PALOMAR COLLEGE
Learning for Success

STUDENT SERVICES PLANNING COUNCIL MEETING AGENDA
November 9, 2016

MEETING TYPE:			Date:	November 9, 2016
	X	Staff	Starting Time:	9:30 a.m.
		Product/Project	Ending Time:	11:00 a.m.
		Special	Place:	MD-155C

CHAIR: **Adrian Gonzales** **MEMBERS:** Antonecchia, Cathcart, Cecere, Cory, Cunningham, DiMaggio, Harris, Hopp, Large, Magnuson, Meyers, Moore, Moss, Nguyen, Nunez, O'Brien, Perez-Corona, Shoop, Springer, Stockert, Titus and Williams.

RECORDER: **Michelle LaVigueur**

Order of Agenda Items	Attachments	Time Allotted
A. MINUTES		
1. Approve Minutes of October 26, 2016		
B. ACTION ITEMS/FIRST READING – None.		
C. ACTION ITEMS/SECOND READING – None.		
D. INFORMATION/DISCUSSION ITEMS		
1. Payment Plan Review – Carmen Coniglio	Exhibit A	20 minutes
2. Review 2016-17 PRP's	Exhibit B	40 minutes
a. Admissions Office		
b. Articulation		
3. Update on Student Services District BP/AP	Exhibit C	10 minutes
E. COMMITTEE REPORTS		10 minutes
1. Academic Review Committee		
2. Behavioral Health & Campus Wellness Committee		
3. Campus Police Committee		
4. Registration Committee		
5. Scholarship Committee		
6. Student Program Eligibility Appeals Committee		
F. OTHER BUSINESS		

Next Meeting: Wednesday, December 14, 2016 in MD-155C

PALOMAR COLLEGE
Learning for Success

STUDENT SERVICES PLANNING COUNCIL MEETING MINUTES
October 26, 2016

CHAIR: Adrian Gonzales

MEMBERS PRESENT: Cecere, Cory, Cunningham, DiMaggio, Harris, Hopp, Large, Magnuson, Meyers, Moss, Nguyen, Nunez, O'Brien, Perez-Corona, Shoop, Springer, Titus and Williams.

RECORDER: Michelle LaVigueur

MEMBERS ABSENT: Antonecchia, Cathcart, Moore and Stockert.

GUESTS:

Order of Agenda Items	Attachments	Time Allotted

A. MINUTES

1. **Approval of Minutes for October 12, 2016**
   MSC – (Cunningham/Cecere): The minutes for October 12, 2016 were approved and accepted into the record with an abstention from Chris Hopp.

   Minutes, agendas and attachments are posted on the following Palomar College website: http://www2.palomar.edu/pages/sspc/

B. ACTION ITEMS/FIRST READING – None.

C. ACTION ITEMS/SECOND READING – None.

D. INFORMATION/DISCUSSION ITEMS

1. **New Member – Deanna Shoop, Manager of Outreach** 5 minutes
2. **Update on Student Services District BP/AP** Exhibit A 40 minutes
   All of the Student Services BP/AP's listed below were reviewed and will be sent forward to the Policies and Procedures committee.
   - **a.** AP 5012 – International Students: There were no changes to this AP.
   - **b.** BP 5030 – Fees: All of the descriptions were deleted as they are listed in AP 5030.
   - **c.** AP 5030 – Fees: The payment plan will be added to this AP under Collection and Refund of Fees.
   - **d.** BP 5420 – ASG Financial Management: There were no changes to this AP.
   - **e.** AP 5420 – ASG Financial Management: Student Services was changed to Administrative Services to reflect the handling of ASG deposits.
   - **f.** BP 5757 – Parking: – There were no changes to this BP.
   - **g.** AP 5757 – Parking: – There were no changes to this AP.

3. **NaBITA Training October 18 – 21, 2016** 20 minutes
   Judy Harris gave an update on the NaBITA training that took place October 18-21, 2016. The Crisis Intervention team which includes Counseling, Student Affairs, Behavioral Health Counseling and Campus Police will be meeting on a monthly basis to review threat assessment, crisis management and case load management.

DRAFT

E. COMMITTEE REPORTS 10 minutes

1. Academic Review Committee - Dr. Kendyl Magnuson reported that this committee meets as needed. They have received three files to review and are considering an online polling system for committee members as they had difficulty reaching a quorum.
2. Behavioral Health & Campus Wellness Committee - Judy Harris and Sherry Titus reported that they met a few weeks ago and are in the process of updating their website and resources.
3. Campus Police Committee - Chief DiMaggio reported they met last week and are in the process of identifying a new chairperson.
4. Registration Committee - Dr. Kendyl Magnuson reported they finished working on the first round of the registration calendar and will begin working on a 2-year academic calendar in spring 2017.
5. Scholarship Committee - No report.
6. Student Program Eligibility Appeals Committee - No report.

F. OTHER BUSINESS 15 minutes

1. **Town Hall Forums – November 2, 2016**
   VP Gonzales announced that President Blake will be holding two Town Hall Forums on Wednesday, November 2, 2016 in the Governing Board room. The first will be from 9:30 – 10:30 a.m. and the second will be from 3:30 – 4:30 p.m.
2. **Vice President of Human Resource Services update** – VP Gonzales reported that the first level interviews for the VP of Human Resources will be on Friday, October 28, 2016.
3. **Accreditation Site visit on October 24, 2016**
   VP Gonzales reported that the site visit from the ACCJC evaluation team on Monday, October 24, 2016 went well. The visit began at the Camp Pendleton site at 7:30 a.m. and wrapped up on the main campus by 2:00 p.m. The recommendations addressed were adequate tutorial support for online students, services at Camp Pendleton commensurate with the offerings at the San Marcos campus and that all constituent groups have an opportunity to serve on councils, committees, subcommittees, task forces and workgroups. We submitted a report addressing these concerns and walked them through the steps we have taken to align with these recommendations. Next, the team will write a report based on the information we provided and will submit it to ACCJC. ACCJC will then respond with a final recommendation.
4. **Palomar Promise** – VP Gonzales reported that we have partnered with the San Marcos Promise (SMP) to provide financial support to high school graduates from San Marcos Unified School District (SMUSD) who choose to attend Palomar. The SMP has academic and college readiness criteria that must be met in order for students to receive the "Promise" funding.
   Dr. Blake has asked that we expand the Palomar Promise to include all high school graduates in our service area. The Palomar Promise will not have any specific criteria other than the requirements that a student graduates from an eligible high school in our service area and that they complete the FAFSA and BOG applications. More information will be coming out regarding the two promise programs.

