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2021-2022 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 review of and reflection on key program elements, Program Review and Planning identifies program strengths and 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.**

The College also uses Program Review and Planning as the conduit to request resources (human, technology, facilities and funding) to further help improve and support programs.

BASIC UNIT INFORMATION

Program/Unit Name
Enrollment Services

Department Name
Admissions

Division Name
Student Services

Name of Person responsible for the Program/Unit
Dr. Kendyl Magnuson

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

Webpage URL 1

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

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

Participant	Title
Dr. Kendyl Magnuson	Sr. Director, Enrollment Services
Jamie Moss	Manager, Enrollment and Financial Aid Services

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 15.00	**Total Number of Permanent Part-time Staff** 0.00
Number of Classified Staff 7.00	**FTE of Part-time Staff (2x19 hr/wk=.95)** 0.00
Number of CAST Staff 0.00	**FTEF of Part-time Faculty** 0.00
Number of Administrators 2.00	
Number of Full-time Faculty 0.00	

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Worker/Veteran Student Worker)
We typically strive to have 2-3 FWS or short term employees each semester. These students and short term staff are often shared with Financial Aid.

Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.
We have lost 6 Enrollment/Financial Aid Specialists over the last 2 years and none have been replaced. The Centers have been hit particularly hard. The Escondido Center has 2 vacant Enrollment/Financial Aid Specialists position and have only 1 remaining. The Fallbrook Education Center has 1 vacant Enrollment/Financial Aid Specialist position and have only 1 remaining. The 2 Enrollment Services Supervisors (1 at Camp Pendleton and 1 in Escondido) are now vacant. Accreditation standards require the same services be provided at the Centers as we offer at our main campus in San Marcos. To date, there is not a plan to replace any of these positions. Creative scheduling, or a reduction in office hours, will be needed if hiring new staff is not permitted.

Because of the remote work environment, we have not been as impacted as we will be once we return to in-person services. With that being said, we have been impacted significantly. Due to all of the vacancies in the Records and Evaluations areas, Admissions staff have helped in backfilling and assisting Records with other Evaluations and Records related work. This will not be an option once we return to in-person work as current Admissions staff will have to be relocated to fill vacancies at the Education Centers. Due to the 6 Enrollment/Financial Aid Specialists vacancies, Admissions and Financial Aid processing has been slightly delayed. The vacancies, in addition to shifting some Specialists to Records/Evaluations work and Dual Enrollment, have greatly reduced the amount of time dedicated to quality control projects in preparation for our annual state audit. This could lead to audit findings. The vacancies have also forced us to shift away from internal SCFF enhancement campaigns. In past years, we dedicated time to call and contact students who had not submitted all documentation to complete their financial aid files and assist the Palomar Promise program by calling students enrolled in less than full time to add classes to maintain their eligibility, which helped with retention. Our staff had also previously helped the Outreach Office conduct prospective student tabling events at our Education Centers and tours, but we will no longer be able to do so.

Program/Unit Description

Have the services your unit performs changed in any way over the past year?
Addressing the number of classified staff, we have 13 Admissions/Financial Aid Specialists. They spend 50% of their time in Admissions and 50% in FA. I listed 7.0 to show this.

We regularly look for areas to improve in. We have consistently requested funds to utilize consulting to leverage PeopleSoft to it's fullest capability and to replace vacant positions through the PRP process and others. Over the last 2 years, we have made several requests for CARES funding to help operationalize and enhance the Admissions Office services due to the COVID. We are hopeful that these requests get approved. We have remain persistent and continue to work with our VP to find solutions to this funding need. The team has done a phenomenal job over the past year, but the vacancies have caught up to us and are negatively impacting the office's ability to handle the workload, maintain quality control and ensure compliance. We believe that investments in technology and enhancing automation is our path to success and to adequately serve our students.

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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 (SAOs).

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 doing the following:

1) Log in to Nuventive Improve (previously TracDat) https://idmpg.palomar.edu/_layouts /PG/login.aspx?ReturnUrl=%2Fsso%2Fdefault.aspx. Your Palomar username and password is your login.

2) Check your SAOs for **currency**. SAOs should be assessed at least once every three years. **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, if appropriate.

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
Enhance data accuracy and timely updates with the use of activity guides in PeopleSoft 9.2 to validate each semester student data. Data verification for majors, educational goal, address, phone number.

Assessment Status
Assessed

SAO Summary and Reflection
We are on pace with this project. Robust discussion about the use of Activity Guides around the major change process have occurred between the Admissions, Financial Aid, Records and Evaluations Office and Counseling Office has occurred. This upcoming year, we will implement the Activity Guide and inform staff and students on how the major change process occurs. Campaigns can be run to make sure students are enrolled in classes that go towards their major or make a correct major change.

SAO 2

SAO Title
Reduce the steps and time to registration for students to add classes when a Permission Code is required. Also increasing ease of use and control over the process for faculty.

Assessment Status
Assessed

SAO Summary and Reflection
We are a year ahead on this project. This summer, we launched class specific permissions. This takes the reliance of students needing to add themselves to classes using a permission code to faculty adding students to their class via the faculty e-services. Students and faculty both seem to be pleased with this change. We had a significant decline in emails and phone calls about the permissions code process over the summer and fall.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.
The COVID-19 remote work supports our ongoing requests to build out existing PeopleSoft functionality to its fullest.

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!
Had an annual audit with no findings.
Provided support to the Vista Detention Facility enrollments and financial aid awarding.
Processed thousands of COVID related EW requests.

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?
Constant updates regarding legislative requirements. There are many legislative changes that impact the work we do. It is vital we stay up to date on the changes and implement them into our processes when the Chancellor's Office issues guidance. Some funding needs to be put aside to help incorporate these changes as they arise. This year, we did extensive work with the nstruction Office to implement Credit for Prior Learning, Prerequisite enforcement and program alignment. These projects are a great example of a legislative requirements that impacted several departments and cost money to enhance PeopleSoft unctionality in order to get in compliance.

Maximize 9.2 PeopleSoft functionality. We continue to work towards maximizing PeopleSoft functionality. Our work with PeopleSoft consultants has helped us to learn more about the functionality of PeopleSoft that we were unaware of as an institution. This can help us maintain compliance and leverage the technology in PeopleSoft to become more efficient and better serve students. We have been asking for a financial commitment for years to address this and have largely gone unsupported. It's our hope, that with the lessons learned the hard way by the district not investing resources in PeopleSoft in the Human Resources and the Fiscal Office (stated and verified by the FCMAT report), that equal attention will be given to the Student Services areas as many opportunities to improve our system centered around compliance remain. We will need to continue to stay up to date with potential legislation or Chancellor Office guidelines as it relates to AB 705, Dual Enrollment and COVID guidance.

In addition to (or in response to) the changes listed above, what board policies, procedures, and processes need to be updated, created, or deleted?
One area we need to review in the AP's and BP's this upcoming year is in records destruction. We have many years files that should be destroyed where allowable by law to reduce the vulnerabilities for future state and federal audits in the Admissions and Financial Aid areas.

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PROGRESS ON GOALS

Review the goals listed on your comprehensive review and summarize 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
Utilize OnBase for record retention and establish workflows to create efficient business practices.

Choice
Completed

Describe Progress
The office is now scanning in all documents into OnBase.

Describe Challenges
The building of Gideon Taylor Electronic forms (GTE) has been delayed due to the prioritization of other projects. Some time will be devoted to building out these forms in the spring.

Describe Outcomes (if any)
Accessibility of all student submitted forms by all staff is the biggest benefit. Projects can be shared across campuses.

Goal 2

Goal
10% more students will participate in priority registration on their initial day of priority compared to the most recent equivalent term.

Choice
Completed

Describe Progress
The college will always emphasize the importance of using priority registration to more quickly lead to student success and program completion.

Describe Challenges
New students will need to be made aware of the importance of utilizing the priority appointments they receive.

Describe Outcomes (if any)
Campus awareness of the importance in utilizing the priority appointments has been accomplished. A small sample of offices that help promote the usage of priority appointments include Admissions, Financial Aid, DRC, Veterans, EOPS, Palomar Promise, Counseling, Athletics, Grant Funded Student Programs (TRiO) and Outreach.

