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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
Finance and Administrative Services

Department Name
FAS Division Office

Division Name
Finance and Administrative Services

Name of Person responsible for the Program/Unit
Ambur Borth

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

Webpage URL 1

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

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

Participant	Title
Ambur Borth	Assistant Superintendent / Vice President
Heather Sutton	Acting Executive Assistant

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
2.00

Total Number of Permanent Part-time Staff

Number of Classified Staff
1.00

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

Number of CAST Staff

FTEF of Part-time Faculty

Number of Administrators
1.00

Number of Full-time Faculty

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

Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.
We continue to have an Acting Executive Assistant and need to permanently fill this role as the individual is fulfilling two roles within the Division. We have vacancies in the following departments that report to the division which impacted the work within the department:
Executive Assistant (vacant May 2020 - current)*
Senior Director Fiscal Services (vacant March 2021 - current)
Accounting Manager (vacant March 2021 - current)
Director Business Services (vacant over one year)
Supervisor of Purchasing Services (vacant June 2020 - current)**
*Administrative Specialist II serving as Acting while also maintaining responsibilities of Admin. Specialist II for Fiscal Services
** Senior Buyer serving as Acting (June 2020 - October 2021) while also maintaining responsibilities of Senior Buyer
Internal Auditor (vacant June 2021 - current)

These changes have slowed down the operations of the FAS Division Office and not allowed for successful implementation of FCMAT recommendations and goals. The VP FAS and Acting Executive Assistant have been working to fill the gaps within the department. The VP FAS has performed duties of lower level management that was vacant, including but not limited to the following tasks:
Preparing and Completing the Adopted Budget
Preparing and Submitting all Quarterly 311 Reports
Preparing and Submitting HEERF Reports
Closing the Books
Approving all Purchase Orders
Approving all Payment Requests
Approving Budget Adjustments
Supervising Contracts and Purchasing
Supervising Accounting
Supervising Cashiering
Supervising Warehouse
Supervising Budgeting and Payroll

Program/Unit Description

Have the services your unit performs changed in any way over the past year?

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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

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)					
2)					
3)					
4)					

SAMPLE

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
Services for Students: Continue to provide appropriate level of service to students, faculty, staff and the general public with regard to administrative operations and functions.

Assessment Status
Assessed

SAO Summary and Reflection
The annual survey regarding student, faculty and staff satisfaction was in alignment with prior surveys. The participation in State of the Budget has ranged between 40-100+ individuals joining the zoom meeting. In listening to feedback provided by the Board Ad Hoc Committee and Board I plan to implement a standardized financial presentation that is easy to follow and consistent with data placement.

SAO 2

SAO Title
Balanced Budget to Governing Board: Provide the Governing Board annually with a balance budget and unqualified audit for Palomar College and Proposition M.

Assessment Status
Assessed

SAO Summary and Reflection
We have successfully provided a balance budget and unqualified audit to the Governing Board. Our reserve percentages in the current and multi-year projections exceed the Board minimum of 7% , and our required federal , state and grant reporting is up-to-date. With the vacancy of the Internal Auditor (June 2021 - current) we have not been able to identify and correct a potential internal control weakness through a systematic internal audit process. However, as we have identified areas of weakness we have developed plans to implement control processes as soon as staffing increases and time allows.

SAO 3

SAO Title
Objective 3.1: Develop and implement operational plans to provide administrative support to existing facilities at San Marcos and Escondido and for opening of the North Education Center currently anticipated to be in 2013.

Assessment Status
Assessed

SAO Summary and Reflection
This SAO was deactivated 04/22/2021.

SAO 4

SAO Title
Critical Positions: Compile a list of critical positions and
costs necessary to provide a high quality, learning and
working environment district-wide for the students,
faculty, staff, and administrators.

Assessment Status
Assessed

SAO Summary and Reflection
This SAO was deactivated 04/22/2021. The District anticipates undergoing a review process through Human
Resources in which FAS will be able to assist with providing this data. Additionally, through the development of
Commitment Accounting, the current manual Position Control process, and the anticipated Commitment Accounting II
projects, the need for a critical position list will have been met.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.

