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2020-2021 ANNUAL REVIEW

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL PROGRAMS

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.

The Annual Update is designed to help you track progress on your three-year plan. It allows for updates to your plan based on:

>   1) Updates to Service Area Outcomes assessment cycle or unit data;

>   2) new events, legislation, or processes that affect your unit's ability to meet your mission; and

>   3) a review of progress on your three-year plan's goals.

BASIC UNIT INFORMATION

Program/Unit Name
Financial Aid & Scholarships

Department Name
Financial Aid & Scholarships

Division Name
Student Services

Name of Person responsible for the Program/Unit
Patricia Hurley

Website address(es) for your program(s)/unit(s)

Webpage URL 1

Unit webpage
https://www2.palomar.edu/pages/fa/

Please list all participants and their respective titles in this Program Review

Participant	Title
Patricia Hurley	Interim Director

STAFFING AND SERVICE UPDATES

Staffing

Use the link provided to help answer the staffing questions below.

Link: Permanent Employees Staff Count

This form requires a login and password to access. Please use your Palomar email and password to log in.

Full-Time Staff	Part-Time Staff
Total Number of Full-time Staff 14.00	**Total Number of Permanent Part-time Staff** 0.00
Number of Classified Staff 15.00	**FTE of Part-time Staff (2x19 hr/wk=.95)** 0.00
Number of CAST Staff 1.00	**FTEF of Part-time Faculty** 0.00
Number of Administrators 1.00	
Number of Full-time Faculty 1.00	

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Worker/Veteran Student Worker)
None at this time

Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.
Director - the Financial Aid Director left the institution and an Interim Director was appointed in March. A permanent director was hired and is expected to start December 1. The lack of continuity and the "learning curve" on some of the office processes for the Interim Director impeded the ability of the office to move forward in some instances.

3 Vacancies - the Office Coordinator and two Financial Aid advisors have retired or left the college in the past several months and those positions have not yet been refilled due to budget constraints. The lack of an office supervisor impacts general office operations, primarily budget oversight and processing. The loss of two Advisors, whose main responsibility is to process student applications and awards, has created overloads for the remaining Advisors and slowed down the awarding process.

COVID Leave - one Financial Aid Analyst is working 1/2 time due to her children needing home schooling during the COVID school closures. This adds to the office's inability to process student financial aid applicaitons in a more timely manner as her duties are assumed by other staff who already have full-time assignments.

Program/Unit Description

Have the services your unit performs change in any way over the past year?
COVID - Processing aid and communicating with students only on-line has impacted students' ability to get rapid responses or have conversations with an advisor as easily as they used to when they could interact in person at the Enrollment Services counter.

Document processing - The Financial Aid Office transitioned from scanning all documents into OnBase to contracting with a 3rd part servicer, Campus Logic, to provide and manage on-line documents. Although there have been some adjustments for staff and students, the outcome should be a faster, more electronic process for students and staff.

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PROGRAM/UNIT ASSESSMENT

SERVICE AREA OUTCOMES UPDATE

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 Nuventive Improve (previously named 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 Nuventive Improve by:

1) Login to Nuventive Improve (previously TracDat) https://www2.palomar.edu/pages/sloresources/2015/08 /10/tracdat/. Your Palomar username and password is your login.

2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.

3) Revise or edit your current SAOs by revising their wording and/or updating the assessment and assessment results.

NEED HELP?

Nuventive Improve:

1) If you need help with anything Nuventive Improve 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 Nuventive Improve: 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.

A template for entering SAOs can be found on the IR&Ps Non-instructional Program Review and Planning website

Are all of your unit's SAOs and assessment plans UPDATED and ENTERED in Nuventive Improve?
Yes

SAOs Summaries / Reflection

If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).

SAOs

SAO 1

SAO Title
Become paperless

Assessment Status
Assessed

SAO Summary and Reflection
In progress. The college partnered with Campus Logic to provide more comprehensive on-line forms and form processing for students. This is extended and included in the current SAO as conversion to Campus Logic.

