



# 2022-23 Non-Instructional Program Review and Planning

## 2022-2023 REVIEW

### OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL PROGRAMS

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, Program Review and Planning identifies program strengths and strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

### BASIC UNIT INFORMATION

Academic Year

2022-23

Are you completing a Comprehensive or Annual PRP?

Comprehensive

Division Name

Student Services

Department Name

SS Enrollment Services

*Choose your department. If you don't see it, you may add it by typing it in the box.*

Program/Unit Name

Admissions

*Programs/units are listed by division in alphabetical order (FAS, HRS, INSTR, PRES, SS). If you don't see your unit, you may add it by typing it in the box.*

Name of Person responsible for the Program/Unit

Dr. Kendyl Magnuson

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

Units need not include each webpage within the main site. However, if your unit oversees multiple areas, please list the sites for each area reviewed in this PRP form.

Click "+Add Webpage URL" to include additional web pages

## Webpage URL 1

### Unit webpage

<https://www.palomar.edu/enrollmentservices/>

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

Click on "+Add Participant" below to include additional participants.

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

## PROGRAM/UNIT MISSION STATEMENT

### What is your Program's/Unit's Mission Statement?

The Division of Enrollment Services is committed to excellence. We provide support services that enable prospective and current students to successfully navigate college and meet their learning goals. The Division is made up of professionals who serve in the following areas: Admissions, Evaluations, Financial Aid, International Education, Records, Scholarships, and Veterans. We value empowerment, collaboration, and innovation. We complete our work accurately and maintain compliance with all federal, state, and local regulations. We work as a team and in partnership with all other areas of the college from a student's first point of contact through completion. We care about our students and their success.

Click here for [How to Create a Mission Statement](#).

### Describe how your Mission Statement aligns with and contributes to the College's Vision and Mission.

Admissions' vision and mission mirror those of the College. We are committed to helping students gain access to College and achieve their educational goals. We assist students navigate the application, enrollment and financial aid processes to help them obtain their educational goal

Link: [Vision, Mission, and Values](#)

**Reminder: Data does not autosave. Save this content before moving to the next section or closing form.**

## PROGRAM/UNIT DESCRIPTION

### Staffing

In this section, you will identify how many faculty and staff support your program. This information is considered when you request permanent staff and faculty hires. It is also useful as you evaluate your program and the human resources and talent you have to support our students.

To help you answer questions in this section, you will need the link shown in red below. This form required a login and password to access. Please use your Palomar email and password to log in.

Link: [Permanent Faculty and Staff Count](#)

**Full-Time Staff**

**Total Number of Full-time Staff**

13.00

**Number of Classified Staff**

11.00

**Number of CAST Staff**

0.00

**Number of Administrators**

2.00

**Number of Full-time Faculty**

0.00

**Part-Time Staff**

**Total Number of Permanent Part-time Staff**

0.00

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

**FTEF of Part-time Faculty**

0.00

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

We have 2 short-term workers who assist us. One assists with general office duties in support of our Enrollment Services Coordinator. Our Coordinator hosts Zoom sessions and has taken on duties related to Positive Attendance and Petition for Refunds. This short-term worker assists with some administrative duties our Coordinator no longer has time to complete.

Our second short-term worker has been filling an essential need as their primary responsibility is to download and process all Admissions applications for the college. In summer 2021, the CCC's were hit hard by bad actors submitting fraudulent applications and applying falsely for financial aid. In order to combat this, we have created a process in which we manually review every application submitted to the college and report any suspect of fraud applications to the CCCApply Center. This is a very time-consuming process, and this worker dedicates their time to this task.

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

We have lost 3 more Admissions/Financial Aid Specialists over the last year leaving us with 9 Admissions/Financial Aid Specialist vacancies. Additionally, 2 Enrollment Services Supervisor positions have been vacant for the past year (Escondido and Camp Pendleton) and those CAST positions have been reallocated to different areas, shift additional work to the Manager, Enrollment and Financial Aid Services. The Centers have been hit particularly hard. The Escondido Center has 2 vacant Enrollment/Financial Aid Specialists positions as well as the Supervisor position, leaving only 1 staff member to work in the office. The Fallbrook Education Center has 1 vacant Enrollment/Financial Aid Specialist position and have only 1 remaining. Accreditation standards require the same services be provided at the Centers as we offer at our main campus in San Marcos. The good news is that 6 Admissions/Financial Aid Specialist positions are in recruitment.

Due to the 9 Enrollment/Financial Aid Specialists vacancies, Admissions and Financial Aid processing has been slightly delayed. The vacancies 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.

**As part of the PRP cycle, Human Resource Services will provide Organizational Charts for all non-instructional units. Review the following organizational charts to answer the questions below.**

- [Finance and Administrative Services](#)
- [Human Resource Services](#)
- [Instructional Services](#)
- [President's Office](#)
- [Student Services](#)

**In reviewing your organizational structure, what are the strengths and opportunities this structure brings to the department, division, and College?**

The organizational structure as currently set up for Enrollment Services has proven to be beneficial. It systematically ensures communication and collaboration. Because so many of the functions and work Admissions does impacts other areas within the Division, it's imperative all areas communicate often and works collaboratively on projects within each area. This is established because all of Enrollment Services reports to the Sr. Director of Enrollment Services and/or the Director of Financial Aid.

**In reviewing the organization structure, are there areas that could be improved if you were structured differently (i.e., efficiencies, communications/collaboration with the College, needs, etc.)?**

Not at this time.

## Program/Unit Description

### Who utilizes your services?

The Admissions Office Serves:

- Prospective students who want to learn about the college and the programs and services the College provides. We assist students navigate the steps to enroll process.
- Current students enrolling in classes and navigate their MyPalomar account, including K-12 concurrently enrolled students, apply for financial aid and assist students apply for the Palomar Promise.
- Former students reapply and access their MyPalomar account
- High school counselors seeking guidance to get their students information about Palomar College.

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

All students must submit an application for admission in order to attend Palomar College. The admissions application permits a student to enroll, and establishes a history for each student. The Admissions Office processes adds, drops, reinstatements, refund petitions, and applications for audit and Pass/No Pass (Credit/No Credit).

The Admissions Office is often the first point of contact for all prospective students. We provide information about

the College, Palomar Promise information, assist students navigate their MyPalomar account, and assist students

through the steps to enroll process. We also provide front counter services for the Financial Aid Office.

Students

can get all of their admissions and financial aid needs taken care of in one office location at our main campus and

Education Centers.

The Admissions Office goes through an annual state audit. Staff throughout the office assist in annual audit quality control, preparation and help to ensure we follow all legislation and the Chancellor's Office guidance.

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## PROGRAM/UNIT ASSESSMENT

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### SERVICE AREA OUTCOME ASSESSMENT

#### GOT SERVICE AREA OUTCOMES?

**Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.**

**For non-instructional areas, outcomes are called Service Area Outcomes (SAO).**

### **So, what is an SAO?**

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three-year planning and review cycles, all non-instructional units are asked to:

- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results, and
- take action, as necessary.

Palomar uses Nuventive Improve as our official repository for SLO and SAO Assessment information.

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### **Review and/or define your SAOs and assessment plans and ensure they are entered in Nuventive Improve by doing the following:**

- 1) Login to Nuventive Improve through the Palomar College [Single Sign-on](#).
- 2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.
- 3) Revise or edit your current SAOs by revising their wording and/or updating the assessment method and/or 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/do you measure or assess it?)	Criterion (How will/do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					

Are all of your unit's SAOs and assessment plans UPDATED and ENTERED in Nuventive Improve?  
☐ Yes ☒ No

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

## SAOs SUMMARIES AND REFLECTIONS

Each of your program/unit SAOs should be assessed at least once every three years. For each SAO in Nuventive Improve/ summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments.

### SAOs

Click "+Add SAO" below to include additional requests.

