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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
Student Success

Department Name
Student Success

Division Name
Student Success, Equity and Counseling Services

Name of Person responsible for the Program/Unit
Dr. Nancy Browne

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

Webpage URL 1

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

Webpage URL 2

Unit webpage
https://www.palomar.edu/cometconnect/

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

Participant	Title
Dr. Nancy Browne	Manager, Student Success
Jose Luis Ramirez	Supervisor, Student Success

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** 3.00
Number of Classified Staff 0.00	**FTE of Part-time Staff (2x19 hr/wk=.95)** 0.00
Number of CAST Staff 1.00	**FTEF of Part-time Faculty** 0.00
Number of Administrators 1.00	
Number of Full-time Faculty 0.00	

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Worker/Veteran Student Worker)
In the past, this unit has received funding for up to 10 temporary employees some of which have included short-term and student workers and federal work study students. Currently three student workers are funded (2 HEERF funded, 1 Guided Pathway funded) to support this unit.

Have you experienced any changes in staff this past year? If so, please describe how the changes have impacted your operations.
A re-organization in the Student Services Division allowed for the position of Assessment Supervisor to become the new Supervisor of Student Success, supporting student success and counseling services initiatives. This change gave us more flexibility to provide leadership and coordination for both student success and counseling.

Program/Unit Description

Have the services your unit performs changed in any way over the past year?
With the re-organization in Student Services, new student orientation and other onboarding activities and services such as Discover Palomar, Steps to Enroll, High School Spring Visits etc. transitioned to Outreach and Onboarding Services. The Manager of Student Success continues to serve as Guided Pathways Pillar 1 co-lead as well as to lead technology implementation projects to support student enrollment, success and retention. Although in a different capacity, the unit through these efforts continues to support new student onboarding.

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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
New Palomar students will experience a quality onboarding process that allows them to easily identify and connect with departments that will assist them from application to enrollment.

Assessment Status
Assessed

SAO Summary and Reflection
Through use of texting communication campaigns, the unit successfully supported students through summer and fall 2021 registration. Over 40,000 students received multiple text campaigns with notifications and reminders about priority and open registration and how to get help from counseling, admissions, financial aid, etc. The texting campaigns were followed by a call campaign where student services professionals reached out to students via personal phone calls. 2,972 students who responded to these text campaigns saying they needed help were identified to be surveyed via Mainstay. The results are shared in Nuventive. 86% of students who responded indicated that they believed the registration reminders helped them to know when and where to get help with registration. 94% of students who responded indicated that they felt that these messages helped them feel more prepared to register at Palomar College.

SAO 2

SAO Title
Using the Early Alert system, students will receive timely guidance and support as they work toward degree completion.

Assessment Status
Assessed

SAO Summary and Reflection
Through the use of the Request Assistance feature via Comet Connect (formerly Starfish), students had the opportunity to request assistance from various departments. The Early Alert feature (now Early Success Initiative) of Comet Connect was paused this year to develop a new plan and greater faculty buy-in. The Palomar Pathways Questionnaire (now Connect for Success eForm) was re-launched this fall and we did not have enough respondents to send out a survey. Early Alert and the Palomar Pathways Questionnaire were not included in this assessment. The Request Assistance feature was launched starting in Spring of 2021 and 123 students requested assistance during this time period. A survey was sent to 83 of these students via Mainstay. The results are shared in Nuventine. 36% of students indicated that they received the help they needed when they requested assistance via Comet Connect. 64% said they did not. A reflection of these findings is provided in Nuventine.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.
No updates

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!

The online orientation was successfully transitioned to Outreach and Onboarding Services as part of our Student Services re-organization. This unit provided the Outreach and Onboarding Services team with admin rights to the orientation website, connected them with the online orientation vendor for an overview of the tool as well as provided training and office procedures regarding MIS data entry. At the same time as the transition was happening, a committee chaired by the Manager of Student Success called the Metamajor/Onboarding Advisory Group, provided Outreach and Onboarding Services feedback on the online orientation and steps to enroll from a guided pathways perspective.

This year we also rebranded Starfish as well as some of its features. Starfish is now Comet Connect, Early Alert is now Early Success Initiative, Progress Surveys are now Check-ins, Raise your Hand is now Request Assistance and the Palomar Pathways Questionnaire is now the Connect for Success eForm. The new plan for Early Alert and the rebranding of Starfish was developed with input from a wide representation of constituents over the course of the academic year. Currently the new plan is being shared this Fall 2021 via campus presentations to stakeholder groups and feedback is being collected before we re-launch in Spring 2022. Features such as Request Assitance and Connect for Success were launched and they will be promoted with students throughout the year as part of a communications calendar.

This unit now also has a counseling component. Both the Manager of Student Success and the Supervisor of Student Success oversee the counseling classified team, which provides support for all counseling operations. Counseling is a critical component to student success and since Fall of 2021, when the re-organization took place, the unit's role has expanded significantly to ensure a smooth operation of this area. More details about the counseling components such as staffing and technology needs can be found in the Counseling PRP.

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?

Changes in legislation and system-wide mandates (i.e., AB 705, Student Equity and Achievement, Vision for Success, Student Centered Funding Formula) impact the direction of this unit. The necessary shift towards equity, retention and completion calls for additional and permanent support for this unit. We have remained responsive to these changes as well as to institutional needs. An institutional plan and strategy for retention will further strengthen the role and impact of this unit.

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
Establish strategic collaborations with faculty and student support programs to expand usage of the Early Success Initiative.

Choice
In progress

Describe Progress
• Worked with our Student Success, Equity and Counseling Services Dean and Vice President of Student Services to establish a permanent structure for Early Alert (now Early Success Initiative)(completed Fall 2021).
• Established work groups to set goals for Early Alert (now Early Success Initiative), develop a workflow for its users, expand tracking items and implement additional interventions to support student retention goals (completed Fall 2021).
• Implemented new Starfish (now Comet Connect) features in collaboration with other project leads (completed Fall 2021/in progress Spring 2022).

Describe Challenges
Palomar faculty wanted to see that our Early Alert system (now Early Success Initiative) was linked to student interventions. As part of our work this year, we engaged a group of faculty, students and staff to come up with a plan that would connect students with support. It has taken time and a lot of effort to coordinate this work, but we believe the outcome of developing this new plan will greatly support our students.

Describe Outcomes (if any)
• Demonstrated increase in participation in Early Alert (now Early Success Initiative) by faculty.
• Outcomes data shows student retention metrics related to student's engagement with Early Alert (now Early Success Initiative).
• Student and faculty satisfaction with Early Alert (now Early Success Initiative) measures using qualitative results from student and faculty survey.

Outcomes will be measured in Spring 2022 when we re-launch Early Alert (now Early Success Initiative).

Goal 2

Goal
Work with onboarding departments to improve the student experience by "clarifying and entering the path" in alignment with Guided Pathways.

Choice
Completed

Describe Progress
• Supported continuous improvement of the following onboarding projects: Steps to Enroll, Registration Communication, Online Orientation, the Palomar College application, in alignment with the Guided Pathways framework (completed Fall 2021).
• Made enhancements to the Palomar Pathways Questionnaire (now Connect for Success eForm) and the Online Orientation as required by the Pathway Navigation Grant (completed Fall 2021)

Describe Challenges
Student success starts with a smooth onboarding process. A smooth onboarding requires coordinated efforts to ensure information and services are streamlined. As part of these efforts, we have worked together to reflect on institutional barriers students are facing and we are taking steps to address those barriers by improving our processes and our communication.

Describe Outcomes (if any)
• Demonstrated workflow of referrals using the Palomar Pathways Questionnaire (now Connect for Success eForm).
• Deployed new COMEVO module with student videos that explain Palomar Pathways (Guided Pathways) and Metamajors to students (in progress Fall 2021/Spring 2022).

Goal 3

Goal
Infuse retention goals and strategies in institutional initiatives and plans supporting retention.

Choice
In progress

Describe Progress
• Leveraged Guided Pathways framework to identify measurable retention goals and strategies (in progress Fall 2021).

Describe Challenges
We are working to ensure our Business Systems Analysts (BSAs) have access and training to Peoplesoft data. This Fall 2021, we identified 5 target populations for retention. Identifying necessary data elements to analyze requires knowing what data is in the system, asking questions, and examining processes. This work will continue on to Spring 2022 with the goal of having a calendar of communication and interventions in collaboration with other stakeholders.

Describe Outcomes (if any)
• Targeted interventions for students most at-risk of not completing.
• Targeted interventions to help shorten students' path to transfer and/or completion of a certificate or associate degree.

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.
This unit supports the following VfS Goals: Completion, Transfer, Unit Accumulation and Equity. Through our focus on retention, we have worked hard to establish follow-up mechanisms using Comet Connect, Peoplesoft, SARS and Mainstay. We also work collaboratively with colleagues throughout the institution to help close equity-gaps through direct student supports and changes to our practices including the student onboarding process and engagement with campus services. While our office already strives to support the VfS goals, we will continue to expand our services to support institutional efforts to ensure students complete their educational goals faster and without excess units.

Describe any changes to your goals or three-year plan as a result of this annual update.
The Manager of Student Success will continue to support onboarding as part of Guided Pathways but this unit will no longer be implementing changes to the online orientation and other early onboarding activities now that the re-organization has taken place.

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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
Student Support Specialist III

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.
The position assists in carrying out new practices that can directly impact VfS and Strategic Plan goals of completion and retention.

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

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

What funding would support this position?
SEA funding and position approved

Describe how this position helps implement or support your three-year PRP plan.
Supports in the implementation of day-to-day operations related to retention, including communication, direct student support and technology projects in alignment with our completion/retention initiatives. Special attention to students identified in the Student Equity and Achievement Plan.

Strategic Plan 2022 Objective

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

If the position is not approved, what is your plan?
We will continue to collaborate with other offices and operational committees that share our goals.

Staff, CAST, AA request 2

Title of position
Student Support Specialist II

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.
The position assists in carrying out new practices that can directly impact VfS and Strategic Plan goals of completion and retention.

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

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 will help this unit address the increased need for additional counseling and retention services. The position will be responsible for scheduling and contacting students by phone, email, text, using available software (Peoplesoft, SARS, Mainstay, Comet Connect, Canvas) to proactively communicate and check-in with students as well as help develop and implement new student success initiatives.

Strategic Plan 2022 Objective

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

If the position is not approved, what is your plan?
We will continue to collaborate with other offices and operational committees that share our goals.

Staff, CAST, AA request 3

Title of position
Student Support Specialist II

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.
The position assists in carrying out new practices that can directly impact VfS and Strategic Plan goals of completion and retention.

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

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 will help this unit address the increased need for additional counseling and retention services. The position will be responsible for scheduling and contacting students by phone, email, text, using available software (Peoplesoft, SARS, Mainstay, Comet Connect, Canvas) to proactively communicate and check-in with students as well as help develop and implement new student success initiatives.

Strategic Plan 2022 Objective

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

If the position is not approved, what is your plan?
We will continue to collaborate with other offices and operational committees that share our goals.

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?
Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.
We have no dedicated budget at this time but the division has prioritized SEA and other grant funding for existing positions, core service delivery and day-to-day operations for this unit. As our operation expands, we may need to set aside a dedicated budget for this area.

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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.
nbrowne@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:
Leslie Salas, Dean Student Success, Equity and
Counseling Svs

Date Reviewed
11/24/2021

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:
The Student Success department has gone through many transitions, the recent reorganization aligns the department with counseling as an integral piece in the students journey. The data provided along with the positions described demonstrate the need to expand this area to support the success of our students from pre-boarding to completion.

Areas of Concern, if any:
none

Recommendations for improvement:
none

Vice President Review

Strengths and successes of of the discipline as evidenced by the data and analysis:
The unit has made tremendous progress over the past year. Communications to students has increased significantly with the implementation of text and call campaigns.

Areas of concern, if any:

Recommendations for improvement:
I would recommend building the unit goals into the Student Services Strategic plan to ensure a coordinated retention and student success plan.

VP Name:
Dr. Vikash Lakhani

Signature Date:
2/1/2022