SAO 2

SAO Title
Increase applications

Assessment Status
Assessed

SAO Summary and Reflection
Due to enrollment drops resulting from the COVID response and moving to online classes and services, this has been revised to increasing the percentage of students filing financial aid applications.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.
Updates for 2019-2020 award data: Unable to add additional chart data here

ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

Describe your program's achievements this past year. Where possible, describe how these achievements are related to our students and their success!
1. Successfully passed extensive California Student Aid Commission audit with no findings.
2. Provided content and structure for the newly developed College Compliance Committee and review process
3. Contracted with the National Association of Student Financial Aid Administrators for a compliance and operational peer review. Those recommendations will be reviewed in the coming months.
4. Created application process and awarding procedures to disburse HEERF grants to students
5. Contracted with Campus Logic to improve on-line forms and form processing for students and staff
6. Disbursed awards for TRIO and EOPS programs
7. Created webinar Financial Aid workshops for new students
8 Assisted in staffing the Enrollment Services Virtual Front Desk
9. Most importantly - staff stepped in and took on additional duties in response to retiring coworkers.

Provide an update on 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?
All of the following have the impact of increasing staff workload -

Legislative changes:
1. There were several federal regulatory changes due to COVID-19 that required policy and procedural changes on the part of staff. These included R2T4 tracking and repayments, FWS positions and payments, SAP calculations and calendar changes, among other changes.
2. New programs were created in response to COVID - 19
a. HEERF (Higher Education Emergency Relief Fund) grants as part of the federal CARES Act. $3.8 million were provided
in the form of student grants. An online application was created within the student portal that evaluated student eligibility and provide students with immediate feedback on that eligibility.
b. California provided Emergency Relief Grants for AB540 students. Palomar received @$158,000 for student grants.
3. The US Dept of Education required additional reporting to track the impact of COVID-19 on students and programs.

Policy changes due to:
Federal - R2T4 calculation and reporting, FWS processing, SAP and withdrawal calculations and overpayments, HEERF program criteria, reporting awarding policies
State - Emergency fund policies and awarding, definitions and impacts of EW withdrawal grades
College - Changes in effective date of a student's change of major
Financial Aid Office - Extended deadlines and "loosened" criteria for special circumstances appeals to accommodate COVID related income and living changes

Technology -
1. Financial Aid is one of the most complex and technically dependent offices on campus. All staff struggled with transitioning to remotely working at home, often without the equipment, space or environment they were used to working in. All staff did so with dedication, cooperation and a commitment to students.
2. In addition to learning to work in a new way, the office implemented a major change in how documents are processed by converting to Campus Logic. Although still working to adapt the system to college and student needs, all staff took on this major change in processes and procedures with a spirit of cooperation and a goal to improve financial aid services for 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?
Through this unprecedented crisis, the college has responded thoughtfully and openly to the COVID crisis. Hopefully, some of these processes can be built into college policies so that staff and students know what to expect in the event of another crisis.

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PROGRESS ON GOALS

Review the goals listed on your comprehensive review and sumarize progress you have made on the strategies for implementation. If your unit has experienced challenges implementing the goals, describe those challenges.

Click on "+Add Goal" below for each additional goal.

Goals

Goal 1

Goal
Become paperless

Choice
In progress

Describe Progress
1. Conversion to Campus Logic system to create online forms and form processing for students in Fall 2020
2. Working remotely has forced both students and staff away from paper documents and forms to communicating and providing information electronically. It is likely that many forms and documents will remain paperless when staff and students return to campus.

Describe Challenges
Going paperless requires changes in processes and policies and is an adjustment for both students and staff. For staff, it can be more difficult to locate and work off of online forms than a paper file. For students, the procedures and technical knowledge and equipment needed to upload documents can be a stumbling block. The office needs to address the difficulties for both staff and students as they occur. There will need to be more creative ways to assist students when they run into technical problems.

Describe Outcomes (if any)
Positive outcomes will be a smoother work flow for staff that will lessen the financial aid processing time and deliver aid to students in a more timely way.

Goal 2

Goal
Increase financial aid applications

Choice
Not Started

Describe Progress
Due to the disruptions this year of the campus closure and the Financial Aid Director leaving, there have not been significant steps developed to meet this goal.

Describe Challenges
Staff efforts have gone into transitioning to working remotely and providing online services to students. However, with the implementation of the SCFF funding model and the inclusion of Pell and fee waiver recipients in the institutional funding formula, this goal has taken on more significance for both students and the institution. To accomplish this goal, we need to:
1. Encourage all students to file a FAFSA form. Hopefully, there will soon be a more simplified version of the form that will make the application process much easier for students and parents.
2. Once the FAFSA is filed, students need to complete all required forms to be eligible for financial aid. We need to conduct a thorough review of our policies to find and reduce road blocks preventing students from completing their applications.