#### 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 ☐ Not assessed

##### SAO Summary and Reflection

Our goal by this year was to have this SAO completed and working well. In late Spring of this year, the work toward the Activity Guides was halted. Just as Admissions was about to launch the Activity Guide functionality in PeopleSoft, the College purchased and directed resources to HighPoint. Work is still being done to finalize the desired outcome for allowing students and counselors to self-change a student's major. Robust discussion about the major change process have occurred between the Admissions, Financial Aid, Records and Evaluations Office. Instead of using an Activity Guide for this work, we are using a consultant to help build a custom electronic form in PeopleSoft. We will need to implement a large scale information campaign to 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 ☐ Not assessed

### SAO Summary and Reflection

This project has been completed. Over the last year, we have refined the class specific permissions. We have also began sending reminders and directions on how to use the class specific permissions to faculty and ADA's. 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

### Quantitative Data

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

### Measures, Descriptions, and Annual Values

*Must have at least two measures. Copy and Paste from previous PRPs or include any new measures developed this year. The default years for the values to be entered are listed in the table heading. If you chose to use data from different years, please list those years in the first row of the table and proceed to enter your measures, values, and definition /description of measure in in rows two and beyond.*

#### Measure 1

##### Name of Measure

Annualized Credit Headcount

##### Description of Measure

Includes summer, fall, and spring



Year	Year	Year	Year
2018-19	2019-20	2020-21	2021-22
ex: 2017-18	ex: 2018-19	ex: 2019-20	ex: 2020-21
Value	Value	Value	Value
36,124	35,100	30,363	27,281

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

## Measure 2

### Name of Measure

Applications Recieved

### Description of Measure

Includes new applicants and returning applicants

Year	Year	Year	Year
2019-20	2020-21	2021-22	
ex: 2017-18	ex: 2018-19	ex: 2019-20	ex: 2020-21
Value	Value	Value	Value
66,353	43,023	29,632	

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

## Measure 3

### Name of Measure

Suspect of Fraud Applications

### Description of Measure

The number of applications blocked and identified since 12/15/2020

Year	Year	Year	Year
2020-2022			
ex: 2017-18	ex: 2018-19	ex: 2019-20	ex: 2020-21
Value	Value	Value	Value
1,435			

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

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

Clearly the number of enrolled students and applicants have significantly declined since the start of the pandemic. Palomar, and other community colleges throughout the state, essentially missed out on 3 years of prospective high school graduates. Although the issue persists across the state, Palomar may be positioned well as we have over 50 area high schools within our District to reengage with. Another area the college should look at to recapture student applicants and enrollments is in the area of retention. It's unclear on what retention efforts were made to reengage with students who stopped attending Palomar or received W/EW grades during the pandemic. This is a huge area of opportunity.

**\*\***It is also important to call out that the large number of applications for the 2019-20 year was partially a result of moving to CCCApply. When we moved to CCCApply, all students needed to reapply to the college to update their records with the new CCCID.

Admissions is quite proud of the efforts made to catch suspect of fraud applications. The number of suspect of fraud applications varies during the registration cycle, but we are confident our processes and approach in reviewing applications is working well as we have not been able to identify any students who were erroneously paid financial aid on fraudulent applications since the start of our revamped review process has been put in place.

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*Please explain.*

## **Qualitative Data**

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**Describe any qualitative measures you use and summarize the results.**

We will be better able to offer consistent, excellent customer service while maintaining state compliance due to having staff vacancies filled. Staffing levels are down in Admissions/Financial Aid at the San Marcos Campus and at the Escondido and Fallbrook Education Centers. With better staffing, including at the Centers, Admissions can better align our services to maximize application submission, enrollment growth and completed financial aid document submission.

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

As we work to implement HighPoint, many areas, including Admissions, will need to think about how to alter business practices, clean up and standardize data and rely more heavily on delivered PeopleSoft functionality. We have been working to maximize PeopleSoft functionality for years, and with the College so heavily invested in HighPoint, all areas of the College that work directly with students and the Student Center will be working towards the common goal of making all enrollment processes an easier one. This will include Admissions, Financial Aid, Records and Evaluations, Cashiering, Outreach, Retention and Instruction.

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## **ACHIEVEMENTS AND OTHER RELEVANT INFORMATION**

**Describe your program's achievements this past year. Where possible, describe how these achievements are related to our students and their success!**

Had an annual audit with no findings: As we transitioned to the remote work environment, our office and processes became paperless and we relied on scanning documents into OnBase for retrieval. Because the documents were centralized in an imaging system, we were able to spread out the quality control work among all staff to ensure we remained in compliance.

