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

International Education

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

Yasue O'Neill

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

Units need not include each webpages 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/internationalstudents/

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

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

Participant	Title
Yasue O'Neill	Coordinator, International Education

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.

We are committed to excellence as we care about our students and their success. We provide a variety of student support programs to prepare them to become a global citizen.

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

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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	**Part-Time Staff**

Total Number of Full-time Staff

2.00

Total Number of Permanent Part-time Staff

1.00

Number of Classified Staff

1.00

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

1.00

Number of CAST Staff

0.00

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 Workers/Veteran Student Workers)

N/A

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

Increased number of absences has affected the office operation this past year.

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 strength of the current structure is that it is well organized with clear division of the support areas, which makes it easy for students to find appropriate help they need.

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.)?

Program/Unit Description

Who utilizes your services?

International students and their parents, Student and Exchange Visitor Program, intensive English programs, Palomar faculty and staff, overseas international student recruitment agencies.

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

Recruiting, Admission, Orientation, Enrollment, Counseling, Advising/Coaching, SEVIS reports, IIE reports, DHS/DOS/SSA information to students, etc.

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PROGRAM/UNIT ASSESSMENT

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.

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.
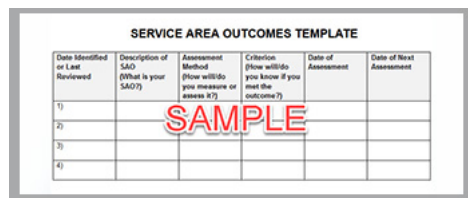
NEED HELP?

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.

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

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Are all of your unit's SAOs and assessment plans UPDATED and ENTERED in Nuventive Improve?

○ Yes ○ No

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

After 3-day new student orientation, 80% of the new students will score 75% or higher on the post orientation.

Assessment Status
⊙ Assessed ○ Not assessed

SAO Summary and Reflection

only 50% of test takers scored 75% or higher. Many students missed (69%) the question regarding the Transfer Center. We may need to spend a little more time with the Campus Resources session.

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

Post Orientation Test

Description of Measure

Percentage of students who scored 75 or over on the post new international student orientation sessions.

Year	Year	Year	Year
2021-2022			
ex: 2017-18	ex: 2018-19	ex: 2019-20	ex: 2020-21
Value	**Value**	**Value**	**Value**

50%			

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

Please explain.

Qualitative Data

Describe any qualitative measures you use and summarize the results.

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

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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!

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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?

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

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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 overalll 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 <u>strengths</u>?

2. What are our best <u>opportunities</u>?

3. What is our preferred future, what do we <u>aspire</u> to do?

4. What are the measurable <u>results</u> 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:

The Office of International Education's strength is the ability to increase the usage of technology, i.e., increase the number of online student forms which helped streamline the office processes.

Opportunities:

Opportunity for the program is returning to international recruiting event first to increase the number to pre-pandemic. Completion of official agent agreement will contribute to the increase of students.

Aspirations:

With increased budget, we can re-develop the international student program expansion plan for approval from the executive team.

Results:

Number of international students enrolled 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

Streamlining student admission process and support services with technology.

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.

Increased number of student forms has helped streamlining the office process. In addition, we have been saving application documents under the shared drive, so we do not need to keep the hard copies.

Goal 2

Brief Description

Maintaining the district's compliance with federal regulation on F1 visa.

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 kept up with any new and updated policies. We also check on SEVIS records frequently to make sure each student's record is correct and active.

Goal 3

Brief Description

Increased the number of education plans created for international students.

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.

Due to staffing issue, we have not checked on the number of the plan developed.

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 exiting 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

Increase the number of international students to exceed the pre-pandemic number (225).

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

With increased amount of budget, we will resume international recruiting trips and continue with advertising. In addition, working with the Business department, develop an official agent contract for fee-based recruiting agencies.

Outcome(s) expected (qualitative/quantitative)

Working with the fee-based agencies will contribute to the increase of international student application and to diversify the student's nationality.

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

International recruiting aligns with SP Goal 3, Objective 3., - an integrated and comprehensive approach to marketing that is simple direct, ensures consistency of brand, and allows the College to target specific markets - for our office, it is international markets. Region to market will be decided using resources for international student movement. Diversification of international student population (expand the list of countries represented) aligns with Strategic plan value of Diversity in learning environments, philosophies, cultures, beliefs, and people. This is exactly what the international students have been doing to their classrooms.

Expected goal completion date

7/31/2025

Goal 2

Description

Be trained on OnBase and start utilizing the equipment to save documents in safe filing enviornment.

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

We have requested training on the equipment. It depends on when we receive the approval from the Senior Director of Enrollment Services.

Outcome(s) expected (qualitative/quantitative)

Secure document saving environment and can share student documents with other departments such as the Evaluation Office and the Counseling Department.

