

# 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:

<b>Date:</b>	October 8, 2019
<b>Unit Name:</b>	Student Life & Leadership (SLL)
<b>Department Name:</b>	Office of Student Affairs [Student Life & Leadership]
<b>Division Name:</b>	Student Services
<b>Name of person responsible for the Program/Unit:</b>	Director Sherry M. Titus
<b>Website address for your unit:</b>	<a href="https://www2.palomar.edu/pages/studentaffairs/">https://www2.palomar.edu/pages/studentaffairs/</a>

Please list all participants in this Program Review:

Name	Position
Sherry M. Titus	Director, Student Life & Leadership
Kimberly Rocca	Administrative Specialist II
Kelly Donaghy	Student Activities Coordinator
Lisa (Hornsby) Taylor	Basic Needs & Resources Executive
Maribel Onstott	Case Manager (Partnership with Behavioral Health Grant)

**SECTION 1: Program/Unit Mission Statement**

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

Student Life and Leadership (SLL) sets the standard for an inclusive atmosphere for our students to authentically engage and grow. We are committed to developing and supporting programs that holistically promote student rights, equity, justice and is intentional in serving the basic needs of the evolving community we serve. We inspire personal growth and academic achievement. We foster and mentor students through engagement opportunities involving leadership, advocacy and critical dialogue platforms.

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

The College's Vision and Mission identifies several concepts that directly align with The Office of Student Life & Leadership (SLL). SLL provides an incredible opportunity to engage with students; we provide a safe environment for aesthetic and cultural enrichment; we offer agency and leadership development that will contribute to global citizenship in our ever-changing world; we offers basic needs and resources while strengthening connections, and we advocate on behalf of all students in their efforts to successfully complete personal aspirations.

**SECTION 2: Program/Unit Description****Staffing**

<b><u>Full-time Staff</u></b>		<b><u>Part-time Staff</u></b>	
<b>Total Number of Full-time Staff</b>	4*	<b>Total Number of Permanent Part-time Staff</b>	0
<b>Number of Classified Staff</b>	2	<b>FTE of Part-time Staff (2X19 hr/wk = .95)</b>	NA
<b>Number of CAST Staff</b>	1* VPSS authorized placement of CAST employee assigned to VPSS office	<b>FTEF of Part-time Faculty</b>	NA
<b>Number of Administrators</b>	1		
<b>Number of Full-time Faculty</b>	0		

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

FWS: 5-7 average SLL Operations and Student Activities Card Support/ Student Staff  
 FWS: 3-4 average SLL and Food & Nutrition Support / Student Staff  
 CalWorks: 1-3 average Student Activities Support / Student Staff  
 Short-term employees: 4 Food & Nutrition Center (Grant Funded – through Hunger Relief)  
 Short-term employees: we have used several when we have full-time vacancies  
 Case Manager: 1 (Grant Funded – through Behavioral Health Grant)

Critical Non-paid employees that assist with operations:

Interns: 3 to 5 per year (could increase with availability of staff for supervision)

Volunteers: 2 to 4 per semester

Service Learning: 2 to 4 per semester

Cooperative Education: 2 to 4 per semester

**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?

☐ Upload document    ☐ Provide web link    ☒ Describe organizational structure

Director, Office of Student Affairs (Office of Student Life & Leadership) reports directly to Vice President for Student Services. Administrative Specialist II, Supervisor, Student Affairs (vacant), and Student Activities Coordinator all report directly to the Director of Student Life & Leadership.

Associated Student Governments and Inter-Club Council (all clubs) fall under the supervision of the Office of Student Life & Leadership.

### **Program/Unit Description**

#### **Who utilizes your services?**

Students, staff, faculty, vendors/ public users, community users, all campus departments, off campus organizations/ companies; background checks, high school dance forms, transfer forms, requests for records/ subpoenas, etc.

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

##### Basic Needs Resources – The HUB

- Housing Insecurities
- Food Insecurities
- Hygiene kits
- Case Manager
- Off Campus Partners
  - San Diego Food Bank
  - Cal Fresh
  - Leah's Pantry
  - Senior Gleaners of San Diego County
  - Teri Inc.
  - YMCA
  - Inter Faith Community Service
  - 211
  - Alliance for Regional Solutions
- On Campus Partners/Resource Sharing
  - EOPS
    - Foster Youth
  - DRC
  - Behavioral Health
  - Equity and Achievement
  - ASG
  - LGBTQIA
  - Veterans
  - Facilities
  - Financial Aid
  - Foundation
  - Formerly Incarcerated Program (and Transitions Club)
  - Police Academy
  - Nursing Department

- Early Childhood Education Lab \*spelling
- Service Learning
- Cooperative Education
- Human Resources
- Campus Police
- Career Center
- Transfer Center
- Professional Development/ Plenary
- Union groups (PFF & CCE) support student programs and services
- Comets Closet
- Tracking / Technology Systems
  - Oasis
  - Starfish
  - Maxient
  - CI Solutions

#### Food & Nutrition Center

- Food pick up
- Grab n Go
- Farmers Market
- Food Cart distributions
- Diapers and Formula
- CalFresh application
- 211
- Operations at all Centers as well

#### Student Affairs/Activities Office

- Student Activity Card for \$15 per semester
- Free Scantrons
- Free Exam Books
- Free Limited Printing
- Free Scanning Services
- Free Faxing Services
- Discounted Movie Tickets
- Discounted Transit Tickets
- Free Locker Usage
- Coordinates Commencement
- Vendor Access (Student Union only)
- Postings of Job Opportunities/Housing available
- Free Speech posting on bulletin boards
- Background Checks/ Dance Clearance/ Subpoenas/ Record Requests
- Student Conduct
- Student Disciplinary Sanctions
- Student Grievances
- Student Complaints
- Room Reservations
- Equipment Reservations and Check Out/ Tracking
- Website management
- Emergency Loans
- Textbook loans
- Commencement

#### Student Life/ Clubs

- Over 40 active clubs
- Available meeting spaces and activities for student engagement
- Coordinated monthly events and activities for students
- Host guest speakers for restorative justice, social equity, inclusion and informative resources
- Inter-Club Council (A representative from each club networking together)
- Usage of services such as printing, scanning and Student Union TV's to advertise
- Usage of website for club contact information, promoting club pictures and club meeting times

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- Usage of club storage and reserving event items such as Popcorn Machine, speakers & sandwich boards
- Usage of club mailboxes and interoffice mail services
- Assisting with Club Budget/ Funds/ Reimbursements

### Associated Student Government (ASG)

- 32 Available positions for students to get involved (i.e. President, Secretary, Delegate, etc.)
- ASG is recognized as the official voice for the students in District decision-making processes
- Opportunities to travel for free at conferences for California Community College Student Affairs (CCCSAA) and the American Student Association of Community Colleges (ASACC)
- Oversees ASG funds for the purpose of projects and programs which benefit the student and district
- Hosts weekly meetings: prepares agendas and approved minutes
- Update website
- Advocacy Travel Opportunities
- Assist with Budget
- Assist with all travel arrangements
- Oversees the Inter-Club Council
- Attend shared governance meeting
- Attend official District functions: ground breaking events, luncheons with elected officials, etc.
- Hosts annual officer student elections per BP 5410 standards
- Student Trustee

### Student and Staff Trainings:

- Clery Act
- FERPA
- Sexual Harassment
- Food Handlers Permits
- Cart License
- District Vehicle Authorization and Approval
- CI Solutions
- Digital Content Signage Management
- Oasis (Food & Nutrition Center)
- Webpage updates and upkeep
- Many PD workshops
- We also PROVIDE many trainings for our staff, campus community, regional and statewide 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](mailto: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](mailto: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. We are working currently to get this entered into TracDat.		

**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.**

Service Area Outcome (SAO):

Provide improved processing efficiencies for clubs activation and reinstatement packets and Associated Student Government (ASG) eligibility clearance and senator packets submitted for review. Students are always eager to activate/start a club and receive ASG eligibility clearance and release of senator packet.

Assessment: Review submission time stamp dates on club packets and ASG packets. Identify and evaluate processing times from when we time stamp the required paperwork and complete the request. Improving our processing times we will engage more students through involvement with student clubs and student leadership roles.

At the end of every semester, the Student Activities Coordinator will assess time stamps of club packets and senator packets to review our efficiency in processing time and our effectiveness.

Service Area Outcome (SAO):

Designated Grab 'n' Go coolers will be placed across campus filled with various snack options to assist with alleviating food insecurities. Per the college's strategic plan for 2020, it is essential that we retain our students by assisting with basic needs resources to help support them to be successful in their academics.

Assessment: Actively work with departments hosting the Grab 'n' Go coolers in their designated spaces to ensure we have an efficient policy of stocking and restocking the coolers. We will implement an ordering process form assuring coolers are stocked daily. Results assessed weekly from departments providing their order forms and comparing responses for operational efficiency.

Service Area Outcome (SAO): Provide appropriate level of service to students facing food insecurity, housing insecurity, financial insecurity, and other basic need requirements.

ASSESSMENT: All students new to SLL complete "Intake Form" to initiate individualized service(s) and resource(s). Subsequent student surveys to determine: satisfaction of service(s), tracking use of service(s), number of participants utilizing service(s), and student requested services/improvements.

\*System to facilitate "intake form" for current users of FNC/Basic Needs must be developed.

## 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**

	Values				
Measure	2015-16	2016-17	2017-18	2018-19	Definition/Description of Measure
Contacts	Increasing	Increasing 1,000's	Increasing	Increasing	Total # of contacts between the OSA and students, faculty, and/or administration

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<b>Student Contacts</b>	Increasing	Increasing	Increasing	Increasing	Total # of contacts between the OSA and students
<b>Student Conferences</b>	Increasing	Increasing	Increasing	average	Total # of conferences between the OSA and students regarding either COC or Grievances
<b>Code of Conduct Conferences</b> (Incident, Police, etc., reports filed)	2015-250 2016- 136* w/o smoking skateboarding	Maxient has been implemented and tracks data	Maxient is assisting with tracking. *Increase in students facing mental health challenges	Increasing	Conferences concerning student code of conduct ("COC") matters. Initial contact only; not including fact finding, follow-up, resolution, etc.) *Increased cases of students in distress, facing mental health challenges, and basic needs intervention.
<b>Grievance Conferences</b>	5	4	2	One ongoing case; many meetings	Conferences concerning Grievance matters
<b>Appeals Hearings</b>	0	0	0	0	Student COC Appeals Hearings
<b>Suspensions</b>	6	5	7	6	Student COC Suspensions
<b>Expulsions by Governing Board/ President's Office</b>					Difficult to track accurately with incomplete information
<b>Student Meetings</b>	Increasing	Increasing	Increasing	increasing	Meetings occurring between the OSA and students on miscellaneous matters
<b>Faculty Conferences</b>	Increasing	Increasing	Decreasing *Maxient is helping with calls into the OSA	average	Conferences between the OSA and faculty regarding COC or Grievance matters
<b>Administrative Conferences</b>	standard	Increasing	Increasing *Critical cases, mental health situations, suspensions and expulsions	increasing	Conferences between the OSA and administration
<b>ASG Meetings</b>	17fa/17sp	17fa / 16 sp	standard	standard	Total # of Associated Student Government ("ASG") meetings attended by an OSA representative
<b>ICC</b>	25fa/24sp	34fa / 29sp	standard	standard	Total # of Inter Club Council ("ICC") groups/clubs on campus
<b>ICC Meetings</b>	17fa/17sp	21fa / 20sp	standard	standard	Total # of ICC meetings attended by an OSA representative
<b>Student Activities/Events</b>	40fa/37sp	41fa / 34sp	standard	standard	Total # of Activities or Events held by the OSA
<b>Student Activity Participants</b>	1000's	1000's	1000's	1000's	Total # of students attending OSA activities or events
<b>Outside Meetings</b>	Declining 20	Increasing	Increasing	increasing	Meetings between OSA representatives and off-campus representatives



**COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs**

			*Additional trends		*Taskforces, Chancellors Office, Basic Needs and Student Conduct Conferences/ Seminars
<b>Computer Center/Lab SU-28</b>	15,216*	16,437	increasing	increasing	Total # of students using the computer lab *Summer not included
<b>Student Conference Travel</b>	3fa / 3sp	3fa / 3sp	standard	increasing	Total # of conferences traveled to with students.
<b>Student Activities Office SU-202</b>	Declining 8494 \$127,410	Declining 8295 *9350 \$140,250	Declining card sales	Declining card sales	Total # of students purchasing Student Activity Cards *additional 1,055 cards from Student Equity and DI enhancements – difficult to track this is approximate
<b>Diversity Center SU-204</b>	90%	90% Room too small for some	Average: new building allow faculty to access classroom space	Average: new building allow faculty to access classroom space	Total # of students utilizing the Diversity Center (opened September 2008)
<b>Club Hub SU-19 Success, Equity, Advocacy, and Leadership (SEAL) Center</b>	1751	1820 plus **additional 780 for Equity Movie Nights	increasing	increasing	Opened September 27, 2010 *Closed during summer Renamed SEAL Center fall 2016 ** Additional monitor / smart TV installed for movie nights and meetings.
<b>Food Bank SU- 40 21A</b>	114 Students 2201 Items**	144 students 3285 items	increasing	***Served 3,112. Students and Families Disbursed over 20,119 lbs of food	Opened September 27, 2010 (returned to OSA from EOP&S summer 2010) *Personal Items (10-15) also given out to 105 students **Personal Items are given ***October 2018 opened Stan & Anita Maag Food & Nutrition Center  Running food pantry since 1983
<b>Grab N Go (mini fridge)</b>	NA	NA	Just started with several around campus	4,555 lbs distributed	Currently 13 locations on the San Marcos campus and 1 at each center (Rancho Bernardo, Escondido, and Fallbrook) stocked with fruit and snacks
<b>ASG Executive Office SU-104</b>	standard	Increasing Larger Board	Increasing	Increasing with larger board	ASG President and Vice President usage – student constituent work, events, and office hours
<b>OASIS Tracking</b>	NA	NA	NA	Sp 19 start	Food Center data tracking system
<b>ASG Senator Office SU-102</b>	Increasing Larger Board	Increasing Larger Board	Increasing	Increasing during more active boards	ASG Senator's office usage – student constituent work, events, and office hours
<b>Storage SU-18</b>	Clubs, ICC, ASG	Out of storage space again	Never enough storage	Never enough storage	Opened October 2010; club storage space: 2014 *added ICC and ASG
<b>Club Activity SU-18</b>	Storage *meeting space created with SEAL Center	*increasing	*increasing	Increasing and making changes to our spaces for efficiency	Multi-purpose space: mostly dance clubs used the area but needed more storage 2014 so we have converted that space to meeting space and storage space. *Additional monitor / smart TV installed for movie nights and meetings
<b>Student Life – One Stop</b>				Just beginning	Sp2019: reorganizing our space for efficiencies and increased demands
<b>OSA Miscellaneous Services</b>	Increasing Outstanding benefits associated with card and services	Increasing Use of lab, scantrons, transit pass and movie discount	*Increasing	Increasing	Total # of students/staff/departments utilizing OSA miscellaneous services (copies, faxes, Scantrons, postings, food bank, requests for assistance, etc...) *Equipment scheduling, food request orders, poster requests, etc.
<b>Commencement Organization</b>	Increasing	Increasing	*Increasing	Increasing	Total # of hours invested by OSA representatives Commencement planning

**COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs**

					and organization * 2015 date change due to RAIN
	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	
<b>Commencement Attendees</b>	464	570	499	560	Total # of students taking part in Commencement to receive recognition (walking) *2015 date change (SAT) due to RAIN
<b># of Certificates and degrees awarded</b>	Decreasing 3965	Decreasing 3630	Increasing	Increasing	Degrees and Certificates awarded to eligible students
<b>Number of Full-time Staff</b>	3***	2	4	1	Number of full-time staff available to serve students. *Janeice Pettit started in OSA September 2014 **Janeice Pettit retired May 2015 ***Lindsay Kretchman resigned September 2016
<b>Number of Part-time Staff</b>	0	0	0	0 *4-5 hourly for coverage of all operations	Number of Part-time staff available to serve students  *2019-19 <ul style="list-style-type: none"> <li>• Marilyn Lunde retired</li> <li>• Chelsea Kott resigned (promotion)</li> <li>• Juan Gonzalez advanced at PC</li> </ul>
<b>Number of Student Staff</b>	19	17	7-10	7-10	Number of student workers available to serve students. We have student workers assisting with events, working in SU-202, SU- 28, and SU-19
<b>Funding Incentives</b>	Budget shortfall	Delete next year	NA	NA	Incentive to clubs for early reinstatement/add to club budget
<b>Mission 2 Be Clean &amp; Green M2BC&amp;G</b>	Discontinued	Data element will be deleted next year.	NA	NA	Budget issues forced campaign discontinuation fall 2015.
<b>OSA Gene Jackson Funding</b>	21	*15	Average	Average	Students can receive up to \$50.00 for an emergency loan *Some student report needing more money, so they don't use the funding because they need more than \$50.00
<b>Emergency Textbook Loans</b>	20/\$1978.00	15/ \$2558	Average	Average	Students can receive up to \$250.00 for textbook loans
<b>OSA Monetary Request Funding</b>	Discontinued	Discontinued and will be deleted next year	NA	NA	Clubs and Departments can request funding for special projects
<b>Campus Tours</b>	0	OSA does not provide campus tours. Data element will be deleted next year	NA	NA	Our office began assisting with campus tours in spring 2010 *Lindsay Kretchman out on bed rest and maternity leave 2013-2014. **formerly requested to have tours returned to Assessment/Outreach and they are provided large group tours and the OSA provided small or individual tours until the Ambassadors/Outreach efforts took over all tours spring 2015.
<b>ASG Scholarships</b>	0	0			ASG awards scholarships each year

**Reflect on your quantitative data and summarize your findings or interpretations.**

Our office is a collection of varied and vital services. It is very difficult for us to track data (dealing with this for many years) due to the nature and scope of operations. As I reflect, it appears as we continue to advance programing and create more services, our students use the services. We look at trends, movements, improved practices and build planning strategies to develop as much comprehensive programing and services as possible.

**Qualitative Data**

**Describe any qualitative measures you use and summarize the results.**

Much of our qualitative data comes from our student organizations and student users, along with campus partners and community users. We ask students directly what they need, how better we can serve them and assess on a regular basis, often weekly if necessary. We listen to our students and use data as much as possible when we have the tools to compile such data.

**What improvements have you implemented or plan to implement as a result of your assessment of quantitative and/or qualitative data described above.**

We are attempting to use iPads in some areas to collect data. We are building tracking data bases to help with informed decision making and programing. We plan to work with Starfish application in an effort to assist with our data tracking struggles. And, I will be asking for an opportunity to have one of the Student Services BSA assist with our efforts 1-2 times per month, in a shared role since we don't have a BSA.

We have tried surveys and they prove to be less productive unless there is an incentive attached. Often, the students we are trying to reach do not participate in the surveys and that information is missed/ not provided.

**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!**

Student life and clubs have grown tremendously in the past year. Due to the recent vacancies within the department, we have been in transition of hiring new staff to fill these positions. The Associated Student Government had over 17 active students out of 32 in spring 2019 and is rebuilding this current semester with a goal to be at full capacity by spring 2020. There were 35 clubs in spring 2019 and currently over 41 (still growing) for Fall 2019. The student life of Palomar College has enhanced its communication services by including a modern platform for students in clubs to communicate. We've improved the website to include club contact information with club pictures, an upcoming events calendar for student accessibility and have incorporated our student life forms/processes to be posted on online. Additionally, we have collaborated with our ASG on implementing advocacy-based events to better serve our diverse student population such as People's Indigenous Day, LGBTQIA+ Pride Day and Undocumented Student Week of Actions. We recently implemented a brand new system called CI Solutions for the production of Student Activity Cards. We have successfully expanded this service to our other campuses at Escondido, Fallbrook and Rancho Bernardo.