Implemented a new application review process: In Summer 2021, Palomar College, as well as all other CA community colleges, were hit with fraud applications. The actors were attempting to apply for and receive financial aid. The Admissions Office worked closely with Financial Aid to determine "suspect of fraud" applications and prevent enrollment until the students proved their identity. We then worked with a consultant to build a application review process. This process allows staff to manually review all applications before downloading them into PeopleSoft. This, at times, causes a day or two delay in application processing, but saves the District much more work down the road since "suspect of fraud" applications never hit PeopleSoft.

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

HighPoint Implementation: The College has invested heavily into HighPoint. HighPoint has a more modernized, user friendly look to it. We look forward to implementing HighPoint and working with our campus partners to make the student portal experience a better one.

Pass/No Pass: The state has allowed students to change from a letter grade to P/NP up until the last day of the class. We have updated this information on our website and students like the option of selecting the P/NP grade option if they fail to drop a class after the 50% notation deadline.

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

In preparation of our Accreditation site visit this spring, we reviewed and updated our AP's and BP's. As the state transitions out of the pandemic, we will need to closely monitor any temporary changes in legislation made by the Chancellor's Office during the pandemic back to pre-pandemic legislation.

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

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

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

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

## Section 1: Overall Evaluation of Program

Reflect on your unit, the results of your assessments in Part 2 above, and your vision for the future. Then, working together answer the following questions. Summarize your answers in the grid below.

1. What are our greatest strengths?
2. What are our best opportunities?
3. What is our preferred future, what do we aspire to do?
4. What are the measurable results that will tell us we've achieved that vision of the future?

## Section 2: Establish Goals and Strategies for the Next Three Years

Once you have completed your overall evaluation, identify a set of goals and strategies for accomplishing them for this upcoming three-year planning cycle. Use the template in Section 2 below to document your goals, strategies, and timelines for completion. Goals should be Specific, Measurable, Attainable, Relevant, and Time –Specific (SMART). Following the goal template below will help you create SMART goals!

## OVERALL EVALUATION OF PROGRAM

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

### Strengths:

Our annual state audit went very well. Our team is experienced and does a good job in maintaining compliance.

Our application review process to manually screen for "suspect of fraud" application is going very well. Although the process is time consuming, it is going very well. We have shared our process with other colleges in our region and they are impressed with what we have implemented.

### Opportunities:

HighPoint Implementation: As we work to implement HighPoint, many areas, including Admissions, will need to think about how to alter business practices, clean up and standardize data and rely more heavily on delivered PeopleSoft functionality. We have been working to maximize PeopleSoft functionality for years, and with the College so heavily invested in HighPoint, all areas of the College that work directly with students and the Student Center will be working towards the common goal of making all enrollment processes an easier one. This will include Admissions, Financial Aid, Records and Evaluations, Cashiering, Outreach, Retention and Instruction.

We need to continue to ensure compliance. The constant changes and additions of legislation can be difficult to keep up with. We need to utilize PeopleSoft where we can to help stay up to date on changes, review AP's and BP's on a regular basis and maintain a high level of time consuming quality control. Maintaining staffing levels will be critical in ensuring compliance.

### Aspirations:

The Admissions Office aspires to ensure 100% compliant during our annual state audits and align our business practices to best help students navigate the application and enrollment process.

#### **Results:**

The Admissions Office has been under staffed for many years. We have overcome some of the short staffing challenges by increasing the use of technology. Our area did an excellent job during the transition to remote work. Going remote almost overnight, forced our office to go paperless and rely on technology to meet the needs of our students. Once we make gains in staffing levels, Admissions will look to reengage in partnerships across campus to help ensure student success throughout their time at Palomar College.

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## **PROGRESS ON PRIOR PRP GOALS**

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

Click on "+Add Goal" below for each additional goal.

[Click here for previous PRPs with goal information.](#)

## **Prior PRP Goals**

Click "+Add Goal" below to include additional goals.

### **Goal 1**

#### **Brief Description**

Utilize OnBase for record retention and establish workflows to create efficient business practices.