Goal 3

Goal
Maximize PeopleSoft functionality.

Choice
In progress

Describe Progress
We have done an excellent job in utilizing delivered PeopleSoft 9.2 processes and have more work to do.

Describe Challenges

We have more work to do, but need consultant help as the campus lacks PeopleSoft experts. We could use help in compliance such as priority appointment processes, K-12/dual enrollment processes and residency changes. In SCFF areas, we need assistance with major changes, Activity Guides and Comm Gen

Describe Outcomes (if any)

This year, we were able to complete K-12 enhancement for auditing purposes. We had some issues with K-12 students getting through to registration before submitting a Special Admit form. We worked with a consultant who helped us build a new process that eliminates K-12 students from enrolling prior to the Special Admit form being submitted. This will help us maintain compliance in this area. This year, we were able to enhance the census roster process for faculty and moved away from the use of permissions codes to a delivered PeoplsSoft process that gives faculty more control of adding students to their class. We have a few outstanding projects we need consultant help with. They are around the areas of 1) Residency, 2) Major change tracking, 3) building out ComGen (automated communications from PeopleSoft), 4) building out Gideon Taylor eForms, 5) EDI (Electronic Data Interchange for transcripts), and 6) continued work on Degree Audit and use of the Academic Advisement data tables.

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.

We continue to make significant strides in utilizing technology and implementing new business practices that will greatly benefit students and the College. Following Guided Pathways, we will help ensure that students have an easy to navigate process to choose and enter their pathway. This will aid students by successfully applying to the College and enrolling in the classes they need in order to complete their educational goal. The College will benefit by increasing our state funding by having more students successfully apply and enroll in classes. We will ensure compliance while better serving our students. We remain on track to support the Vison for Success in many specific areas. A few examples include:

Goal 1: STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps
Objective 2: Streamline the onboarding process for students, removing barriers to registration and enrollment.
Objective 3: Per the College's VfS goals and Student Equity and Achievement Plan, implement strategies designed to increase persistence and completion while at the same time decreasing equity gaps by 40%. These strategies may include but not be limited to:
• Redesigning the student support experience to align with the College's guided pathways work.
• Implementing strategies to increase persistence of disproportionately impacted students as identified in the College's Student Equity and Achievement plan.
• Increasing the number of students receiving financial aid.
• Implementing strategies to address our students' basic needs (housing and food insecurities).
• Increasing the number of students employed on campus.
Objective 5: Implement placement recommendations based on high school metrics and appropriate student support to maximize entry and completion of transfer-level English and math coursework in one year.
Objective 6: Operationalize Strategic Plan 2022 goals and objectives, in particular VfS goals, into the daily work of the college.
· VfS Goal 1: Completion 1A. Palomar College will increase among all students, the number who earned an associate degree or associate degree for transfer in the selected or subsequent year from 1,484 in 2016-17 to 1,806 in 2021-22.
· 1B. Palomar College will increase among all students, the number who earned a Chancellor's Office approved certificate in the selected or subsequent year from 1,463 in 2016-17 to 1,536 in 2021-22.
· 1C. Palomar College will increase among all students, the unduplicated count of students who earned one or more of the following: Chancellor's Office approved certificate or associate degree and had an enrollment in the selected or previous year from 1,976 in 2016-17 to 2,118 in 2021-22.
· VfS Goal 2: Transfer 2A. Palomar College will increase among all students the number who earned an associate degree for transfer in the selected or subsequent year from 304 in 2016-17 to 456 in 2021-22.
· 2B. Palomar College will increase among all students, the number who transferred to a four year institution (UC or CSU) from 1,629 in 2016-17 to 1,872 in 2021-22.
• VfS Goal 3: Unit Accumulation 3A. Palomar College will decrease among all students who earned an associate degree in the selected year and who were enrolled in the previous or selected year, the average number of units earned in the California community college system among students who had completed at least 60 units at any community college from 88 in 2016-17 to 82 in 2021-22.

Describe any changes to your goals or three-year plan as a result of this annual update.
Our overall goals remain the same from last year. The prioritization of goals will be exclusively determined based on staffing levels. Our preference would be to continue to develop more tools and business practices and leverage PeopleSoft functionality with the help of consultants to enhance the student experience while simultaneously enhancing the College's SCFF, but we need College support, both in staffing and resources, to make significant strides in this area.