The Anita & Stan Maag Food & Nutrition Center opened its doors in October 2018 and the number of people served has doubled in the fiscal year 2018-2019 providing over 20,000 lbs of food to students, staff, and a few community users. The Food & Nutrition Center partnered with the San Diego Food Bank to provide Palomar students and staff (with children) with diapers in March 2019 and by the end of June 2019 the Food & Nutrition Center distributed over 4,500 diapers. The implementation of the Grab n Go locations in early 2018 has grown to 13 location on the San Marcos location and one at each of the centers, for a total distribution of over 9,000 lbs of food by the end of June 2019.

**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?**

AB 302: Safe Parking Lots. The ASG has been actively engaged in finding solutions for our student with housing insecurities and homelessness. They attended the AB320 Hearing in Sacramento in support of implementing safe lots on campus.

Our DACA students have been facing immigration challenges and the ASG is in support of the District and their efforts to protect and educate all our students.

Basic needs and resources are emerging as pressing needs and our office is working hard to connect students to on

campus and off campus resources.

State funding changes and Guided Pathway implementations are underway. Our engagement efforts become even more pronounced as we work on retention and completion efforts along with enhanced leadership, equity and justice trainings, and meeting the basic needs of our students.

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

We are reviewing our student related policies and procedures; many need further review and updates. Also, developing programing around inclusion, advocacy and critical dialogue. As new legislation is passed, we are updating language including procedures and operations in our office and with partners across campus. We have work to do in an overall review and update of district policies and procedures.

**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 strengths?
2. What are our best opportunities?
3. What is our preferred future, what do we aspire to do?
4. What are the measurable results 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.**

<b>Strengths:</b>	The Office of Student Life and Leadership embodies many strengths. We strive in creating an inclusive environment which fosters our students to feel confident, comfortable and to be successful. Although our department doesn't financially receive a lot of district funds, we use our innovation to provide efficient services to the community with limited supplies and resources. Additionally, the staff of our department including our student workers are all focused on assisting our community and have a passion to serve others with kindness.
<b>Opportunities:</b>	The Office of Student Life and Leadership is always seeking to grow and explore more opportunities. As we continue to grow in our services, we have the opportunity to better utilize our designated space (Student Union Building) to expand what we offer. Additionally, we have the opportunity to build stronger relations within the community to provide restorative practice programs, improving campus culture amongst students and serving as a liaison for social equity. Lastly, we would like the opportunity to utilize TracDat, which is a service on campus, to be able to track our student engagement such as when we provide services in the Food & Nutrition Center, Student Activities Office, Student Life & Leadership Office and at events. The process will include scanning the semesterly Student Activity Cards and/or manually having students input their student ID number into the system.
<b>Aspirations:</b>	The Office of Student Life and Leadership has the aspiration of being able to expand our services and better serve all of our campuses including Rancho Bernardo, Escondido, and Fallbrook. We aspire to be able to staff these other sites and be able to serve a larger population. Additionally, by staffing more employees at these locations, we can provide more access for students to receive food as well as their Student Activity Card benefits.
<b>Results:</b>	We are almost fully staffed again and training new employees on their important role in our operations. We continue to see our data tracking limitations and moving forward we need to find ways to track data so our decisions are data based and offer insight on necessary, better

defined appropriate changes.

## 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
<b>II. A. Program changes and improvements (consider changes due to growth in TEES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc.)</b>			
<b>Our planning efforts, and adjustments are focused on continued services offering student engagement efforts outside the classroom. Our programs are very successful and there is an increased demand and participation for most of the events we offer.</b>			
Our food bank provides one of the most important services we can offer our struggling students. We have seen an increased demand for our Food Bank services. As we increase our efforts to reduce campus hunger we will need monetary resources, staff support, and space allocation on all district sites. We plan to purchase a mobile cart dedicated to assist with food collection and distribution across campus.	Cart was donated by the Foundation through a community grant	Still working on distribution of food via cart.	
We will develop a volunteer sign up process for students to serve students. We will also work closely with Service Learning and offer students an opportunity to receive volunteer credit that can be used to verify Presidential Volunteer Service Award (PVSA). Software packages, such as Volunteer Hub are available and we plan to find the most cost effective product to assist with volunteer sign-ups and tracking.		Continue to work with Service Learnings and Cooperative Ed on Volunteer process	
We have also seen an increase in the challenges facing our student with mental health issues. We have developed strong relationships with DRC, Campus Police, Counseling Services, Faculty, Behavioral Health, and a wide variety of areas across campus to assist all students and keep them in school as often as possible.		Working with Behavior Health and Case Manager funded through grant money.	
Our Student Activity Card benefits package has specifically been aligned with student success in mind. Our computer lab is used to maximum capacity most of the time and the free limited printing continues to be one of the best incentives offered by purchasing the student activity card. The discounted transportation (sprinter/ bus) pass is another quality benefits that student use and deeply appreciate. We have seen an increase in request for scantrons and movie tickets.	X		

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We have been asked to provide the same free limited printing benefit at the Escondido Center and we anticipate the same request coming from the South and North Centers once they open.		X	
The ASG has outgrown their physical space and computers needs for senators. ASG Senator's office shares the printer located in the Executive Office. They have funds to purchase a new printer but there is not enough room in their office. Senator's key code pad on the door has been repaired and all Senators have access. The ASG has requested moving the Senators Office and Executive Office into a larger space allowing all ASG members to be in the same location.		X	
Our flat screen monitors/displays in the Student Union (SU) are used by many college groups/departments. One monitor/display is non-operational. Cost assessments and software review has been under review since early 2016.		X	
Maxient Student Conduct Case Management software package launched October 2016 with a District wide Incident Report. Employee users received training in August 2016 and we working with reporting parties to complete and submit IR's correctly. Maxient has allowed effective and efficient responses regarding student conduct matters, as well as streamlining connections to on and off campus resources.		X	
It is a priority for our office to continue to seek and/or recapture student space. We need more student space and we need to consolidate and/or reorganize our services. The OSA plans to shift all services into an area where one student worker can manage the combined 3 services into one location. We currently have student workers in three separate spaces and our operational costs will significantly be reduced if we consolidate services. Veterans Resource Center is scheduled to be relocated out of SU-22 in spring 2018. Once they have been relocated we will determine best use of available space and immediate needs.		X	
As stadium plans are developed it is important to keep Commencement needs/requirements included in the dialogue, allowing for a seamless transition from the practice field to the stadium.		Commence ment will need to be relocated Spring 2021 for two years due to constructio n	
The commencement account is the only district funded program in our area. Budget allocations for commencement should be an institutional allocation which covers all costs associated with Commencement operations and ceremony. The Office of Student Affairs needs an additional district funded budget for office operations.		An estimate of \$45,000 has been submitted to fiscal for 2020 Commence ment	