Select "+ Add Item" to include additional measures.

#### **Choice**

☐ Completed ☒ Ongoing ☐ No longer a goal

**Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.**

The office is now scanning in all documents into OnBase. With the short staffing challenges we have had, accessibility of all student submitted forms by all staff is the biggest benefit. Projects can be shared across all staff to include all the Education Centers. We have continued to find ways to utilize OnBase and will continue to do so as we make more of our forms electronic.

### **Goal 2**

#### **Brief Description**

Maximize PeopleSoft functionality.

Select "+ Add Item" to include additional measures.

**Choice**

☐ Completed ☒ Ongoing ☐ No longer a goal

**Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.**

We have done an excellent job in utilizing delivered PeopleSoft 9.2 processes and have more work to do. The implementation of HighPoint will expedite the use of this functionality and will help make the student experience across multiple areas/departments a better one and, if all goes according to plan, a seamless one for students.

## ESTABLISH GOALS AND STRATEGIES FOR THE NEXT THREE YEARS

In the previous sections of this PRP, you identified opportunities for improvement. Using these opportunities, develop 3-year [SMART goals](#) for your department. Goals should be Specific, Measurable, Attainable, Relevant, Time-Specific. Ensure your goals align with the mission of your department and/or [the College's Strategic Plan](#).

Please list all discipline goals for this three-year planning cycle.

If you require any additional resources beyond your existing budget, please be sure to request those resources in the next section titled "Resources".

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

*Click "+Add Goal" below to include additional goals.*

#### Goal 1

**Description**

Implement HighPoint to make the student's use of their student portal and enrollment experience better.

**How will you complete this goal? Include strategies and a timeline for implementation.**

Launching HighPoint's Student Experience will take place in Spring 2023. Implementing HighPoint will be a time consuming process, potentially causing delays in other work getting done. Discussions will need to be had with the VPSS to help determine priorities within our areas.

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

Qualitative: Students will be able to enroll in classes with greater ease, view the classes they enroll in to see if they are payable by financial aid and can verify if the class they are registered in will apply toward the degree/certificate they are working towards.

Quantitative: We will be able to better track students who are working towards their declared program of study or are off track. Enrollment in classes that work toward their declared program of study will also be financial aid eligible, allowing us to see if students are completing their program of study with fewer units.

**How does this goal align with your department mission statement, the College's Strategic Plan, and /or Guided Pathways?**

Students will more efficiently complete their program of study when they clearly know what classes are required based on an accurate major and conformation that the classes they enrolled in will be applied to their program of study.

**Expected goal completion date**

7/31/2024

## Goal 2

**Description**

Prevent fraudulent admissions applications from getting into PeopleSoft.

**How will you complete this goal? Include strategies and a timeline for implementation.**

The fraudulent application actors continue to change strategies to get fraudulent applications processed. We will continue to monitor trends at our college, and follow guidance from the Chancellor's Office, to alter business practices to limit our exposure to fraudulent applications. We will also continue to look at technology for assistance with this process. The state is making funds available to help combat the fraudulent applications. We can use some of those funds for staffing, consulting and technology to assist with this.

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

Qualitative: Palomar will continue to see few, if any, fraudulent applications make it through to processing. This will reduce district liability in financial aid awarding to non-students.

Quantitative: Having students verified at the time of application will help keep the integrity of our data intact. There have been colleges in our region that have had increased enrollment numbers, later finding that the increase enrollment was based on fraudulent enrollments. By keeping the data cleaner, we can more accurately report enrollment numbers used to determine course offerings and state funding given to the college.

**How does this goal align with your department mission statement, the College's Strategic Plan, and /or Guided Pathways?**

We are maintaining compliance with all federal, state, and local regulations and reducing the college's risk financially by properly identifying and reporting "suspect of fraud" applications.

**Expected goal completion date**

7/31/2024

## Goal 3

**Description**

Automate residency classification changes.

**How will you complete this goal? Include strategies and a timeline for implementation.**

Admissions will work with consultants and Information Services to automate the residency classification changes of students. Based on CCCApply application responses, we will be able to notify students what is specifically required of them to change their residency status. We will track the submission of documents through PeopleSoft checklists and the residency pages.