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

This goal aligns with SP Goal 1, Objective 2; Streamlining the onboarding process for students will be possible with implementation of OnBase. Evaluations Office staff can check international students' high school transcript to verify their eligibility for foreign language requirement for IGETC and counselor's access to international students' transcripts from transfer-out colleges or colleges outside the U.S. (especially from KIFL in Japan). OnBase provides faster completion of students' requests.

Expected goal completion date

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

International students often must wait for services such as counseling (transfer credits) and graduation evaluation (verification of foreign languages), while domestic students usually do not. By utilizing OnBase to share documents with other college departments, international students no longer have to wait for additional period. When this goal is implemented, international students will have same services (no waiting period to request student documents) as domestic students.

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.

VfS Goal 1: Completion. International students have been successful in completing their academic programs before leaving college. For example, After the spring 2022 semester, 46 international students left the college. Out of 46, 9 students transferred without completing a certificate or degree, 16 students received a certificate or degree without transfer, and 15 students received a certificate and degree before transferring. 1 student changed her visa status and 4 students returned home without completing anything. We see these results because of our close monitoring of students' academic progress each semester, frequent dissemination of information related to college matter or federal regulation changes.

Link: [Strategic Plan 2022](#)

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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 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 <u>new positions only</u> 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

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

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.

Ever since the financial crisis at Palomar College began, our budget has been cut, and our current budget is about 1/3 of what we used to receive. During the pandemic, we did okay, because we did not spend any money traveling for recruiting purposes. Now the international student population is down to 1/2 of what we had pre-pandemic. Earlier this year, I started seeing increase in international student recruiting events and reading article of small increase of students applying to U.S. colleges. My colleagues in the field started participating in the recruiting tours and fairs, but there is no money to travel in the budget and I do not know how we can increase the number of students this way. This is the right time to return to active recruiting of international students, because of the market change - we see increased number of students from India coming to the U.S., because of increased cases of student visa approval for students attending community colleges.

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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 ad 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

Technology Request

Click "+Add Technology Request" below to include additional requests.

Technology Request 1

What are you requesting?

Training and more access to OnBase - Document Imaging.

Is this a request to replace technology or is it a request for new technology?

Provide a detailed description of the the the request. Inlude in your response:

a. Description of the need? (e.g., SLO/SAO Assessment, PRP data analysis)

Training and possibly some additional licensing from OnBase.

b. Who will be impacted by its implementation? (e.g., individual, groups, members of department)

The staff of International Education will need to change processes and procedures. Training from a BSA will be needed.

c. What are the expected outcomes or impacts of implementation?

Increased efficiency, more reliable document storage and better compliance.

d. Timeline of implementation

Up to one year. Most of the work will be internal once the training has been provided.

What is the anticipated cost for this request? If any, list ongoing costs for the technology (licences, support, maintenance, etc.).

Minimal additional costs. Some BSA time to training and set up OnBase. Could result in additional licensing from OnBase.

Do you already have a budget for this request?

No

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

Compliance and increased service to students.

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

☐ 1:1	☑ 1:2	☐ 1:3	☐ 1:4
☐ 1:5	☐ 2:1	☐ 2:2	☐ 2:3
☐ 2:4	☑ 3:1	☑ 3:2	☑ 3:3
☐ 3:4	☑ 3:5	☐ 4:1	☐ 4:2
☐ 4:3	☐ 5:1	☐ 5:2	

Click here to access [Strategic Plan 2022](#)

If you have multiple requests for technology and had to prioritize, what number would give this? (1 = Highest)

1

What impacts will this request have on the facilities/institution (e.g.,water/electrical/ADA compliance, changes to a facility)?

None.

Will you accept partial funding?
○ 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.

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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 Immediate Supervisor.

Immediate supervisor who reviewed PRP: **Sign Date**

Kendyl Magnuson

12/12/2022

FEEDBACK

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

The International Education Department has worked diligently to assist International Students in this difficult Pandemic related times. While there clearly were reductions in International Student Enrollments, the work by Yasue Oneill to keep as many students and to attract as many new students as possible has minimized the negative impacts. Yasue proactively worked with Counseling and the Instruction Office to ensure that the International Students had in-person course taking opportunities when there were no real options. Yasue is also a strong advocate and creative solution seeker for helping her students.

Areas of Concern, if any:

Yasue is correct that her budgets were cut. International Recruitment requires travel, advertising, and a strong online presence to be effective. We believe that our International Students are a vital part of the academic community and that it will be important for the college to reinvest in the program. We believe the Palomar College is both geographically and academically in a place where we could be one of the largest international student serving institutions in the CCC System. We are hoping the college can see this potential as well.

Recommendations for improvement:

It is a great opportunity for the college to fully engage in this program. We believe that we could build a large and successful program. We had over 250 students prior to the pandemic. We also had plans to grow the population to over 500. We need to know if the college is ready and willing to grow this program.

Vice President (or President) Review

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

Areas of concern, if any:

Recommendations for improvement:

VP Name:	Signature Date: