Entry #: 38 - ---Undocumented Students   **Status:** Submitted   **Submitted:** 3/21/2024 3:20 PM

2023-2024 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

Are you completing a Comprehensive or Annual PRP?

Comprehensive

Division Name	**Department Name**
Student Services	SS Student Success, Equity, and Counseling

Program/Unit Name	**Name of Person responsible for the Program/Unit**
---Undocumented Students	Celina Mendoza

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

Webpage URL 1

Unit webpage

www.palomar.edu/dream

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

Participant	Title
Celina Mendoza	Undocumented Resource Center Coordinator
Sasha Verastegui	Dreamer Counselor (part-time)

PROGRAM/UNIT MISSION STATEMENT

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

The Dreamer Success Program is committed to providing a safe and caring space where undocumented students have access to diverse, equitable, accessible, inclusive and anti-racist educational opportunities. The purpose of the program is to share knowledge, teach college skills, and build social capital. Through these actions of support, each student will facilitate their own path to their academic and life goals.

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

The mission of the Dreamer Success program aligns to the vision and mission of Palomar College. The program is designed and intended to address barriers in providing educational access and success. Our mission aligns with the college's goals to support students who are pursuing transfer-readiness, general education, basic skills, career and technical education.

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
1.00

Number of Classified Staff
1.00

Number of CAST Staff

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
0.30

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

The Dreamer Success program currently employs one student worker and a student volunteer. The student worker/volunteer provide light clerical work, answering phone calls and participate in on-campus and community-based outreach events and activities.

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

Yes. We have two part-time counselors assigned to the Cariño Dream Village. This has a positive impact on undocumented students as it ensures students experience a barrier-free support service aligned with their career and transfer pathways.

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?

There is opportunity to grow because the program is in its first year.

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 as the program is new.

Program/Unit Description

Who utilizes your services?

The program supports current, incoming, and returning undocumented, DACA and students from mixed-status families. As we know undocumented students are generally low income, educationally disadvantaged, possess one or more risk factors, including first-generation college students, whose first language is not English and who have experience significant inequalities in their educational history.

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

We offer the following support and services:
A safe and welcoming space in the Cariño Dream Village
Access to study spaces, computers, and printing
Connecting students to academic counseling and advising services
Support in navigating the California Dream Act application and AB-540 exemption
FREE expert immigration legal support through a partnership with Higher Education Legal Services, a program of Jewish Family Service
Referrals to trustworthy community resources for students and their families
Engaging campus workshops to support student development
Support for undocumented, mixed status high school and adult education students transitioning to a community college
Bilingual staff

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

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](#)

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)		SAMPLE			
3)					
4)					

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

Yes

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

SAO 1

SAO Title	**Assessment Status**
	Not assessed

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

The program is new and SAO are under development.

Next planned assesment

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

Measure 1

Name of Measure

n/a

Description of Measure

n/a

Year	Year	Year	Year
Value	**Value**	**Value**	**Value**

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

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

n/a

Qualitative Data

Describe any qualitative measures you use and summarize the results.

n/a

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

n/a

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

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!

We have a shared space at the Cariño Dream Village. Our undocumented and mixed-status students have access to a study space area, computers and free printing. During the fall 2023, in collaboration with other departments, the Undocumented Resource Center Coordinator hosted a series of workshops to increase awareness of the needs of undocumented students. The Dreamer Success Program launched during the spring 2024 semester. We also launched a website with program information and resources. In the spring semester, the program will host an undocu-advocate workshop for students, faculty and staff. In the spring 2024 semester, the program was able to acquire two part-time counselors to provide academic counseling services at the Cariño Dream Village.

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?

AB1540 centralizes the process by which AB 540 is verified. Institutions of higher education including community colleges can accept an affidavit provided to the institution by CSAC as part of a student's financial aid application and prohibits the institution from requiring the student to file a separate affidavit.

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

Board policy to reflect AB1540 and updated AB 540 process.

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

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 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:

- A designed fulltime classified staff to support undocumented and mixed-status students.
- We have part-time faculty dedicated to servicing our students and advancing the mission of Palomar College.
- Website with resources for undocumented students
- Outreach to increase awareness about the needs of undocumented students.
- A shared space with Umoja and Puente programs
- Free legal services for students, staff and faculty
- Workshops to increase access to California Dream Act application, AB540, California Dream Act Service Incentive Grant Program, DSIG.
-Partnerships with other programs within Palomar College

Opportunities:

There is opportunity to increase the impact of the program with more staff and funding. The program is housed in a shared space without any fulltime clerical/support to manage or support the needs of Puente and Umoja programs.
Lack access to undocumented students' data. The college does not have a process to identify, track, monitor the retention, graduation and transfer rates. This creates challenges when it is difficult to identify and reach out to the undocumented students population.

Aspirations:

- Designated space for undocumented and mixed status students
- A second full-time classified position- Student Support Specialist I
- A fulltime counselor
- We aspire to continue to develop strategic relationships across the campus to ensure a collaborative and welcoming environment for undocumented students.
- Funding from general funds

Results:

With additional staffing and funding, the program can provide additional one-on-one support, support student retention and increase outreach and collaboration with community agencies.

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

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

Goal 1

Brief Description

n/a

Choice

Completed

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.

n/a

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 Vision Plan 2035.

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.

Goal 1

Description

Support undocumented and mixed status students to access all available financial aid resources and options.

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

Collaborate with the Financial Department to assist all undocumented and mixed students to file the California Dream Act Application or FAFSA on a timely manner.

Additionally, collaborate with local high schools and adult schools to increase awareness/access to all available financial resources to undocumented students.

Attend tabling events at Palomar college and the community.

Provide support in navigating the California Dream Act Application and FAFSA.