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

Qualitative: Establishing and understanding residency requirements can be difficult for students. Based on their CCCApply responses, we will be able to clearly let students know what documentation is needed to establish residency. This process would bring more consistency in staff responses to student inquiries and also aid in compliance related matters in regards to residency requirements.

Quantitative: We will be able to more accurately measure the amount of residency changes made and most common to least common changes made. We can use this data to evaluate communications with students for effectiveness.

**How does this goal align with your department mission statement, the College's Strategic Plan, and /or Guided Pathways?**

Students would receive better, clearer communication in navigating the process to establish residency. By automating the process based off the CCCApply responses, this will help us to remain in compliance.

**Expected goal completion date**

7/31/2024

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

The Admissions Office proudly serves all of those who enter Palomar College's doors with an equally diverse staff. We treat all prospective, current and former students, faculty and staff equitably. We deliver excellent customer service and perform our duties to the highest levels for all of those we work with.

**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.**

Admissions supports the Vision for Success set forth by Chancellor's Office. We support the Vision for Success goals by assisting students apply to the College and enroll in classes needed to complete their program of study, leading to the awarding of more certificates and associate degrees, associate degrees for transfer and increasing the number of students transferring to a four year institutions. We strive to increase student access, progress and completion among all of our students by helping to streamline the on-boarding process for students and removing barriers to registration, enrollment and financial aid. In our work with AB 705, we have implemented placement recommendations based on high school metrics to maximize entry and completion of transfer-level English and math coursework in one year.

Link: [Strategic Plan 2022](#)



**Reminder: Data does not autosave. Save this content before moving to the next section or closing form.**

## 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 five parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology Needs

PART 4: Facilities Needs

PART 5: 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.

**NOTE: All requests listed in the PRP will be reviewed by deans and supervisors, then forwarded to the appropriate review group for prioritization. A resource requests approved to move forward in the review process does NOT guarantee a position or funding.**

## PART 1: STAFFING NEEDS

**This year, units are asked to identify new positions only as part of the PRP process. Vacant positions will be addressed outside of the PRP process.**

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.

**Are you requesting new Classified, CAST, or AA positions?**

☐ Yes ☐ No

## REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

## Staff, CAST, AA request 1

### Title of position

Business Systems Analyst

### Is the position request for AA, CAST, or Classified staff?

Classified

### Is this request for a full-time or part-time position?

☒ Full Time ☐ Part 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.)

As the college depends more on technology to learn more about our students, maximize efficiencies in processing and meet compliance and state reporting requirements, we need to have more BSA's. Admissions and Records/Evaluations has only one BSA assigned to each area. The work between Admissions and Records/Evaluations overlaps. In 4 out the last 5 years, we have had a vacant BSA in Records/Evaluations. To fortify this function, we need to have 3 cross trained BSA's to ensure coverage for Admissions and Records/Evaluations to keep up with legislative changes, state reporting requirements and to keep student facing systems running smoothly.

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

This helps the District establish more efficient District Operations through technology. It would be wise to convert 2 vacant Admissions/Financial Aid Specialist positions to fund this BSA position.

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

☐ Yes ☒ No

### Describe how this position helps implement or support your three-year PRP plan.

This position is needed to ensure compliance, meet state and federal mandated deadlines, maintain services and hours of operation, increase student success and allowing the college to maximize state funding.

### Strategic Plan 2022 Objective

- |   |   |   |   |
|---|---|---|---|
| <input checked="" type="checkbox"/> 1:1 | <input checked="" type="checkbox"/> 1:2 | <input checked="" type="checkbox"/> 1:3 | <input checked="" type="checkbox"/> 1:4 |
| <input checked="" type="checkbox"/> 1:5 | <input checked="" type="checkbox"/> 2:1 | <input checked="" type="checkbox"/> 2:2 | <input type="checkbox"/> 2:3            |
| <input type="checkbox"/> 2:4            | <input type="checkbox"/> 3:1            | <input type="checkbox"/> 3:2            | <input type="checkbox"/> 3:3            |
| <input type="checkbox"/> 3:4            | <input type="checkbox"/> 3:5            | <input type="checkbox"/> 4:1            | <input type="checkbox"/> 4:2            |
| <input type="checkbox"/> 4:3            | <input type="checkbox"/> 5:1            | <input type="checkbox"/> 5:2            |   |

Refer to the Palomar College [Strategic Plan 2022](#)

If the position is not moved forward for prioritization, how will you address this need?

