/unit?

The financial aid office has purchased Campus Logic through a state approved technology grant which will eliminate the use of paper for the 20-21 academic year.

Federal and State regulations consistently change and evolve. Mentionable is the Gramm-Leach-Bliley Act – Student Information Security

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?

Gramm-Leach-Bliley Act – Student Information Security requires a person in IT that performs risk assessment.

COMPREHENSIVE
PART 3: PROGRAM/UNIT EVALUATION AND THREE-YEAR PLANNING

Program Evaluation and Planning is completed in two steps.

Section 1: Overall Evaluation of Program
Reflect on your program/unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest <u>strengths</u>?
2. What are our best <u>opportunities</u>?
3. What is our preferred future, what do we <u>aspire</u> to do?
4. What are the measurable <u>results</u> that will tell us we've achieved that vision of the future?

Section 2: Establish Goals and Strategies for the Next Three Years
Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing your goals for this upcoming three-year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion. Goals should be Specific, Measurable, Attainable, Relevant, and Time –Specific (SMART). Following the goal template below will help you create SMART goals!

SECTION 1: Overall Evaluation of Program

1. Discuss your Program's/Unit's Strengths, Opportunities, Aspirations, and Results (SOAR) and summarize your discussion below.

Strengths:	The office consists of financial aid professionals that are well versed in aid programs and have desire to assist students in their path of success through access to financial support.
Opportunities:	Palomar College has many students that do not apply for federal and state aid, there is an opportunity to increase the applications processed.
Aspirations:	To have all incoming and returning students complete a FAFSA or Dream Act Application
Results:	Every eligible student receives all aid they are entitled to receive in which it will reduce economic barriers and increase persistence and completion.

SECTION 2: Progress on Prior Goals

List current or prior goals your program/unit has been working on and provide an update by placing an "X" in the appropriate status box.

Goal	Completed	Ongoing	No longer a goal
There continues to be effort to encourage students to complete their applications for financial aid and provide aid to all eligible students.		X	

Add any comments related to your work on prior goals, if needed (e.g., successes, challenges, reasons for eliminating a goal).

Due to low staff and increased college initiatives, focusing on the increasing of students participating in the aid programs has been a challenge. Ultimately, it is the goal of the financial aid office to ensure all eligible students receive aid.

SECTION 3: Establish Goals and Strategies for the Next Three Years

1. New Goals: Please list all goals for this three-year planning cycle:

Goal #1

Goal	Become Paperless
Strategies for implementation	Using Campus Logic to remove the barrier of completing the financial aid application process with paper.
Timeline for implementation	2020-2021 academic year March 2020
Outcome(s) expected (qualitative/quantitative)	Quantitative - Increase # of students completing the process of applying for aid. Qualitative – Increase the quality of experience that a student has when applying for aid.
How does this goal align with your unit's mission statement?	By enhancing the use of technology and increasing access to students, we will continue to improve in providing support services that enable prospective and current students to successfully navigate college and meet their learning goals.
How does this goals align with the College's Strategic Plan 2022?	Values – Access to our programs and services **VfS Goal 5: Equity**

Goal #2

Goal	Increase applications
Strategies for implementation	Increase in - reach strategies

Timeline for implementation	2020-2023
Outcome(s) expected (qualitative/quantitative)	Quantitative – close the gap of students that attend and do not apply for aid. Qualitative - increase the overall well-being of students that attend Palomar College
How does this goal align with your unit's mission statement?	By getting students to apply for and receive eligible aid we will continue to enable prospective and current students to successfully navigate college and meet their learning goals.
How does this goal align with the College's [Strategic Plan](#)?	Values – Access to our programs and services **VfS Goal 5: Equity**
Goal #3	
Goal	
Strategies for implementation	
Timeline for implementation	
Outcome(s) expected (qualitative/quantitative)	
How does this goal align with your unit's mission statement?	
How does this goals align with the College's [Strategic Plan 2022](#)?	
Goal #4	
Goal	
Strategies for implementation	
Timeline for implementation	
Outcome(s) expected (qualitative/quantitative)	
How does this goal align with your unit's mission statement?	
How does this goals align with the College's [Strategic Plan 2022](#)?	

How do your goals align with the College's value of equity and diversity?
Eligible Financial Aid students – in most cases reflect economic disparity. By effectively awarding financial aid to those eligible the financial aid office is directly impacting students that are identified as socio-economic disadvantaged groups.

The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes. Click here to access Strategic Plan 2022.

By evolving the process of applying and receiving financial aid through use of technology and out/in reach, more students will receive financial assistance which provides economic equity. **VfS Goal 5: Equity**

COMPREHENSIVE
PART 4: RESOURCES

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures). How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's **Strategic Plan 2022**.

SECTION 1: Reallocation or Reassignment of Resources

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any upcoming factors in legislation. Describe the impact of the reallocation of resources to your unit.

Will not replace two vacated Financial Aid Analyst positions to obtain a supervisor.

SECTION 2: Need for Additional Resources

STAFFING

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section.

Title	Three Year Plan Goal	**Strategic Plan 2022 Goal/ Obj.**	New / Vacant / Modified / Temporary	**Describe Need:** Financial Aid is one of the most technically complex offices on campus, manages over $31,000,000 in student aid each year and is subject to federal, state and institutional audits. Although there are approximately 19 staff, only the Director has supervisory authority. This position would allow that responsibility to be shared and provide additional administrative support and allow for back-up supervision and succession planning.
1)Financial Aid Supervisor	2020	2.1, 2.2, 2.4, 2.5, 2.6	New	
2)				
3)				

TECHNLOGY

If you are requesting TECHNOLOGY, please fully complete this section. If not, skip to the next resource section.

Resource	Unit's Three Year Plan Goal	**Strategic Plan 2022 Goal/ Obj.**	Cost ($$$)	Describe need and identify if the technology need will require: 1) extra wireless access, 2) integration with existing technology (hardware and software such as PeopleSoft), and/or 3) operational maintenance and support.	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across **ALL** of your Technology, Equipment, or Other Resource Requests.
1)					

2)					
3)					

EQUIPMENT (Other than technology)					
If you are requesting EQUIPMENT, please fully complete this section. If not, skip to the next section.					
Resource	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need:**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests**
1)					
2)					
3)					
OTHER RESOURCES					
If you are requesting OTHER RESOURCES not described above, please fully complete this section. If not, CHEERS!!! You are DONE!!!					
Resource	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need:**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests**
1)					
2)					
3)					

COMPREHENSIVE
PART 5: FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council	
Person/Group/Council Who Reviewed PRP	
Date	

Feedback
1. Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:
2. Areas of Concern, if any:
3. Recommendations for improvement:

SERVICE AREA OUTCOMES TEMPLATE

Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/do you measure or assess it?)	Criterion (How will/do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)	Students apply for financial aid (FAFSA, Dream Act).	Quantitative Query – who is enrolled in the academic year versus who has applied for a FAFSA or Dream Act application AY 2019	If percentages increase.	12/20/2020	**12/2021**
2)	Students complete the process of applying for aid (enrolled students), including if applicable submitting any subsequent required documentation to the financial aid office.	Quantitative Query – who applies for financial aid AY 2019 versus who has completed the process (identified by checklist incomplete status in People Soft).	If percentages increase.	12/20/2020	**12/2021**
3)					
4)					