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## 2020-2021 COMPREHENSIVE 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.

### BASIC UNIT INFORMATION

**Program/Unit Name**

Student Services

**Department Name**

Office of the Vice President

**Division Name**

Student Services

**Name of Person responsible for the Program/Unit**

Dr. Vikash Lakhani

**Website address(es) for your program(s)/unit(s)****Webpage URL 1****Unit webpage**<https://www2.palomar.edu/pages/studentservices/>**Please list all participants and their respective titles in this Program Review****Participant****Title**

### PROGRAM/UNIT MISSION STATEMENT

**What is you Program/Unit's mission statement?**

The Student Services Mission Statement is currently being developed as a part of the overall development of the Student Services Strategic Plan

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

See above

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## PROGRAM/UNIT DESCRIPTION

### Staffing

Use the Permanent Staff Count link below to answer staffing questions.

Link: [Permanent Employees Staff Counts](#)

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

#### Full-Time Staff

Total Number of Full-time Staff

7.00

Number of Classified Staff

Number of CAST Staff

2.00

Number of Administrators

5.00

Number of Full-time Faculty

#### Part-Time Staff

Total Number of Permanent Part-time Staff

FTE of Part-time Staff (2x19 hr/wk=.95)

FTEF of Part-time Faculty

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

As part of the 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)

*If you need help, please contact us and we will walk you through the process ([msnyder2@palomar.edu](mailto:msnyder2@palomar.edu) or [mbarton@palomar.edu](mailto:mbarton@palomar.edu))*

How will you submit your organizational chart?

Upload Document

Upload



VPSS Office.pdf  
197.53 KB



## Program/Unit Description

### Who utilizes your services

The VP of Student Services provides oversight to all of the Student Services departments at Palomar College. The office ensures that the services provided to the students as well as the campus community are in line with the overall mission/vision of the college and strive for excellence in student success.

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

Leadership and oversight to the Division of Student Services through Enrollment Services, Counseling and Student Support, Student Life and Leadership, Student Health Centers, and Athletics

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## PROGRAM/UNIT ASSESSMENT

## SERVICE AREA OUTCOME 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 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](mailto: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](mailto: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](#)

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)					
2)					
3)					
4)					

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

No

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

This is the first comprehensive PRP being done by the Vice President of Student Services Office. SAOs will be developed during SP 21 as a part of the development of the SS strategic plan

## SAOs SUMMARIES AND REFLECTIONS

For each SAO in Nuventive Improve summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments.

### SAOs

#### SAO 1

SAO Title

Assessment Status

Assessed

SAO Summary and Reflection

## OTHER ASSESSMENT DATA

### Quantitative Data

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

#### Measures, Descriptions, and Annual Values

##### Measure 1

Name of Measure

Description of Measure

Year

Year

Year

Year

Value

Value

Value

Value

List values for years listed immediately above. Select "+ Add Measure" below to insert all measures, values, and descriptions.

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

### Qualitative Data

Describe any qualitative measures you use and summarize the results.

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

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## 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!**

Hired Dean of Counseling (Leslie Salas) - Permanent leadership for the Counseling Division.

GEAR-UP Continuation Award - continued support for K-12 students in our community

SSS Grant Renewal - continued support for K-12 students in our community

Behavioral Health Training Program (Student Interns) - Improved behavioral health services for Palomar Students.

Providing work experience for interns.

Student Services Virtual Sessions - improved availability for students

Student Services Weekly (Newsletter) - better informed campus regarding student services

Signed contract with AdmitHub - this will significantly improve communications with students

Launched a student success call campaign - provide students with a warm contact and encourage continued enrollment

Improving collaborations within and outside student services:

-Student Services Representation:

- Guided Pathways

- Enrollment Management Strategic Plan

- Emergency Operations Center (EOC)

- Equity, Diversity, and Inclusion efforts

- Student Success and Equity Council collaboratively focusing on the institutional equity plan

- Stronger involvement with ASG

- Instituted a Student Advisory Team

- Implemented a VPSS Roundtable as a forum for middle-management within Student Services to have a dialogue with the VP of Student Services

- Implemented VPSS Office Hours as a forum for anyone within Student Services to have a dialogue with the VP of Student Services

Made phase 1 redesign to the structure within Student Services to strengthen Outreach, Dual Enrollment, and Retention

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

The implementation of AdmitHub will significantly improve our communications with students. In addition, the structure of the Business Systems Analysts is currently being evaluated given the various technological systems and reporting requirements within Student Services.

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

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## **PROGRAM/UNIT EVALUATION AND THREE-YEAR PLANNING**

**Program Evaluation and Planning is completed in two steps.**

First, you will complete an overall evaluation of your unit drawing from your unit assessment data.

Second, working from that evaluation, you will establish your goals for the upcoming three years.

**Section 1: Overall Evaluation of Program**

Reflect on your 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 them 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!

**OVERALL EVALUATION OF PROGRAM**

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

**Strengths:**

Cohesive unit  
Focus on Student Success  
Innovation  
Collaborative leadership and staff/faculty  
Level of varied skills within the unit

**Opportunities:**

Streamline services within the Division  
Collaborate across divisions  
Evaluate student journey - continuous improvement  
Invest in student leadership/development outside the classroom

**Aspirations:**

Be the unit that facilitates student success by eliminating any barriers for students  
Achieve excellence in all that we do  
Fully understand in the "why" of what we do  
Provide excellent service and support to "all" students, and campus constituents  
Be role models for our students and our fellow colleagues

**Results:**

Improved student success  
Improved satisfaction with services  
Improved work culture and morale  
Continuous improvement mindset in all activities, programs, and services

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## PROGRESS ON PRIOR PRP GOALS

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

### Prior PRP Goals

#### Goal 1

##### Goal

Will be developed during SP 21 as a part of the Strategic Plan development

##### Choice

Completed

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

## ESTABLISH GOALS AND STRATEGIES FOR THE NEXT THREE YEARS

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

#### Goal 1

##### Description

Will be developed as a part of the Student Services Strategic Plan during SP 21

##### Strategies for implementation

##### Timeline for implementation

##### Outcome(s) expected (qualitative/quantitative)

##### How does this goal align with your unit’s mission statement?

##### How does this goals align with the College’s Strategic Plan 2022?

##### Expected Goal Completion Date

How do your goals align with the College’s values of equity and inclusion?

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.](#)

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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?

No

**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.**

## 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?**

No

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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 review 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?**

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?

Yes

### Facilities Requests

#### Facility Request 1

What are you requesting?

Prop M projects

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

Student Success

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

1:1

1:2

1:3

1:4

1:5

2:3

2:4

Provide a detailed description of the facilities item or space 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.

Is there an associated cost with this request?

Yes

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

Existing Budget

What impacts will this request have on the facilities/institution (e.g., water/electrical/ADA compliance)?

### 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:

Sign Date

## 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.**

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

Yes

## Vice President Review

**Strengths and successes of the discipline as evidenced by the data and analysis:**

**Areas of concern, if any:**

**Recommendations for improvement:**

**VP Name:**

**Signature Date:**