We will continue to utilize the 2 BSA positions, rely on overtime funds to get the work done, continue a reliance on consultants to help get our work done and will have to reduce the amount of work and support we do for other departments on campus.

## PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2019, 2020, 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 ☒ No

**Reminder: Data does not autosave. Save this content before moving to the next section or closing form.**

## PARTS 3, 4 and 5 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

1. One-Time Fund Requests. Through the PRP process the college implements an approach for prioritizing and allocating one-time needs/requests. Prioritization takes place through the appropriate groups, leadership, and the Budget Committee. The executive team and Resource Allocation Committee consider various sources for funding PRP requests. Resource requests also inform the larger planning process like Scheduled Maintenance Plans, Staffing Plans, and institutional strategic planning.

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the webpage).

If you are a CTE program and think you may qualify for CTE funds for your PRP request(s), you are STRONGLY encouraged to answer the call for Perkins/Strong Workforce grant applications in February. Contact the Dean of CTEE for additional information.

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. Requests for technology and facilities are assessed by the Deans and then, if appropriate forwarded to the proper institutional group (e.g., technology review committee, or facilities) for review and feedback.

## PART 3: TECHNOLOGY NEEDS

**Will you be requesting any technology (hardware/software) this upcoming year?**

☐ Yes ☒ No

## PART 4: FACILITIES REQUESTS

Do you have resource needs that require physical space or modification to physical space?

☐ Yes ☒ No

*Please include only those facilities requests that could be accomplished within a one-year time frame and/or under a \$75,000 estimated amount. Other facilities needs, such as buildings or remodels, should come through the long-range facilities planning process.*

## PART 5: OTHER 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 ☒ No

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

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

bmoos@palomar.edu

**Reminder: Data does not autosave. Save this content before moving to the next section or closing form.**

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 Immediate Supervisor.

Immediate supervisor who reviewed PRP:

Kendyl Magnuson

Sign Date

11/27/2022

*If you are both the immediate supervisor and the VP for this area, please skip to the Vice President (or President) Review below.*

## FEEDBACK

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

Admissions has continued to work through issues including the loss of 9 Admissions and Financial Aid Specialist positions over the past several years. We are currently hiring for 6 of these vacancies and anticipate that this will allow us to reengage in areas such as Application Workshops, more registration activities, and enhanced assistance to retain students.

**Areas of Concern, if any:**

Our current work on Highpoint while we have only one Business Systems Analyst (BSA) is very concerning. We are in the process of hiring our vacant Records BSA position, but in this PRP we are requesting to hire an additional BSA to manage the technical work, run reports, and to continue to enhance our use of PeopleSoft and other software systems.

**Recommendations for improvement:**

Our #1 recommendation is to hire a third Business Systems Analyst.

## Vice President (or President) Review

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

The effort to detect and address fraudulent student applications, while reliant of a manual process, is effective and has been able to identify fraud cases with a high degree of success. The purchase and implementation of High Point is a strength of the division as it reflects a forward thinking and innovative approach to serving students at the college.

**Areas of concern, if any:**

Staffing needs continue to be a concern for the admissions although recent efforts to hire replacement positions and establish new positions has helped. Current staff have been asked to work out of class and overtime to a great extent given the staffing deficient. This is a significant concern for admissions. Additionally, there needs to be a concerted and ongoing effort to support the implementation of High Point going forward in order to ensure success and adoption by students and college personnel. There is a reliance on technology within admissions which needs ongoing support by IS in order to prevent technology failures which impact admissions operations.

**Recommendations for improvement:**

The division needs to automate as many processes as possible in order to generate greater efficiency and allow staff to focus on students via F2F interactions as well as virtual interactions.

**VP Name:**

Brian Ellison

**Signature Date:**

1/27/2023