Describe Outcomes (if any)
1. More students applying for financial aid and receiving fee waivers
2. More students completing their financial aid required documents and receiving Pell Grants and other aid

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.

Describe any changes to your goals or three-year plan as a result of this annual update.

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RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following four parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology and Facilities Needs

PART 4: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

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) that will impact your unit. 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.

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

PART 1: STAFFING NEEDS

Are you requesting new Classified, CAST, or AA positions?
Yes

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the Benefits Worksheet for additional costs related to benefits for the position.

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position
Assistant Director, Financial Aid, Scholarships and Veterans Services

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
Due to a retirement, the position of Financial Aid Services Coordinator is now vacant. We would like to convert this to the position of Assistant Director, Financial Aid, Scholarships and Veterans Services. This position would be a Classified Management position and is needed for the following reasons:

1. Over the past several years, there has been frequent turnover in the Financial Aid Director position of Director. Currently, there is no position in the office that provides the training and knowledge base to cover that position when needed. Consequently, consultants have been hired at greater expense to cover those periods. In addition to cost, outside consultants are not familiar with Palomar's processes and policies and cannot provide continuity in office operations for staff and students.
2. The Director has direct full or shared supervisory responsibility for approximately 20 employees. An Assistant Director position would allow him or her to assign some of those direct reports to another level manager.
3. The Director is currently the only position with supervisory authority. An Assistant Director would provide back-up supervision when the Director is unavailable.
4. This position is a higher level than the Coordinator position it would replace and allows the Director to assign additional management tasks n, freeing up the Director for more campus-level activities.
5. This position would provide a manager who could assist students and make administrative decisions when the Director is unavailable.
6. An Assistant Director level position develops staff who can move into higher level administative positions.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
Creating an Assistant Director position would be a minor restructure of the Financial Aid Office that would provide additional administrative support for students and staff.

Is there funding that can help support the position outside of general funds?
Yes

What funding would support this position?
BFAP

Describe how this position helps implement or support your three-year PRP plan.
1. Additional administrative support to develop and implement programs and procedures to increase financial aid applications and Pell Grant recipients.
2. Additional administrative support for BSAs developing online procedures and forms.

Strategic Plan 2022 Objective

1:1   1:2   1:3   1:5

If the position is not approved, what is your plan?
Pursue an alternative management position to replace the Financial Aid Services Coordinator position.

Staff, CAST, AA request 2

Title of position
Financial Assistance Analyst - 1st position

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
This Financial Assistance Analysts position became vacant due to a termination in 2019. The main responsibility of the Financial Assistance Analyst is:
- remain updated and compliant with all federal and state student financial aid regulations laws and regulations
- be knowledgeable of the several federal, state and college computer systems and technical support systems used by the office (Peoplesoft, Campus Logic, OnBase, COD, NSLDS, WebGrants, CPS and others)
- review and process financial aid applications, evaluate tax information, determine what additional documents are needed, and review documents submitted as part of the application
- review and authorize student financial aid awards and disbursements
- respond to student questions and provide information an individual basis
- participate in outreach activities for current and prospective students
- review financial aid appeals and make eligibility determinations
- review a student's academic record to determine Satisfactory Academic Progress (SAP)
- coordinate or assist in the coordination of one or more financial aid program
- calculate and process award overpayments

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
NA - this position is vital to the enrollment and success of students

Is there funding that can help support the position outside of general funds?
No

Describe how this position helps implement or support your three-year PRP plan.
This position is essential for the college to maintain or increase the number of students receiving financial aid. Without this position, it will take longer to process applications, respond to students and disburse funds to students. Fewer students will be able to enroll in classes, maintain their enrollment and reach their educational goals.

