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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**  
Financial Aid and Scholarships

**Department Name**  
Financial Aid and Scholarships

**Division Name**  
Student Services

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

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

#### Webpage URL 1

**Unit webpage**  
<https://www.palomar.edu/fa/>

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

Participant	Title
Adrianne Lee	Director, Financial Aid, Veterans & Scholarships

## 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**

**Total Number of Full-time Staff**

21.00

**Number of Classified Staff**

21.00

**Number of CAST Staff**

0.00

**Number of Administrators**

1.00

**Number of Full-time Faculty**

1.00

#### **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)**

The financial aid office has 1 part time hourly assisting with ZOOM virtual hours.

**Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.**

3 classified retirements, set the financial aid office significantly back in processing and outreach goals. As a result of COVID - 19 and related challenges, as well as reduction in force, an enormous amount of OT has been worked and the office is struggling with maintaining work load.

**\*\*13 of the classified staff are shared 50% with enrollment services\*\***

### Program/Unit Description

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

Financial Aid has contracted with a 3rd party service, Campus Logic. Campus Logic has converted the financial aid verification process from paper to electronic documents.

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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=%2Fssso%2Fdefault.aspx](https://idmpg.palomar.edu/_layouts/PG/login.aspx?ReturnUrl=%2Fssso%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](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](#)

SERVICE AREA OUTCOMES TEMPLATE					
Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/ido you measure or assess it?)	Criterion (How will/ido 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?

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

Increase Pell Recipients

##### Assessment Status

Assessed

##### SAO Summary and Reflection

As a result of COVID 19, numbers have decreased. Carry over SAO to next year.

#### SAO 2

##### SAO Title

Implement Campus Logic

##### Assessment Status

Assessed

##### SAO Summary and Reflection

As a result of COVID 19, outcomes are flat. Carry over SAO to next year.

## 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!**

1. Adjusted Policy regarding outside transcripts that increased the assessment time frame related to academic progress and FA eligibility.
2. Expanded the Federal Emergency funding participation to all students to include non credit and International students.
3. Disbursed state emergency funding.
4. Hired a permanent Financial Aid Director.
5. Increased zoom hours of operation.

**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?**

Significant Federal and State Covid 19 temporary provisions have been enacted due to the Covid 19 Pandemic. These provisions have impacted the structure and functionality of the financial aid office and business practices that will be readjusted when the pandemic ends.

This continues to be a challenge as impacts are significant to the daily work in the office.

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

BP 5130 - Financial Aid, Veterans' & Scholarship Services and AP 5130 - Financial Aid are currently being updated.

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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

Become Paperless

##### Choice

In progress

##### Describe Progress

Verification has been transitioned. The office is now moving towards converting Professional Judgements to a paperless process.

##### 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.

In addition, the lack of adequate staff increases the challenges of change.

##### 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 continued disruptions as result of Covid19, campus closure and lack of adequate staffing, this goal has not been ignited and will need to carry over to 2022-2023.

##### Describe Challenges

Remote environment and inability to have in person workshops.

##### 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.

Increase outreach efforts related to financial aid and financial literacy.

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**

Supervisor, Financial Aid

**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.**

Having a Financial Aid Supervisor is critical to the office as it relates to supervision and maintaining practical compliance.

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. A Supervisor 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. A Supervisor would provide back-up supervision when the Director is unavailable.
4. This position would provide a manager who could assist students and make administrative decisions when the Director is unavailable.

**Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?**

A supervisor 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/Cal 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?**

Modify workload and assignment accordingly.

**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 retirement 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 on 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 programs
- 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?**

Communicate longer processing times to students and staff

**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?**

No

**Enter your email address to receive a copy of the PRP to keep for your records.**

alee1@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:**

**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:**

## **Vice President Review**

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

Financial Aid has been a champion in ensuring students have the necessary financial resource to continue/complete their education. The fee recovery project (paying off past due balances) has been an exemplary project for the district

**Areas of concern, if any:**

**Recommendations for improvement:**

I would recommend integrating the pending SAOs/Goals into the Student Services Strategic Plan

**VP Name:**

Dr. Vikash Lakhani

**Signature Date:**

2/1/2022