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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
Admissions/Financial Aid Specialist- (6 positions-all currently vacant)

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.
These positions are needed to ensure compliance (state audit, residency changes, assist with FA work, FERPA), meet state and federal mandated deadlines (FA, MIS), assist with Guided Pathways, increase student success (SCFF-Apply and enroll in classes, Retention, Completion) to allow the college to maximize state funding while meeting student needs and their success. As previously stated, the Education Centers were hit particularly hard with vacancies. These positions are vital to the Center's success. Failure to provide adequate staffing and services at the Centers could prompt findings during accreditation as they did in our last accreditation visit at Camp Pendleton.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?
No. the primary responsibility is to assist in state and federal compliance and SCFF.

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.
These positions are needed to ensure compliance (state audit, residency changes, assist with FA work, FERPA), meet state and federal mandated deadlines (FA, MIS), assist with Guided Pathways, increase student success (SCFF-Apply and enroll in classes, Retention, Completion) and allowing the college to maximize state funding while meeting student needs and their success.

Strategic Plan 2022 Objective

1:1	1:2	1:3	1:4
1:5	2:1		

If the position is not approved, what is your plan?
We will have significant challenges in meeting all required compliance resulting in state audit findings, work will be delayed significantly negatively impacting students who are trying to get enrolled, residency status's changed, awarded financial aid and could cause findings in an accreditation site visit.

Staff, CAST, AA request 2

Title of position
Supervisor, Enrollment Services (2-1 for the Escondido Center and 1 for the Camp Pendleton center).

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.
These positions are needed to ensure compliance (state audit, residency changes, assist with FA work, FERPA), meet state and federal mandated deadlines (FA, MIS), assist with Guided Pathways, increase student success (SCFF-Apply and enroll in classes, Retention, Completion) to allow the college to maximize state funding while meeting student needs and their success. As previously stated, the Education Centers were hit particularly hard with vacancies. These positions are vital to the Center's success. Failure to provide adequate staffing and services at the Centers could prompt findings during accreditation as they did in our last accreditation visit at Camp Pendleton.

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PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2019, 2020, and 2021. 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 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 11/19/2021.*
  - *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?
Yes

Requests

Request 1

What are you requesting?
We are requesting funds for PeopleSoft Consultant Help. With the recent upgrade to PeopleSoft 9.2, we need to leverage and used delivered functionality to better assist students, staff and faculty. There is a lot of functionality in PeopleSoft that isn't being fully utilized due to not having in-house expertise with PeopleSoft and limited PeopleSoft training. Consultants can assist in maximizing functionality and continue to help us identify delivered functionality and reduce customizations allowing for a more stable SIS environment and meet state compliance in our annual audit and enhance SCFF funding.

Estimated Amount of Request.
$120,000.00

Will you accept partial funding?
No

Budget Category

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

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

Provide a detailed description of the 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.
We have utilized funding like this in the past and this is how we have completed projects like the Permission Code/Waitlist project, Degree Audit, eTranscripts (in progress), etc.

Please upload a copy of the quote, if available.

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

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

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Page 5 will show for reviewers (VP and/or Planning Councils) upon submission of the form.

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:
Kendyl Magnuson

Date Reviewed
11/29/2021

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:
The PRP showed that Admissions has completed significant projects. It also calls out that there are remaining needs for consulting help to continue to build out our technology.

Areas of Concern, if any:
Staffing is degraded with numerous unfilled positions. This will inevitably result in difficulties with maintaining services.

Recommendations for improvement:
Continue to work on technology solutions in order to manage the workload in a reduced workforce environment.

Vice President Review

Strengths and successes of of the discipline as evidenced by the data and analysis:
Projects completed by the area have had a positive impact on the institution this past year

Areas of concern, if any:

Recommendations for improvement:
Having a clear picture of staffing levels 2 years ago and current would be helpful (need a comparative org-chart).
Need to focus on improving the enrollment process as well as implementing HighPoint for the coming year

VP Name: **Signature Date:**
Dr. Vikash Lakhani   2/1/2022