Strategic Plan 2022 Objective

1:1   1:2   1:3   1:5

If the position is not approved, what is your plan?
Notify students of longer processing times

Staff, CAST, AA request 3

Title of position
Financial Assistance Analyst - 2nd position

Is this request for a full-time or part-time position?
Full Time

How does the position fill a critical need for current, future, or critical operations? e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.
his Financial Assistance Analysts position became vacant due to a retirement in October 2020. The main responsibility of the Financial Assistance Analyst is:
- remain updated and compliant with all federal and state student financial aid regulations laws and regulations
- be knowledgeable of the several federal, state and college computer systems and technical support systems used by the office (Peoplesoft, Campus Logic, OnBase, COD, NSLDS, WebGrants, CPS and others)
- review and process financial aid applications, evaluate tax information, determine what additional documents are needed, and review documents submitted as part of the application
- review and authorize student financial aid awards and disbursements
- respond to student questions and provide information an individual basis
- participate in outreach activities for current and prospective students
- review financial aid appeals and make eligibility determinations
- review a student's academic record to determine Satisfactory Academic Progress (SAP)
- coordinate or assist in the coordination of one or more financial aid program
- calculate and process award overpayments

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
NA - this position is vital to the enrollment and success of students

Is there funding that can help support the position outside of general funds?
Yes

What funding would support this position?
BFAP

Describe how this position helps implement or support your three-year PRP plan.
This position is essential for the college to maintain or increase the number of students receiving financial aid. Without this position, it will take longer to process applications, respond to students and disburse funds to students. Fewer students will be able to enroll in classes, maintain their enrollment and reach their educational goals. .

Strategic Plan 2022 Objective

1:1   1:2   1:3   1:5

If the position is not approved, what is your plan?
None- Operations will be severely impacted and fewer students served

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2018, 2019, 2020. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

How to Request the Available Budget Report

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?
Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.
Two of the three requested positions will be funded with BFAP funds.

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NOTE: PARTS 3 and 4 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

This year the College is implementing two new processes related to resource needs coming from the PRP process.

1. One-Time Fund Requests. The college is implementing a process for prioritizing and allocating funds for one-time needs/requests tied to Program Review and Planning. Prioritization will take place through participatory governance in planning councils and the Budget Committee. Then, a recommendation will be made to Exec for funding of request utilizing various funding sources.

   For more information about funding sources available, see IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES (on the left menu of the web page).

   Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

2. Technology and Facilities Review. From now on, ALL requests for technology will go through an institutional process. If you request technology here, you will see a description of the process below.

PART 3: TECHNOLOGY

Will you be requesting any technology (hardware/software) this upcoming year?
Yes

Technology Request

Technology Request 1

What are you requesting?
None

Provide a detailed description of the techonology item requested. What is it, and why do you need it? Please be as descriptive as possible. Include in your description how the requested item aligns with your discipline's PRP goals, analysis of PRP data, SLO/SAOs.

Estimated Amount of Request.

Will you fund the request through your budget or other sources?
Existing Budget

What PRP plan goal/objective does this request align with?

What Strategic Plan 2022 Goal:Objective does this request align with?

If you have multiple requests for technology and had to prioritize, what number would give this? (1 = Highest)

Do you think that your request for technology will require changes to a facility?
No

Note about technology requests:

All technology requests will now go through a review process before prioritization.

- *Your director will send you a Technology Request Checklist (aka Technology Proposal Analysis Checklist).*
  - *You must complete this checklist and return it to your director no later than 10/30/2020.*
  - *Once the director approves the form and the request, the director will send the document to the Technology Review Committee to determine IS resources needed, any integration issues, and/or potential overlap with existing technology.*
  - *The results of the review will be sent to the director with feedback.*
  - *The director will determine whether or not the request moves forward for prioritization and/or implementation.*
    - *Requests for one-time funding will move forward for prioritization.*
    - *Requests that use funding from your department budget may move forward for purchase.*

PART 3: FACILITIES NEEDS

Do you have resource needs that require physical space or modification to physical space?
No

PART 4: ONE TIME NEEDS

For more information about funding sources available, see IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES (on the left menu of the web page under "Instructional Funding Sources").

Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?
No

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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 Reviewed**

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

Areas of Concern, if any:

Recommendations for improvement:

Enter your email address to receive a copy of the PRP to keep for your records.
phurley@palomar.edu

I confirm that the Program Review is complete and ready to be submitted.
Yes

Vice President Review

Strengths and successes of of the discipline as evidenced by the data and analysis:
Financial aid has done a great job in dealing with all the complexities that came with the transition to a virtual environment. They also did a great job in getting direct aid to students during COVID.

Areas of concern, if any:

Recommendations for improvement:
Need to work on a plan on increasing the number of students applying for FAFSA, applying for and receiving Pell. Need to integrate FA more into Outreach to create a more comprehensive student recruitment program. Need to make significant progress on moving towards a paperless office.

VP Name:
Vikash Lakhani

Signature Date:
12/15/2020