



# 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?

Annual

Division Name

Student Services

Department Name

Counseling Services

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

Program/Unit Name

Student Success

*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. Nancy Browne

### 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/studentsuccess/>

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

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

Participant	Title
Dr. Nancy Browne	Manager, Student Success

## 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

2.00

##### Number of Classified Staff

0.00

##### Number of CAST Staff

1.00

##### Number of Administrators

1.00

##### Number of Full-time Faculty

#### Part-Time Staff

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

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

##### FTEF of Part-time Faculty

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

3 Peer Mentors

## Program/Unit Description

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

The Manager of Student Success, the Supervisor of Student Success and the Peer Mentors performed duties related to assessment, onboarding and student engagement exactly a year ago. Since the re-organization happened last year, these staff have supported General Counseling due to the staffing gaps and needed for support in this area. The unfilled vacancy of the Administrative Assistant II position which performs instructional support and budgetary duties as well as accommodation related leaves contributed to these gaps.

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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](#)

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

## SAOs SUMMARIES AND REFLECTIONS

Each of your program/unit SAOs should be assessed at least once every three years. 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

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

### 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 ☒ Not assessed

**If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).**

Texting communication campaigns continued this year, but onboarding was no longer a focus of this unit.

#### Next planned assesment

Unknown, it is yet to be determined if onboarding will be a function of this unit moving forward as the re-organization shifted onboarding duties to another department.

### 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 ☒ Not assessed

**If you have not completed SAO assessments, document why (e.g., SAO was assessed last year).**

Work on Starfish features (Request for Assistance and Early Success Initiative) stopped due to other priorities with technology and sunseting of Starfish.

#### Next planned assesment

Next year, leadership has shared that we will likely continue to use Starfish until the end of the contract (two to three years from now) so we will be able to re-asses this SAO

## OTHER ASSESSMENT DATA

**Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below. Completed comprehensive reviews can be found on the IRP website - "Completed PRPs".**

No updates

Link: [IRP website - "Completed PRPs"](#).

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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!**

The Manager of Student Success has been working alongside a team to implement Student Success Teams, an institutional strategy for retention intended to provide intrusive intentional guidance to students along their journey. Cross-divisional teams of faculty and staff will work together to support and assist cohorts of students from entry to completion, with a focus on equitable outcomes. On October 2022, the Manager of Student Success began participating in the Palomar College Leading from the Middle Team. During the year, the team participated in 3 convenings to begin to map out how to execute Student Success Teams. We developed a logic model, goals, and began to introduce Student Success Teams to the college community. We are exploring Student Success Team models, developing an action plan, and a timeline to launch a pilot in Fall 2023.

Administrative oversight provided to the Counseling Department, from operations, staffing, training, communication and day-to-day support has allowed the department to run despite the gaps in staffing.

Improvements to the Counseling Department scheduling system have been a big achievement this year. A recent change completed is that our appointment system is now set up for students to schedule their own appointments (1-hour and 15-minute quick questions) in Rancho Bernardo, Escondido and Fallbrook in addition to San Marcos. They can also schedule their own workshops online in addition to calling in. We were also able to set up the system in a way that students can choose their own appointment modality (in-person, Zoom, or phone) when they select an appointment online. We have also made updates to the appointment confirmation emails which have led to more clarity regarding appointment types, times, and locations. We have applied many of these changes to the scheduling systems of other departments that offer counseling such as International, STEM, Palomar Promise, AEP, etc. Easier access to counselors and counseling services is directly related to student success.

Support provided to the Strong Workforce, Regional Project Pathway Navigation provided last year has allowed this unit and the Student Services division to leverage these funds to work towards institutionalizing Tarde de Familia, a Latinx engagement event. The Manager of Student Success has supported these efforts, ensuring funds are spent down and collaborating with other stakeholders to develop a plan for carrying out this work in a collaborative way.

Support and leadership with technology communication projects was provided all year prior to the arrival of the new Manager of Student Services, Communications, Systems and Technology. Communication included email, texting and call campaigns related to registration, AB 705, instruction and other student success related topics took place throughout the year.

**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?**

The Manager, Student Services Communications, Systems, and Technology has been hired and is taking over the planning and implementation of features within Starfish and Mainstay, tools which the Manager of Student Success was responsible for or took a lead role launching. It is yet to be determined what role the Manager of Student Success will continue to have with these technology tools moving forward.

Additionally, due to the purchase of Highpoint, the college decided to pause the use of Starfish. The Manager of Student Success and other stakeholders had dedicated significant effort to develop action plans for several Starfish features. It is yet to be determined if we will use these tools to carry out future plans.

Previous VPSS had plans for hiring of full-time staff to support a call center under the oversight of the Manager of Student Success. With changes in executive leadership, expectations for this and other units may change.

The development of Student Success Teams will require us to continue to rethink the way that we do our work. It will be critical to have executive sponsorship and support for the role of this unit in operationalizing this student success work. Will we grow this department or will we operate as is with involvement from other areas?

**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 PRIOR PRP 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.

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

## Prior PRP Goals

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

### Goal 1

#### Brief Description

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

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.**

Earlier in this PRP, I explained that we paused this work. This goal may now be an ongoing goal if we move forward with our Early Success Initiative using Starfish or another tool.

## Goal 2

**Brief Description**

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

*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.**

Onboarding is no longer a primary function of this unit. The re-organization of Outreach into Outreach and Onboarding Services has shifted these responsibilities into this other unit.

## Goal 3

**Brief Description**

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

*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.**

This has been a challenging task but still a goal. Various institutional plans have student success components but those plans have not all been integrated in a way that makes the operational responsibilities and the role of this particular unit very clear. This unit leads and supports many student success initiatives via the Student Success Manager but due to lack of staffing support, specific unit goals have not been developed.

**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. We work collaboratively with colleagues throughout the institution to help close equity-gaps through direct student supports and changes to our practices including the counseling experience 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.

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

**Describe any changes to your goals or three-year plan as a result of this annual update.**

The Manager of Student Success will support the implementation of Student Success Teams. There will be goals tied to Student Success Teams that this unit will be responsible for.

## 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

## **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.**

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 need to set aside a dedicated budget for this unit.

At this moment, a specific # of positions and position titles for Student Success Teams has not been identified but we are working on developing an assessment of what positions will be needed to implement Student Success Teams. Exact positions will be included in next year's PRP.

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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 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.

nbrowne@palomar.edu

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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:

Leslie Salas

Sign Date

12/15/2022

*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:**

This area is critical to the success, retention and completion of students and is still under development.

**Areas of Concern, if any:**

The changing landscape and executive level leadership is a concern as technology utilization has changed.

**Recommendations for improvement:**

n/a

## 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:**