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We continue to see an increase in the number of student transfer forms coming through the office for disciplinary verification. These basic required common application transfer forms must be signed off for students planning to transfer to different institutions. Typically, students request to have the form signed off while they wait. Depending on the day, we can accommodate the request but on most days we require they leave the form and come back for pick up the next day. We receive DMV forms, high school dance requests, and a wide variety of forms that need to be signed off by the "Dean of Students".		X	
We continue to see an increase in the number of subpoena record requests, security and background checks requests by a variety of outside departments and agencies. Some of these forms inform us or indicate that there will be a reporting burden estimated to be an average of 15 minutes and we are bound by law to assist. Most investigators or agents expect to have the form completed while they wait and for the OSA to accommodate the request immediately. We accommodate as quickly as possible but it is intensive and we must not violate FERPA and/or give out incorrect information.		X	
It may be years until we have an opportunity to build out the Student Union Complex. We converted the Club Hub (SU-19) into the SEAL Center and added a meeting room adjacent to the 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 23 members and one secretary for a total of 24 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. We currently have a need for 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.		X	
We see a huge need for more shaded and rain protected seating areas; the concrete area between the new student union and the old student union is a perfect location for a large temporary covering. Charging stations and Wi-Fi access is imperative if funding is available to provide a SEAL (Success, Equity, Advocacy, and Leadership) courtyard. A student mural project has been taken to FRC for west outside wall.		X	
Food Bank services will be moved into the Staff Lounge for easy access including food delivery and distribution. ADA entrance will be an important part of the remodeled space.		X	
Requests for cart usage have increased. We need one new cart at a minimum. If we take on an expanded Food Bank program we will need a cart to assist our campus community with food distribution.	X		
Additional wireless speakers could be added so programming from inside the student union could be heard outside, both in front and in back of the Student Union building. An outdoor PA system would greatly enhance our events and activities for the entire campus community.		X	
Monitors for all areas would greatly improve our messaging systems including department information, ASG/Club information, and/or campus wide messaging. Discussion has taken place with IS regarding placement of		X	



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monitors in high traffic or high wait time areas. Information displayed would mostly include important dates/deadlines and showcase weekly events with rolling/looping video. We need to begin sharing "Not Anymore" video content, Bystander training videos, civility programming, and a wide variety of social justice topics.			
<b>II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)</b>			
<b><u>SU-19 SEAL CENTER:</u></b> <ol style="list-style-type: none"> <li>1. We have innovative ideas about program development around topics including leadership, social justice, racial justice, and civility training, cultural proficiencies, and restorative justice, as examples. We envision promoting broad perspectives and film and lecture series. We plan to create open critical dialogue safe zones / safe places along with providing extensive, intentional training opportunities for students, student organization, and staff.</li> <li>2. We share this space for food distribution as we move toward ending campus hunger.</li> <li>3. We partnered with Student Equity to provide computers, a printer and two large screen monitors for student use.</li> <li>4. We partnered with Student Equity to provide Monday Movie Nights, providing students an opportunity to engage on critical topics.</li> <li>5. Once Veteran's Resource Center relocates into the A building we plan to convert SU-22 and SU-19 into our HUB of SEAL Center operations. We hope to consolidate our services, our clubs, and provide new programming, as identified above.</li> </ol>		X	
<b><u>SU-18 Club storage and Multi-purpose room:</u></b> <ol style="list-style-type: none"> <li>1. Storage space is at full capacity now. Storage issues are concerns and once space is recaptured we will attempt to provide more storage for the OSA, ASG and ICC.</li> <li>2. We have set up the space to accommodate a conference table and chairs and through a partnership with Student Equity a smart screen is available to be used in student/ staff meetings.</li> <li>3. We are attempting to relocate storage items (canopies as an example) that are used weekly and need to be easily assessable.</li> </ol>		X	
<b><u>SU-28 Computer Lab:</u></b> <ol style="list-style-type: none"> <li>1. All computers have been upgraded. When more space becomes available we believe more computer stations (if resources are allocated for new computers and works stations) would be used at full capacity. At that time we need to budget for increased usage of the limited free printing benefit, which will increase our paper budget.</li> <li>2. When short staffed, students may bring printing requests to the OSA office to use the free limited student activity card printing benefit.</li> </ol>		X	
<b><u>SU-22 Veteran's Support Center:</u></b> Currently used by Veteran's Office. <ol style="list-style-type: none"> <li>1. When the Veteran's move into the A building we need to recapture that room for clubs and the ASG. This space may end up serving as a large meeting space if we move the ASG into</li> </ol>			X



<b><u>SU-103 International Education Office:</u></b> <ol style="list-style-type: none"> <li>1. Currently used by the International Student Program.</li> <li>2. We plan to recapture that space for the ASG if we can find a comparable space for our International Students/Staff/Director in the future.</li> <li>3. As the District enhances/ enlarges the International Student Program, the current space will not meet their growth.</li> <li>4. Possibly, we can open the dialogue again to see if we can find a space large enough for International Student Office and ideally, move the ASG into that entire first floor lower SU space (SU-104, SU-103 and SU-102).</li> </ol>		X Perhaps, this office moves into the "One Stop" Student Services Building	
<b><u>Student Union itself:</u></b> <ol style="list-style-type: none"> <li>1. Provide shade and rain protection by adding a permanent covering in front of the SU (where the old retractable screens were located). Solar panels can be retro-fitted (it's all set up for solar panels) to the roof which will also add shade and rain protection to the front of the SU.</li> <li>2. SU exterior was painted.</li> <li>3. Umbrellas, with solar USB charging ports, were provided by Coca-Cola.</li> <li>4. Upgrade the speaker system in Student Union to include wireless outdoor speakers, both in front and in back of the SU building.</li> <li>5. There was a request (2013) for a designated disabled table to accommodate our disabled students while eating on campus. The request was being reviewed by DRC (for need), Safety Officer (for compliance), and FRC (for ability for placement) but it has not been completed at this time.</li> <li>6. We need approximately 75 more inside chairs for the student union. When we have resources available, we need to look at the grey chairs we have for the outside patio areas because they seem to be stronger and last longer. New chairs must have feet that will not puncture the flooring inside SU.</li> <li>7. We also need more outside chairs and depending on additional upgrades we will tally totals once we have funding made available.</li> </ol>		X	
<b><u>Staff Lounge SU-40:s</u></b> <ol style="list-style-type: none"> <li>1. During spring 2017 we identified the Staff Lounge as an ideal location for the expanded Food Bank. Mr. Bob Wilson generously agreed to fund the \$400,000 remodel and construction project. Beginning spring 2018, thanks to Mr. Wilson, we will remodel the space, provide refrigeration and support services for enhanced operations. SU-40 will be named "The Anita and Stan Maag Food &amp; Nutrition Center.</li> </ol>	X		
<b>II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)</b>			

<b><u>SU-201 Office of Student Affairs (OSA):</u></b>			
OSA office space is up for discussion again regarding best use of all spaces and attempting to meet the needs of all services.		X	
We need a second confidential office.		X	
The Student Affairs webpage has been updated. Our goal is to keep items current and link to other sites directly to reduce errors.		X	
As we make decisions about consolidation of our services and operations we may consider moving all offices and services.		X	
Several years ago the idea of extending office space out onto the existing second level patio was brought to my attention. I was told the SU patio was built structurally to support enclosing the space. I was told that making the outside patio floor level would be very expensive. It is an optional solution to adding critical operational office space until Phase II of the Student Union remodel is complete (which I believe has been moved down in the prioritization of projects). Discussion has taken place regarding the feasibility of enclosing the patio and adding office space, conference room space, and incorporating our Student Activity Card operations into one area. If that is feasible, we may consider using another part of the SU complex to assist with the ongoing increased office space requests from the ASG.		X	
We are also aware of the need for emergency training in our area for active shooter scenarios, catastrophic events and unforeseen situations as examples.		X	
We need ADA compliant doors in our areas. We have students with disabilities using our services, offices, and meeting spaces on a daily basis. We are sensitive to the needs of our students with disabilities and we assist with all services, but facility improvements may need to come sooner than later. If we move forward with any remodel projects we need to be sure we are ADA compliant.		X	
We are working on policy updates and completion and adoption of Violence Against Women Act requirements and our role with Title IX as it relates to conduct. Our office is extremely supportive of training opportunities and look forward to all opportunities made available by the District.		X	
We are also actively engaged and serving on a variety of councils and committees. We have taken the lead on or assist with taskforces that include food insecurities, housing insecurities, VAWA and liaison assistance, Lactation POD's, as a few examples. We have developed many partnerships across campus.		X	
Campus lockers will be replaced. Our office has been working with facilities to move the project forward.		X	

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Requests to use our mobile carts are increasing. We do not have a budget for maintenance or repair.		X	
We have assisted in many efforts to reassure our DACA students they are safe on campus. We distributed safety pins for students and staff to wear that identified support and safety if needed. We continue to see students that are worried about immigration status. Our office is a safe zone for all students and we want students to know they can come to the OSA for anything they need.		X	
May need to consider increasing our Gene Jackson Emergency loans – policies were set up by Gene Jackson prior to his passing.		X	
Find a location for the ASG sponsored Reflection Room	X		
<b><u>SU-202 Student Activity Office (SAO):</u></b>			
2014-2015 SPPF money was allocated to upgrade the student activity card software and cameras. <ul style="list-style-type: none"> <li>Issues with this item since it was not installed</li> </ul>			X
IS will transition the new equipment and software upgrades fall 2015; incomplete as of October 2017.		X	
Depending on best utilization of our overall space availability, we are considered moving the Student Activity Card office into SU-22 once Veterans Resource Center moves into their new space.			X

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

Staffing issues due to retirements, advancements and resignations. Many incomplete items were due to lack of staffing. The Director was the only full time employee for a period of time. As permanent positions are/ were filled, extensive operational training is/ was required.

**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**

<b>Goal</b>	Create adequate functional office space for ASG.
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COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	
<b>Goal #2</b>	
<b>Goal</b>	Offer a monthly speakers and/ or workshops in the S.E.A.L. center to help educate and/or inform our students economically and socially.
<b>Strategies for implementation</b>	Put together a list of topics or common needs expressed by students and then reach out to Campus Faculty, Partners and Community to speak or hold mini-workshops on these subjects. (Thinking – Budgeting, how to prepare your tax returns, social justice, racial justice issues, mock interviews, etc.) Would need to look at times that students would be most likely to attend. Potentially they could be held at lunch time and early evening?
<b>Timeline for implementation</b>	The timeline for this goal is to start implementing these workshops and speakers by Spring 2020. This is an ongoing goal
<b>Outcome(s) expected (qualitative/quantitative)</b>	The outcomes for this goal would be to educate, inform and assist our students on subjects that matter to them economically and socially. We could have students log in with name and student ID# and send a short survey after workshops to gather information.
<b>How does this goal align with your unit's mission statement?</b>	This goal aligns with our mission statement by creating inclusion and empowering students to be successful in their personal and professional life as well as forming contacts throughout the community
<b>How does this goal align with the College's <a href="#">Strategic Plan</a>?</b>	This goal aligns with all the values laid out in the proposed Strategic Plan by empowering our students to succeed by creating learning opportunities that foster Diversity, Inclusiveness and Mutual understanding for one another. This Goal also aligns with the College's Strategic Plan goal #3 Communication and Community. By involving our Faculty and Community Partners as presenters it strengthens internal and external partnerships
<b>Goal #3</b>	
<b>Goal</b>	Implement a Positive Attendance Tracking (PAT) System to collect quantitative data of student interactions and how many students, staff and faculty are being served by our department.
<b>Strategies for implementation</b>	Work directly with our Information Services Department to implement this system into our various service spaces such as Student Life & Leadership office, Student Activities Office, Food & Nutrition Center, One Stop Shop, other campus sites and at student activity events. The system will be installed to designated computers in these areas

	and for outdoor student activity events, we can utilize our laptop to scan and/or input student ID numbers.
<b>Timeline for implementation</b>	The timeline for this project is to be completed by summer of 2020. We want to utilize this system in our designated service areas and be able to analyze the results.
<b>Outcome(s) expected (qualitative/quantitative)</b>	The outcomes of this goal is to strategically better serve our students by reviewing the results. Once we know our peak hours of student interactions as well as total amount of students involved in student activity events, we can staff these areas more efficiently. In addition, we can overall as an operation review what services are in demand and how we can improve various areas of student support within our department.
<b>How does this goal align with your unit's mission statement?</b>	This goal aligns with our mission statement because it will provide factual evidence of how many students, staff and faculty we serve. We can utilize these results to shift our services to better meet other areas that are in demand, such as Student Activities Office and it can quantitatively show how our services/programs are expanding to the district. Additionally, we can use these results to write grants that support our Food and Nutrition Center and work collectively with Student Equity.
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	The goal aligns with the College's Strategic Plan by how it supports goal #1 "Increase student access, progress, and competition while decreasing equity gaps." As we implement this goal and utilize the results, we can increase our efforts to increase support services such as, "Implementing strategies to address our students' basic needs (housing and food insecurities." The results from PAT will provide a quantitative result to show our department how many people we're serving and how to expand our services for students to access while decreasing equity gaps of accessibility to what our department offers.
<b>Goal #4</b>	
<b>Goal</b>	Move our current printing lab and student activities office into one location to better serve our students
<b>Strategies for implementation</b>	Do minor remodel work to the current SEAL center, Computer Lab and storage rooms. Make one central location for Activity Cards, lockers, printing, club storage and club meeting area.
<b>Timeline for implementation</b>	Start working on this project Fall 2019 and with a completion date of end of Spring 2020
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	

Goal #5	
Goal	Design and implement 'Peer Point Courtyard' at Palomar's SM campus
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 <a href="#">Strategic Plan 2022</a> ?	
Goal #6	
Goal	Promote Awareness/Campaigns for Students to Register to Vote
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 <a href="#">Strategic Plan 2022</a> ?	
Goal #7	
Goal	Provide Grab 'n' Go Mobile Services across campus
Strategies for implementation	Work with Graphic Services to wrap Food & Nutrition cart with easily identified images. The cart will be used to distribute snacks to remote buildings on campus, restocking established grab n go locations and provides snacks during passing periods.
Timeline for implementation	An initial kick off will begin in the Spring 2020 semester.
Outcome(s) expected (qualitative/quantitative)	The outcome of this goal is to destigmatize students' basic needs for hunger insecurities. Students will also become more aware and educated of the Food & Nutrition Center. Sign up forms will be available on the cart for students to experience a smoother intake process.



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<b>How does this goal align with your unit's mission statement?</b>	This goal aligns with our mission statement by reducing stigma of food insecurities and provide the basic needs of a healthy mind and body.
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	This goal aligns with the College's Strategic Plan in Goal 1 objective 3 by addressing students basic needs of housing and food insecurities.
<b>Goal #8</b>	
<b>Goal</b>	Implement Monthly Restorative, Social, and Racial Justice Workshops. Inclusion Centered Circles. Safe Zones and Allies.
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	
<b>Goal #9</b>	
<b>Goal</b>	Hire and Train an evening Student Activities Admin Assistant
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	
<b>Goal #10</b>	
<b>Goal</b>	Develop and implement healthy food demonstrations
<b>Strategies for implementation</b>	Working with Leah's Pantry and the Palomar College Nutrition Club the Food & Nutrition Center will host healthy food demonstrations once a month in the SEAL Center. Featured items from the Food & Nutrition Center will be used for each months demonstrations.

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<b>Timeline for implementation</b>	The timeline for the initial kick off will be Spring 2020.
<b>Outcome(s) expected (qualitative/quantitative)</b>	The outcomes of this goal is to assist student with healthy options of food that are provided in the Food & Nutrition Center. Students will be given different cooking options i.e. crockpot, microwave, and stove top cooking. The Nutrition Club will also be working with Leah's Pantry to provide recipe cards for students. Student will also receive demonstrations on safe cooking.
<b>How does this goal align with your unit's mission statement?</b>	This goal aligns with our mission statement by reducing food insecurities and providing the basic skills of cooking and healthy eating.
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	This goal aligns with the College's Strategic Plan in Goal 1 objective 3 by addressing students basic needs of housing and food insecurities.
<b>Goal #11</b>	
<b>Goal</b>	Design and Incorporate a SLL mural outside the Food & Nutrition Center
<b>Strategies for implementation</b>	Student Life & Leadership staff will work collaboratively with Graphic Services and the Art Department to design an all-inclusive mural of what SLL represents.
<b>Timeline for implementation</b>	The timeline for the initial kick off will be Fall 2020.
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	
<b>Goal #12</b>	
<b>Goal</b>	Develop a tracking system in order to better connect students to our basic need resources
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	

COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

<b>Goal #13</b>	
<b>Goal</b>	Implement steps to rename The Office of Student Affairs to The Office of Student Life& Leadership.
<b>Strategies for implementation</b>	Begin District procedures required to officially identify all operations and services provided by our official department name: The Office of Student Life and Leadership (change from Office of Student Affairs) which falls under the Student Services Division Organizational Chart.
<b>Timeline for implementation</b>	Approved by Vice President Star Rivera-Lacey - underway
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	
<b>Goal #14</b>	
<b>Goal</b>	Evaluate and redesign service area operations for efficient service delivery; develop one stop concept for the Student Activity Card, all benefits including card production, locker assignments, printing stations and printing services, etc.
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	
<b>Goal #15</b>	
<b>Goal</b>	Create adequate, confidential (when required) offices and work stations for employees.
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	

COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

How does this goal align with your unit's mission statement?	
How does this goals align with the College's <a href="#">Strategic Plan 2022</a> ?	

**Goal #16****Goal**

Annual Associated Student Government (ASG) goals for 2019-2020:

1. Fill ASG Board through extensive recruitment campaign
2. Renovate the Student Union and ASG Offices
3. Change BP 2105 to separate Student Trustee & ASG
4. President Review the Constitution and By-Laws Update and revise existing ASG policies and procedures
5. Create a policy that will outline requirements for SU Requests
6. Pass a resolution at SSSCC General Assembly
7. Recruit at least four student rep's for SSSCC Region X
8. Make regular visits to local politicians to advocate for Palomar Student related issues
9. Invite speakers to come on campus and speak to students
10. Compile legislative stances and initiatives to correspond with the ASG events calendar
11. Establish an overnight parking program at Palomar's SM Campus
12. Establish a free or low-cost laundromat at Palomar's SM Campus
13. Advocate for a Student Housing plan that will include Transitional, Immediate and Emergency Housing services
14. Expand awareness of current Palomar services as they relate to Basic Need Resources (i.e. food pantry, free showers, scholarships, etc.)
15. Ensure students are able to use their preferred names on class rosters
16. Advocate for District & Governing Board Policies to establish gender inclusive language
17. Implement a sign-in program to track student traffic to support a possible expansion of PRIDE Center
18. Ensure PD training for LGBTQIA+ cultural competency and proficiency is mandatory at Palomar College District
19. Develop 'ASG Listens' for coffee hours to ask the needs of DRC students and how to better serve them
20. Ensure PD training for cultural competency regarding students with disabilities is mandatory at Palomar College's District
21. Discuss with students their preferred notification method through an emergency threat system
22. Webinar presentations by the police on safety measures that address issues of gun/bomb threats, personal attacks and irate students
23. Implement Coffee hours to ask the needs of Foster Youth students
24. Coordinate a Foster Youth student closet of personal and professional attire for them

	<p>25. 'Forever Chafee Grant' 26+ Resolution Support</p> <p>26. Develop a Student Mentorship Program</p> <p>27. Establish best practices for club fundraising</p> <p>28. Establish standard club training materials</p> <p>29. Work with Palomar Departments to host Environment and Climate Days</p> <p>30. Design a new format for the ASG newsletter</p> <p>31. Publish a monthly newsletter in a prominent location within the Student Union</p> <p>32. Distribute newsletters online</p> <p>33. Update ASG website with current information (i.e. meeting minutes, agendas and pictures)</p> <p>34. Ensure we have community vendors at all ASG advocacy events</p> <p>35. Rework ASG Comet Hour by providing promotional, informational and advocacy-based material during Comet Hour</p>
<b>Strategies for implementation</b>	Continue working with the Office of Student Life and Leadership; campus and community partners; Region X and SSCCC; and campus clubs and student organizations/ programs.
<b>Timeline for implementation</b>	These are annual goals. The ASG elects a new ASG board every academic year and each new board determines to continue with previous goals, create new goals or a combination of the two for the current board in the upcoming academic year.
<b>Outcome(s) expected (qualitative/quantitative)</b>	Successful completion of yearly goals is anticipated. Often, due to the enthusiasm of the incoming ASG Board, they over extend their goal selections. Sometimes, students are unaware of the processes required to affect change. Also, items change for each board based on current events. Traditionally, the ASG completes fewer goals than desired based on the limited amount of time available for annual completion.
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <a href="#">Strategic Plan 2022</a>?</b>	

**COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs**

<b>Goal</b>	(ASG) Establish evening food options for Palomar College campuses
<b>Strategies for implementation</b>	Establish an online request service to determine evening food needs at all locations.
<b>Timeline for implementation</b>	The timeline for this project would begin approximately 3 weeks into the Spring 2020 semester to determine heavy request times.
<b>Outcome(s) expected (qualitative/quantitative)</b>	The outcome of this goal would be able to start servicing students with food insecurities in the evening and at all sites. This will also assist us with determining best distribution practices at each site.
<b>How does this goal align with your unit's mission statement?</b>	This goal aligns with our mission statement by reducing stigma of food insecurities and provide the basic needs of a healthy mind and body.
<b>How does this goals align with the College's <u>Strategic Plan 2022</u>?</b>	This goal aligns with the College's Strategic Plan in Goal 1 objective 3 by addressing students basic needs of housing and food insecurities.

**Goal #17**

<b>Goal</b>	Develop (You Be You) UBU Campaign for Students
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	
<b>How does this goals align with the College's <u>Strategic Plan 2022</u>?</b>	

**Goal #18**

<b>Goal</b>	Develop an incentive program for Student Activity Cards
<b>Strategies for implementation</b>	
<b>Timeline for implementation</b>	
<b>Outcome(s) expected (qualitative/quantitative)</b>	
<b>How does this goal align with your unit's mission statement?</b>	

**How do these goals align with the College's [Strategic Plan 2022](#)?**

**How do your goals align with the College's value of equity and diversity?**

Our goals align with the College's value of equity and diversity. Implementing PAT (or a type of effective tracking system) as part of our operations will support the value of equity and diversity because we will better understand the diversity of students we're actually serving. Our department strives for inclusiveness and would like to implement this system as a platform to gain knowledge about our students such as age groups, race and additional services they would like us to offer. We will be able to meet the needs of our students and serve our students more efficiently while decreasing identified barriers students might face attempting to access our services. Ultimately, we want to engage with every student and assist in meeting their needs.

**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](#).**



## 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.

### 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	<a href="#">Strategic Plan 2022 Goal/ Obj.</a>	New / Vacant / Modified / Temporary	Describe Need:
1)Basic Needs Coordinator			New	Increasing demands for basic needs services and resources by students. Additional programs and operations require staffing.
2)Case Manager			New	This position will be responsible for providing on-going support to students, including connecting them with on-campus and off campus resources.
3) Functional Specialist/ Business System Analyst (BSA)			New	This position will be responsible for tracking data so we can utilize these results when writing for grants, reporting into our PRP's and annual reports. Additionally, this position can create queries and run reports for our office through PeopleSoft.
4)Staff Assistants at 3 new sites			New	This position will be responsible for producing activity cards and benefits, helping with Farmer's Market and food distribution and assisting with general Student Life and Leadership operations and questions.
5) Dean of Student Life & Leadership			Modify:	Reclassify the Director position in alignment with duties already responsible for while overseeing operations and serving in a Dean capacity for the Office of Student Life & Leadership
6) Student Activities Staff Assistant (evenings and all locations)			New	This position will assist the Student Activities Coordinator with hosting and promoting evening activities at all locations. They will also assist with developing ideas for student retention and engagement. They will assist

**COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs**

				ASG and clubs as well with administrative responsibilities.
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**TECHNOLOGY**

**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	<a href="#">Strategic Plan 2022 Goal/ Obj.</a>	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 <b>ALL</b> of your Technology, Equipment, or Other Resource Requests.
1)PAT				Integrate into our system with PeopleSoft for tracking purposes	
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	<a href="#">Strategic Plan 2022 Goal/ Obj.</a>	Cost (\$\$\$)	Describe need:	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <b>ALL</b> of your Technology, Equipment, or Other Resource Requests
1) Laptop			\$1,000 – 2,500	Utilize laptop to be mobile on our various campuses for meetings, student activity cards, oasis inputting and promotional materials	
2) Smart Board			\$1,500 - \$6,500	Smart Board in new SEAL Center for clubs to interact, host meetings and stream movie series	
3) Photobooth			\$2,500	The photobooth will be used for student activities and promotion for the event	

**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	<a href="#">Strategic Plan 2022 Goal/ Obj.</a>	Cost (\$\$\$)	Describe need:	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across <b>ALL</b> of your Technology, Equipment, or Other Resource Requests
1) Lawn outside of One Stop Shop &			\$1000	The lawn will be utilized as a space for students to interact and hangout as an outdoor common area.	

COMPREHENSIVE PROGRAM REVIEW AND PLANNING: Non-Instructional Programs

SEAL Center / SU Complex					
2) 4-5 Canopies			\$4,000 to 6,000	We need additional canopies. We use them regularly and lend them out to various departments for usage. Additionally, we use them for commencement.	
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) Updating all SAO requirements in TracDat					
2)					
3)					
4)					