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!
We did hire a permanent VP FAS, which was one of the recommendation made by FCMAT. Permanency in this position
will help strengthen processes and controls as well as allow for consistency and transparency in reporting.

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?
N/A

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

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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
Fill vacancies within FAS Division Office

Choice
Not Started

Describe Progress
Prior PRP did not list any goals so this is a new one for the year. The Executive Assistant position has been vacant since May 2020. The Administrative Assistant II for Fiscal Services has been acting in this role while also fulfilling her full-time regular duty obligations. The position is approved to fill and we have held internal interviews. We next need to fly the position externally and fill the position permanently.

Describe Challenges
As the VP FAS, I am currently down 11 positions in the business and fiscal services office which means I am responsible for fulfilling the duties of five vacant management positions while also running the interview committees for each of the 11 vacant positions.

Describe Outcomes (if any)

Goal 2

Goal
Increase Transparency and Online Presence

Choice
Not Started

Describe Progress
Prior PRP did not list any goals so this is a new one for the year. The division has several webpages dedicated to sharing information and we strive to keep the information up-to-date and easy to navigate.

Describe Challenges
Stakeholders have reported difficulty in finding information.

Describe Outcomes (if any)
We have started a full review of our website presence and we are working to cross-reference, link and update the information.

Goal 3

Goal
Fully integrate PeopleSoft's Human Capital Management and Financial applications. This will provide for an automated position control system and improved reporting, managing, and projecting of salaries and benefits.

Choice
Not Started

Describe Progress
Prior PRP did not list any goals so this is a new one for the year and aligns with the ISER. We completed the Commitment Accounting process this year, which improved processes and allowed for data scrubbing. The next phase has yet to be implemented (Commitment Accounting II), however, the intention is to align the HCM and Fiscal databases to allow for automated position control, improved reporting, managing, and projecting of salaries and benefits.

Describe Challenges
Vacancies within the division are slowing down progress on this goal.

Describe Outcomes (if any)

Goal 4

Goal
Develop and implement an integrated annual reporting and review process that tracks and monitors a set of fiscal performance metrics (e.g., a five-year trend analysis that compares on-going revenue, classroom efficiency, full-time equivalent personnel, and compensation year-to-year), including those analyzed as part of ACCJC's Composite Financial Index, with targets for improvement where necessary. This will ensure that the College maintains a strong fiscal position into the future.

Choice
Not Started

Describe Progress
Prior PRP did not list any goals so this is a new one for the year and aligns with the ISER.

Describe Challenges
Vacancies within the division are slowing down progress on this goal.

Describe Outcomes (if any)

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.
The Division of Finance and Administrative Services supports all aspects of the College's Vision for Success outcomes in an indirect manner. One strategy I wish to implement to help the college meet the VfS outcomes is to increase budget support for directors and departments byway of increased training and communication. Additionally, the completion of Goal # 4 (above) will assist with the VfS outcomes,

Describe any changes to your goals or three-year plan as a result of this annual update.
Prior PRP did not list any goals nor strategies for supporting the VfS outcomes. I have added four goals - two specific to the FAS Division Office and two global goals within FAS to support the College.

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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 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?
I am requesting the continued budget for Commitment Accounting II. This project was approved, with a budget unknown, in the last PRP process and my request is to continue to keep this on the approved list.

Estimated Amount of Request.
$500,000.00

Will you accept partial funding?
No

Budget Category
Services and Other Operating Expenditures

What PRP plan goal/objective does this request align with?
Goal #3

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

5:1   5:2

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.
This request is for a consultant to help align the HCM and Financial databases so that we can fully implement Position Control, the encumbrance of salaries and benefits, and allow for accurate reporting and financial projections. This request was approved during the last PRP process, it aligns with this PRP's goal #3 and the SP goal 5.1 and 5.2. Please note the cost is a very rough estimate.

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.
aborth@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:
Ambur Borth

Date Reviewed
1/24/2022

FEEDBACK

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

Areas of Concern, if any:

Recommendations for improvement:

Vice President Review

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

Areas of concern, if any:

Recommendations for improvement:

VP Name:
Ambur Borth

Signature Date:
1/24/2022