Additionally, we will promote and support students to participate in the California Dream Act Services Incentive Grant Program (DSIG)

Outcome(s) expected (qualitative/quantitative)

Our quantitative data will include the number of students in the Dreamer Success program who have applied for the California Dream Act application or FAFSA.
We will also keep track of number of students who received scholarships and those successfully received a DSIG incentive grant.

How does this goal align with your department mission statement, the College's Vision Plan 2035, Equity Plan, and/or Guided Pathways?

This goal aligns with the Dreamer Success Program's mission statement and the College's Vision Plan 2035 as it provides access to resources to promote retention and success of our undocumented students.

Expected goal completion date

6/30/2028

Goal 2

Description

Create undocu allyship to improve campus culture and crease a sense of belonging for undocumented students

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

Offer one undocuadvocate training during each semester

Outcome(s) expected (qualitative/quantitative)

Increase awareness of the needs of undocumented students and staff and faculty implementing best practices in the classroom and programs.

How does this goal align with your department mission statement, the College's Vision Plan 2035, Equity Plan, and/or Guided Pathways?

This goal aligns with the Dreamer Success Program's mission statement and the College's Vision Plan 2035 as it helps to establish a sense of belonging and wellness of undocumented students across the Palomar community.

Expected goal completion date

6/30/2028

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

Palomar College has not had a program or staff to support the undocumented community. With the implementation of this program, we are now able to address some of the unique needs of this student population.

The Vision Plan 2035 includes the College's Educational Vision Plan. Review the goals and objectives in the plan and identify 1-3 objectives that your unit supports. Describe how your unit helps to support those objectives.

The Dreamer Success Program's goals align with the College's Vision Plan 2035 objectives by:
1. Ensuring student service spaces are warm, welcoming, and organized to facilitate student ease of access and use. The Cariño Dream Village is a space that houses Umoja, Puente and Dreamer Success Programs. This space is centrally located and easily accessible for students, staff and faculty. The space was designed to represent all three programs and students' input was including during the planning of the space.
2. Establish a sense of belonging and wellness across the Palomar community. The Dreamer Success Program is collaborating with other departments to increase awareness about the needs of undocumented students. The program provides opportunities for staff and faculty to learn about best practices on how to support undocumented students.
3. Strengthen and expand educational partnerships with regional high schools, colleges, and universities. The Dreamer Success program is strengthening partnerships with local high schools, adult school and Migrant education programs.

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 Vision Plan 2035

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

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position

Student Support Specialist I

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

Classified

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

Full Time

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

To better support outreach, retention and on-going support to undocumented students. This position would help the program grow. They would be able to support outreach efforts to the local high schools, assist with onboarding process and retention by assisting students with AB 540 exemptions, support in navigating California Dream Act Applications and connecting to resources within and outside Palomar college.

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

Yes, this position would provide a more efficient district operation as it increases the program ability to reach to more students. Additionally, this position can provide services at the Escodido and Fallbrook campus.

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

No

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

This position would support the three-year plan by providing assistance to undocumented students learning about the different options available to them; As well as applying and navigating all available financial resources within and outside Palomar College.

Vision Plan 2035 Goals and Objectives

1:2	3:1	4:1	5:2
1:3	3:3	4:2	5:5
2:1	3:4	4:4	
2:3	3:5	4:7	

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

n/a

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2021, 2022, 2023. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

How to Request the Available Budget Report

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?

Yes

What budget considerations would you like your dean/supervisor to be aware of or to consider? Please be as specific as possible. For example, if you need an increase in the 40000 account and a decrease in the 23000 account, describe what increase your department needs, how much, and a description of why the department needs the adjustment.

The Dreamer Success Program had some rolled over money from FY 2023-2024 that has been used to cover for program operational expenses. The current state funding is mostly allocated to the classified salary and benefits, which leaves no additional funding to support the other needs of the program. If the state funding remains the same, long term these funds would not cover the expenses including the full-time position.

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 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.

1. 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

Technology Request

Technology Request 1

What are you requesting?

3 iPads

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

New Technology

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

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

Many of targeted population might not have access to technology or devices to complete online applications. While they might have phones, it is not as user-friendly. iPads would be used to collect interest forms and California Dream Act and FAFSA at outreach events.

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

The Dreamer Success staff and the students we serve.

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

Accurate data collection of students interest, financial aid, retention and completion. This would increase reliability with new technology.

d. Timeline of implementation

TBD

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

Quote required from IS.

Do you already have a budget for this request?

No

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

This PRP plan aligns with our goal of supporting undocumented and mixed status students to access all available financial aid resources and options.

What Vision Plan 2035 Goal:Objective does this request align with?

1:2	3:1	4:1	5:2
1:3	3:3	4:2	5:5
2:1	3:4	4:4	
2:3	3:5	4:7	

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

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

n/a

Will you accept partial funding?

Yes

PART 4: FACILITIES REQUESTS

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

No

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?

No

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

Yes

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

cmendoza@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: **Sign Date**

Leslie Salas   9/16/2024

FEEDBACK

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

This CRP is a baseline as we continue to establish this program

Areas of Concern, if any:

n/a

Recommendations for improvement:

Continue to identify data collection and develop SAO.

Vice President (or President) Review

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

The program has done a great job of establishing and marketing itself during its first full year. They are establishing a presence in the Carino Dream Village in the Student Union.

Areas of concern, if any:

Lack of access to student data to do targeted outreach and marketing is concerning. Coordinator needs to work with the new Dean of Enrollment Services to discuss wider access to necessary data.

Recommendations for improvement:

Program needs to develop SAOs so they know what to assess during this academic year. Program needs to increase program participation.

VP Name:	**Signature Date:**
Nick Mata	9/18/2024