Meeting was adjourned at 11:04 a.m.

nelnet BUSINESS SOLUTIONS

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PALOMAR COLLEGE®
Learning for Success

PAYMENT PLANS FOR STUDENTS

10/10/2016

NELNET ENTERPRISE PAYMENT PLAN

- **Alternative payment option for students**
- **Increases affordability (avoids traditional lump-sum payment)**
- **Improves payment success by allowing students to budget fee payments**
- **Not a loan: no interest, no finance charges, no credit check**
- **Available to students and their families**
- **NBS Customer Service Available 24/7**

Target Go Live: October 31st for Spring 2017 Registration

PEOPLESOFT INTEGRATION OVERVIEW

- **Single Sign-On**
- **R**eal **T**ime **A**greement **N**otification
- **R**eal **T**ime **A**ccount **A**ctivity
  - Transactions in real-time
  - Balance in real-time
- **R**eal **T**ime **P**ayment **N**otification
  - Down payments and One-time Payments will post to PeopleSoft in real-time
- **End of Day File Transfer Process (i.e. ACH, Bank Processing)**
- **Daily Balance Comparison**

PROJECT IMPLEMENTATION

Business Requirements Definition (April 2016) → **Connector Work** (June 2016) → **Weekly Status Calls** 12-weeks → **Business Testing** (Sept 2016) → **Move to Production** (Oct 2016) → **Go-Live Oct 31st**

FISCAL SERVICES

- Tricia Frady
- Sheri Wenzel
- Ping Lee
- Carmen Coniglio

INFORMATION SERVICES

- Suzanne Szames
- Connie Moise

STUDENT SERVICES

- Kendyl Magnuson
- Jaime Moss

GENERAL CONFIGURATION

- **Payment Plan** – By Term
- **Payment Date** – 6th of the Month (Students may process payment on any business day)
- **Minimum Balance - $100.00**
- **Cost to Participate:**
  - **$25 Nelnet Enrollment Fee per Semester (Nonrefundable Nelnet Service Fee)**
  - **$35 Down Payment Due Immediately**
  - **$30 Returned Payment Fee (i.e. failed attempt due to NSF)**
- **Two Scheduled Payment Attempts** –College will re-attempt after 2 weeks
- **Unresolved Balance until Agreement is Terminated**
- **Agreement Termination** -Student initiated or automated process
- **Email Notification/Text Alerts**
- **Eligibility Restrictions: Not available to students with BOG, 3rd Party Sponsorship Agreement**

PAYMENT PLAN

- Based on the Semester's Amount Due (**mandatory fees** minus financial aid) > **$100**
- Any adjustments to charges or financial aid will also adjust remaining payments
- Students will automatically be notified by email each time an adjustment is made
- Participants select plan and payments are electronically deducted via ACH/debit/credit card on the date of each required payment

AUTORIZED USERS

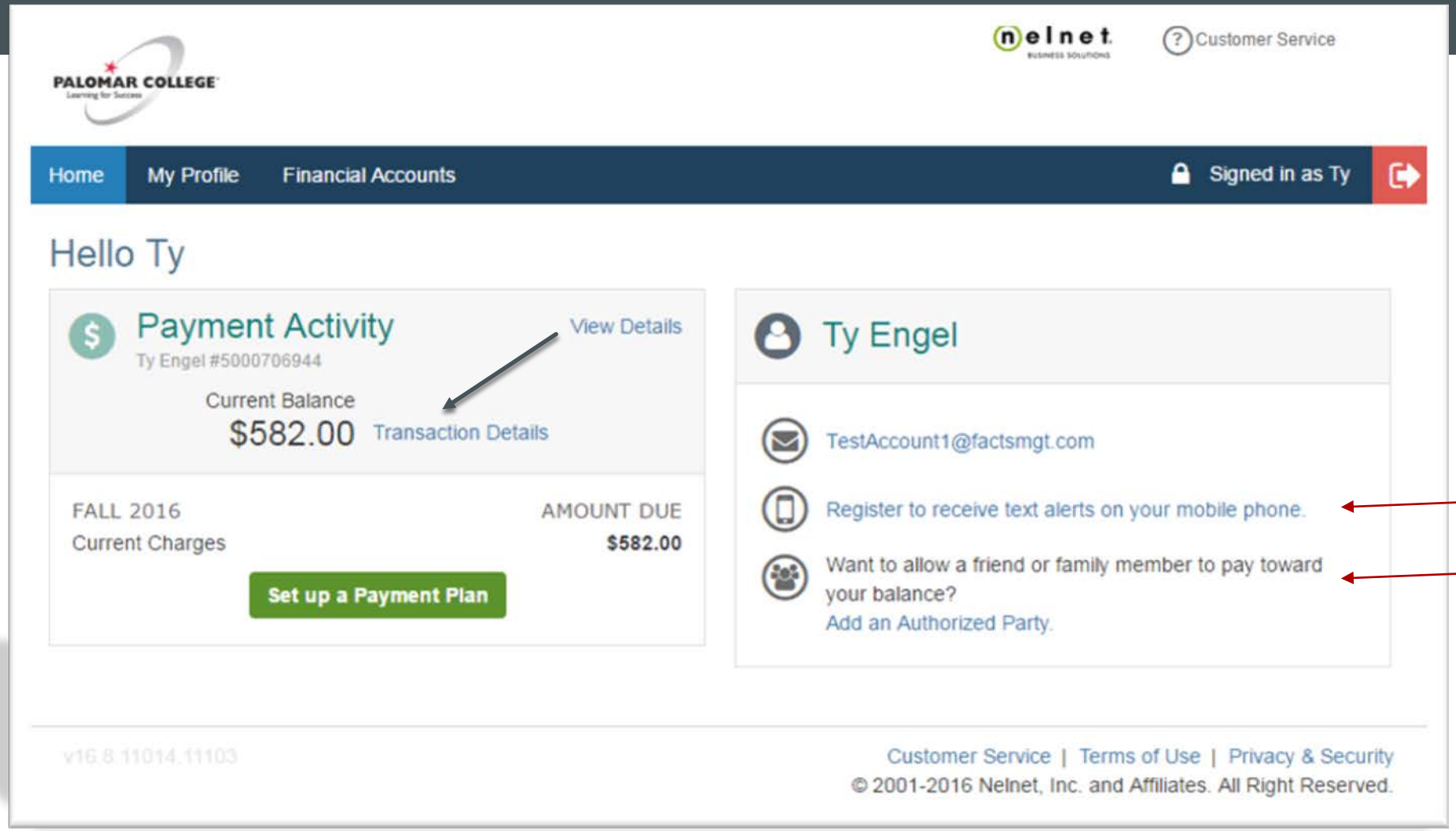
- **Authorized Users** (Parent or 3rd Party) set up by the student
- Authorized Users may also access student billing records and payment history
- Authorized Users do not have access to any other student records

PAYMENT PLAN OPTIONS

The earlier students enroll, the lower their monthly payments since the total amount financed will be divided over more scheduled payments.

Plan	Spring 2017 Registration Dates	Last Day to Sign Up for Payment Plan	Required Down Payment	Nelnet Enrollment Fee	Payments	Payment Dates
4-month (Available Oct 31)	**Oct 31-Dec 22**	**Dec 22** (3 p.m. PST)	**$35 immediate**	**$25 immediate**	**25%** **25%** **25%** **25%**	**Jan 6, 2017** **Feb 6, 2017** **Mar 6, 2017** **Apr 6, 2017**
3-month (Available Oct 31)	**Dec 23-Jan 26**	**Jan 26** (3 p.m. PST)	**$35 immediate**	**$25 immediate**	**33.33%** **33.33%** **33.33%**	**Feb 6, 2017** **Mar 6, 2017** **Apr 6, 2017**
2-month (Available Dec 23)	**Jan 27-Feb 10**	**Feb 10** (3 p.m. PST)	**$35 Immediate**	**$25 immediate**	**50%** **50%**	**Mar 6, 2017** **Apr 6, 2017**

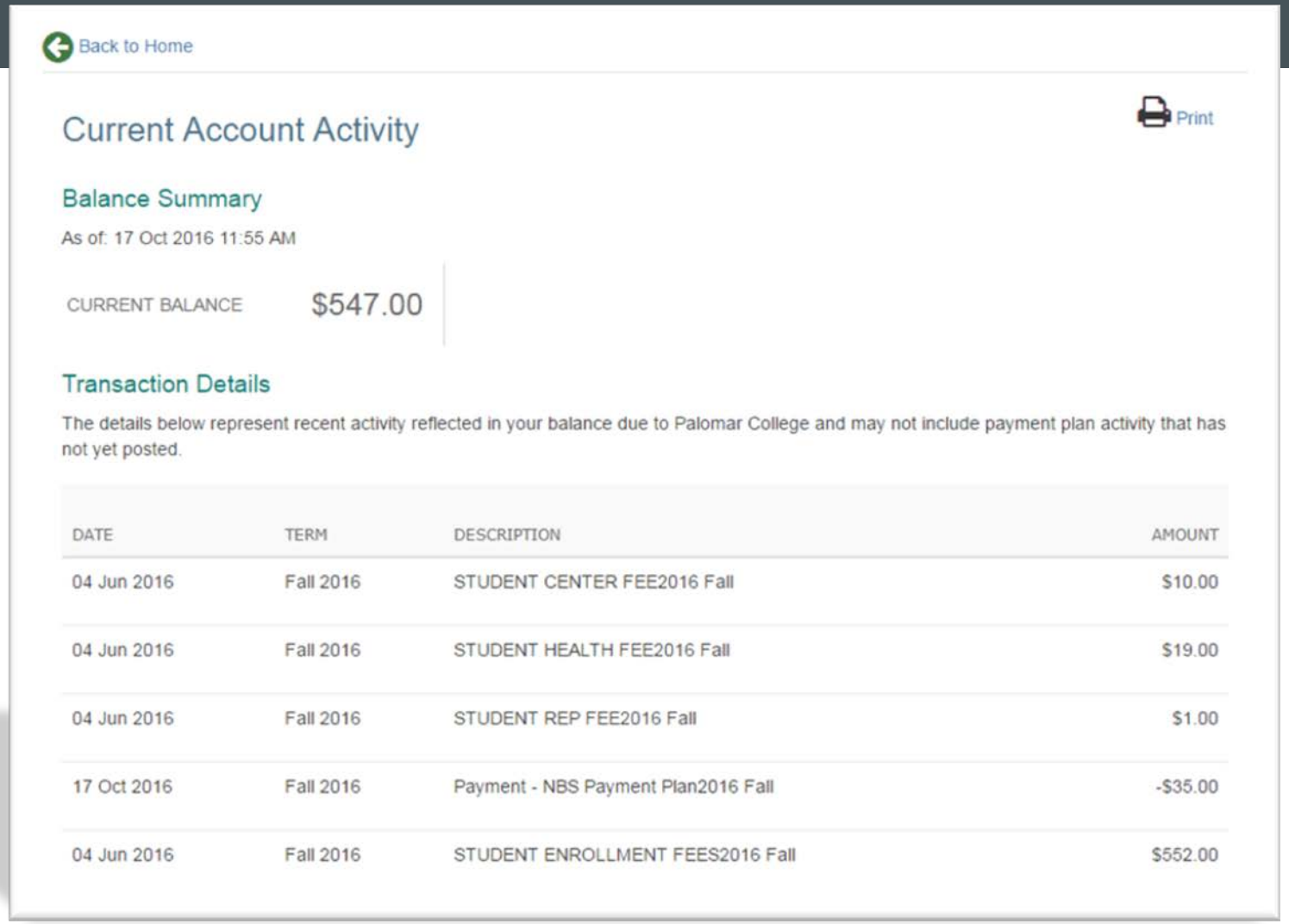
STUDENT EXPERIENCE



TEXT ALERTS

AUTHORIZED PARTY

REAL-TIME CURRENT ACCOUNT ACTIVITY



Back to Home

Print

Current Account Activity

Balance Summary

As of: 17 Oct 2016 11:55 AM

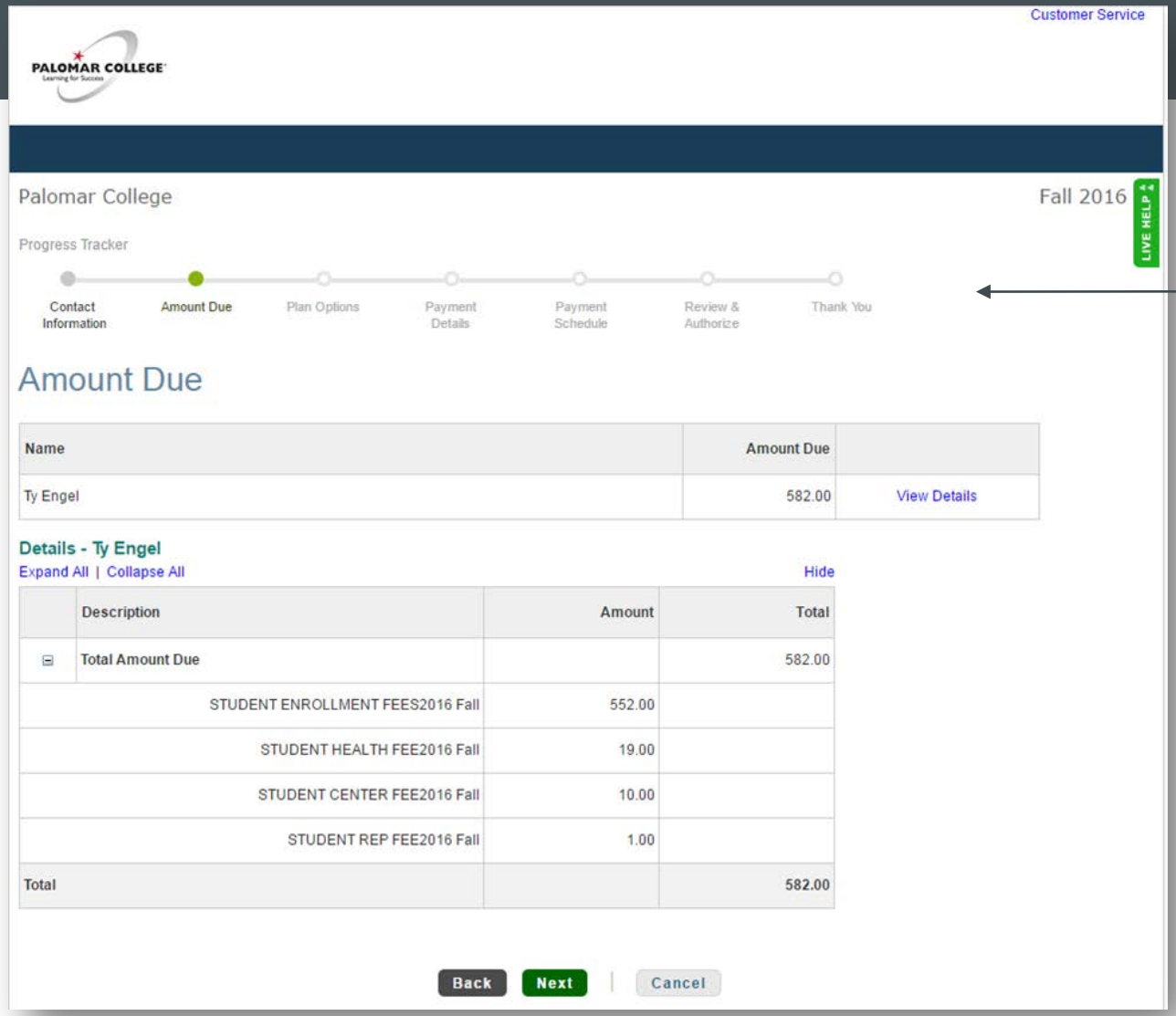
CURRENT BALANCE $547.00

Transaction Details

The details below represent recent activity reflected in your balance due to Palomar College and may not include payment plan activity that has not yet posted.

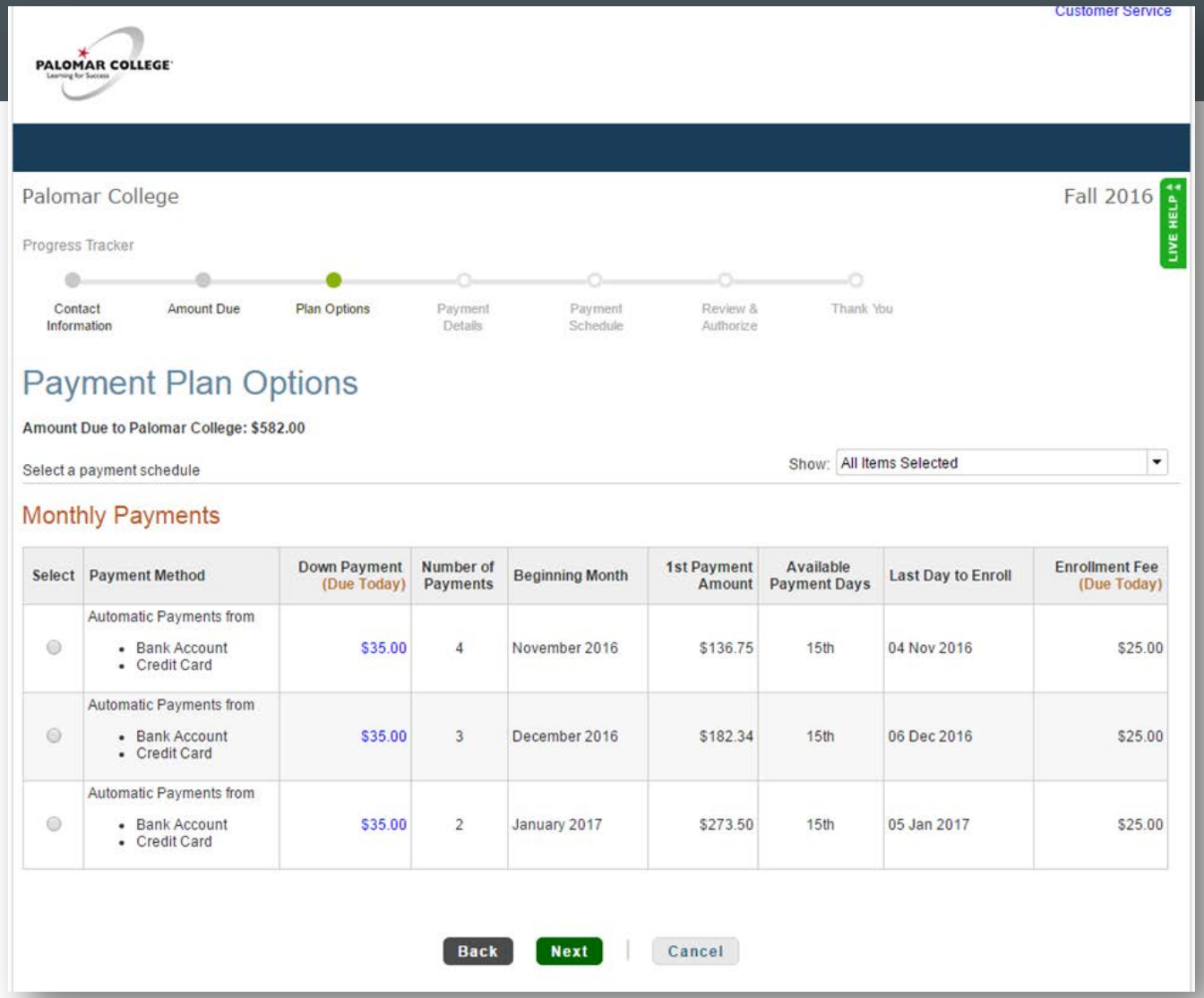
DATE	TERM	DESCRIPTION	AMOUNT
04 Jun 2016	Fall 2016	STUDENT CENTER FEE2016 Fall	$10.00
04 Jun 2016	Fall 2016	STUDENT HEALTH FEE2016 Fall	$19.00
04 Jun 2016	Fall 2016	STUDENT REP FEE2016 Fall	$1.00
17 Oct 2016	Fall 2016	Payment - NBS Payment Plan2016 Fall	-$35.00
04 Jun 2016	Fall 2016	STUDENT ENROLLMENT FEES2016 Fall	$552.00

STUDENT EXPERIENCE



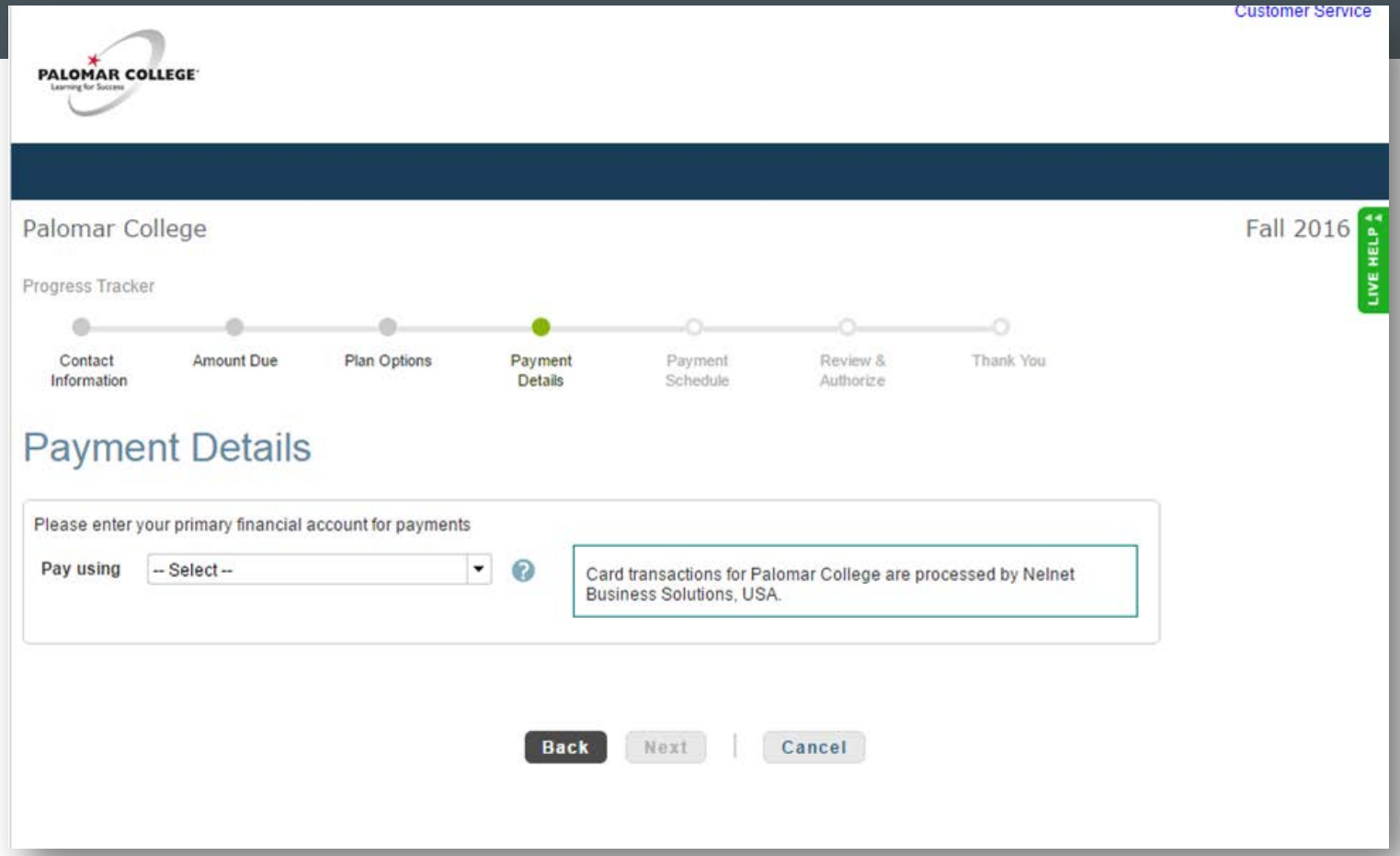
PROGRESS TRACKER

STUDENT EXPERIENCE



Dates shown on this slide are for demo only.

STUDENT EXPERIENCE



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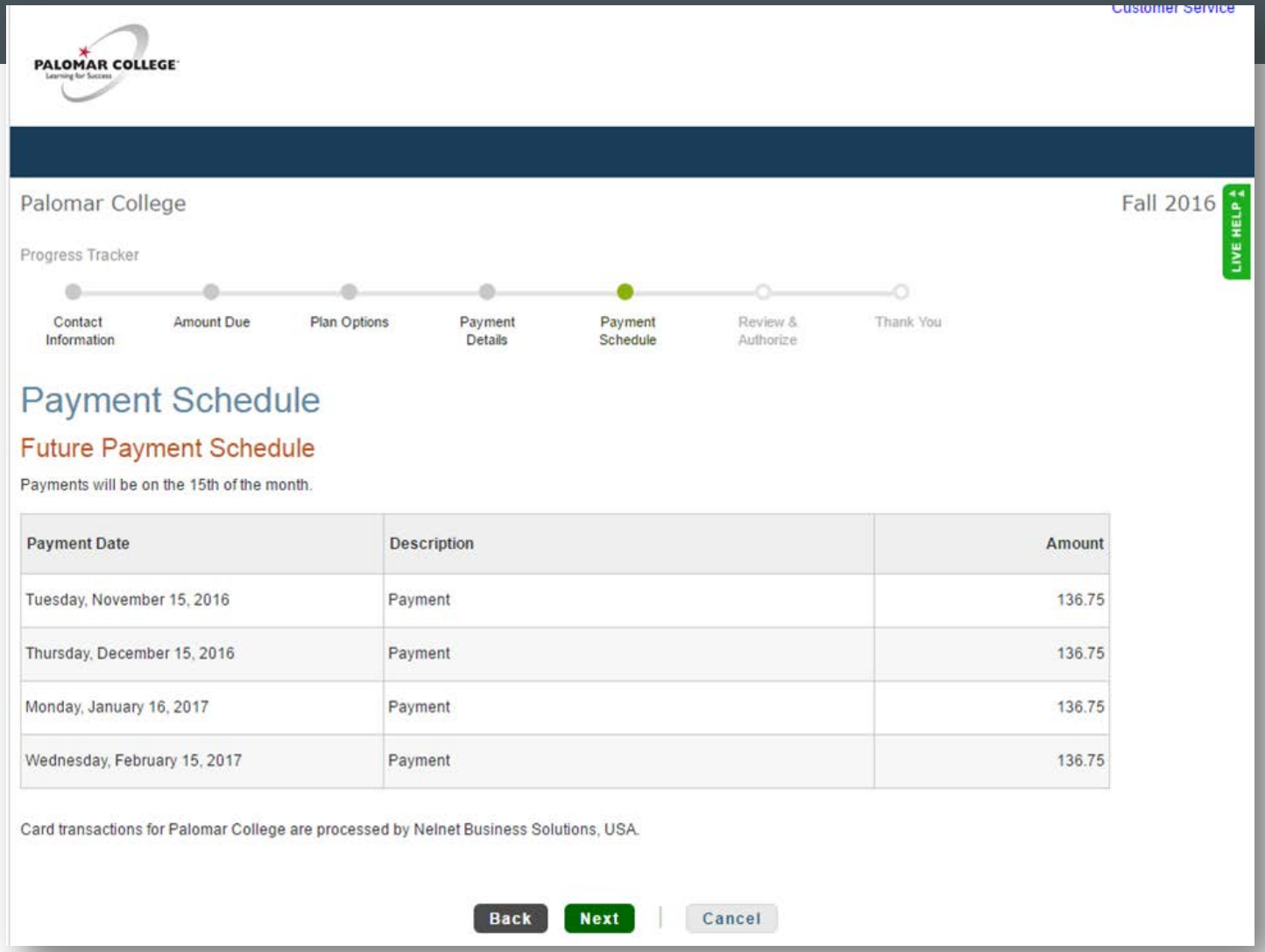

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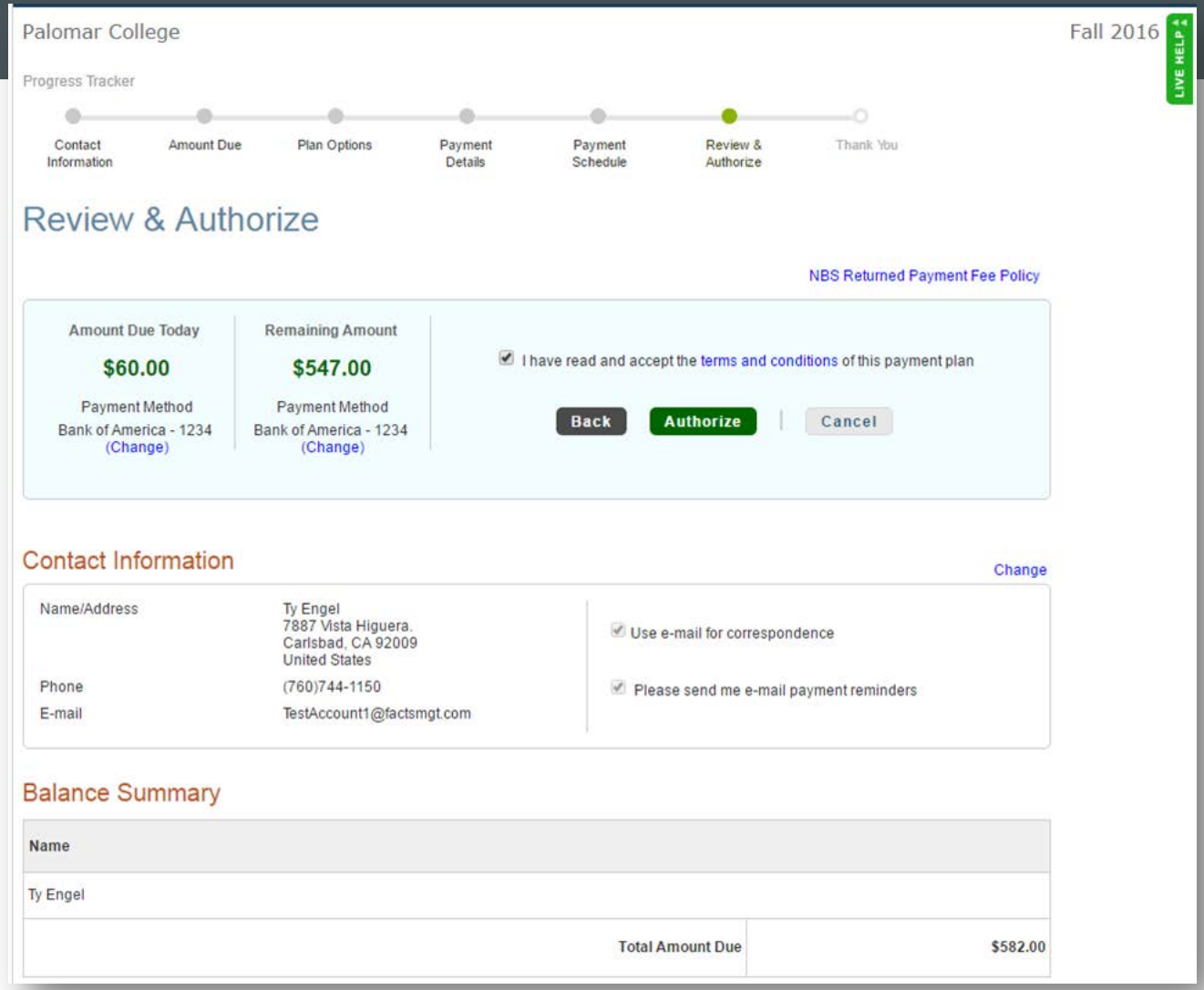

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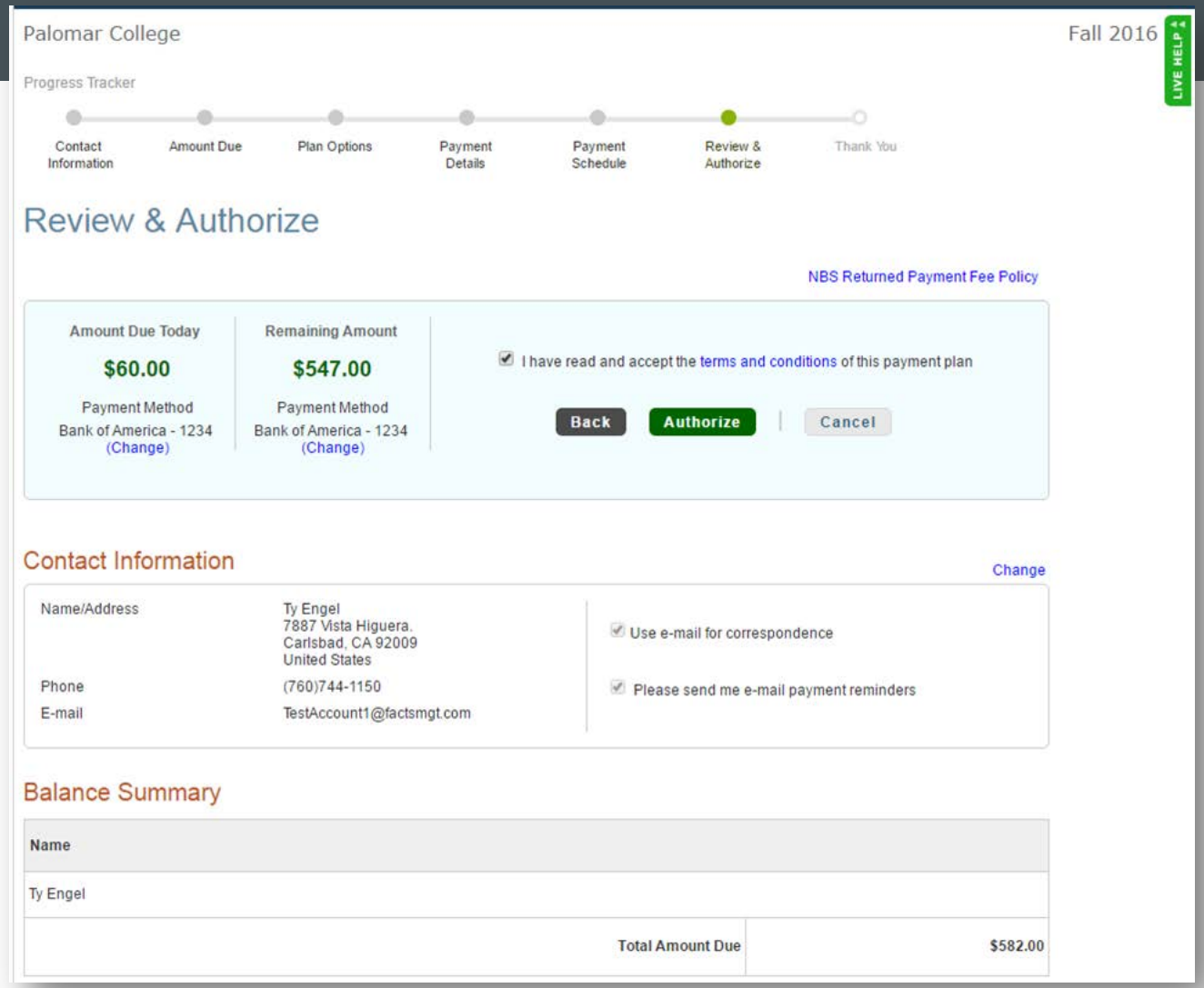

NELNET'S MARKETING MATERIALS

PALOMAR COLLEGE Learning for Success

MyPalomar.edu

Payment Methods
- Automatic bank payment (ACH)
- Credit card/debit card

Cost to Participate
- A non-refundable $25 Nelnet enrollment fee per semester due immediately
- $35 Required down payment due immediately
- $30 returned payment fee if a payment is returned
- No interest

Simple Steps to Enroll
- Go to www.palomar.edu
- Log in to MyPalomar.edu to sign up.

Target Dates to Enroll By:

REGISTRATION FEES PAYMENT PLANS

PLAN	Spring 2017 Registration Dates	Last day to sign up for Payment Plan	Required Down Payment	Nelnet Enrollment Fee	Remaining Payments	Automatic Payment Dates
4 Month Plan (Available Oct 31)	October 31 - December 22, 2016	December 22, 2016 (3:00 p.m. PST)	$35	$25	25% 25% 25% 25%	January 6, 2017 February 6, 2017 March 6, 2017 April 6, 2017
3 Month Plan (Available Oct 31)	December 23, 2016 - January 26, 2017	January 26, 2017 (3:00 p.m. PST)	$35	$25	33% 33% 33%	February 6, 2017 March 6, 2017 April 6, 2017
2 Month Plan (Available Dec 23)	January 27 - February 10, 2017	February 10, 2017 (3:00 p.m. PST)	$35	$25	50% 50%	March 6, 2017 April 6, 2017

Payments are processed on the 6th of each month.

Payment Plan Availability
Availability of the payment plan is determined by Palomar Community College District. Dates are subject to change. Please be aware the college may elect not to have the payment plan during specific times and dates during registration. A student *defaulting* on a payment plan agreement for any term will not be eligible to register in classes until all outstanding balances are paid in full. Payment for fees that are returned by your bank for any reason may result in your classes being dropped and a hold being placed on your student account.

Payment Plan Balance Adjustments
Please do not assume your balance will automatically be adjusted if have an account or registration activity (i.e. class adds and drops, financial aid availability, etc.). You should review your agreement balance online.

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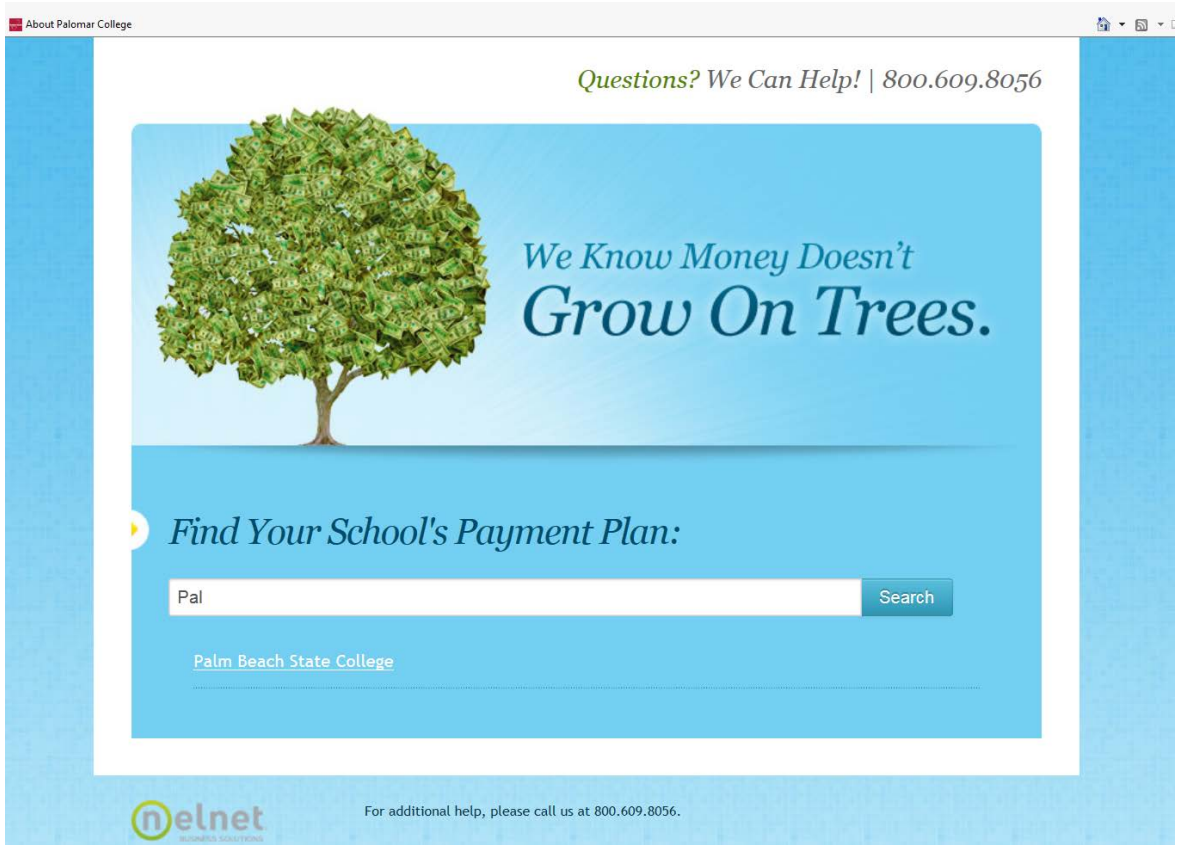
www.MyCollegePaymentPlan/palomar

For additional information, call NBS at 800.609.8056.
Customer service representatives are available 24/7.



www.MyCollegePaymentPlan/Palomar

ITEMS OF PRIORITY

- **Continue Testing Phase**
- ***Statement of Final Acceptance***
- **Staff Training: Week of October 17**
- **Cutover to Production: Payment Plan is LIVE!**
- **Marketing:**
  - College Marketing Plan – Kendyl to work with Laura
    - Nelnet's Brochures (Qty: 5,000+)
    - Nelnet's Posters (Qty: 100+)
  - Website FAQ– Student Services website
  - Website Info – Cashiers website
- **Student Support Services:**
  - **Direct NBS Customer Service Representatives 24/7: 800-609-8056**
- **General Ledger Control: –** *Behind the scenes technical processes*
  - Daily Reconciliation, Balance Adjustment, Batch Refunds, EOD, Return Payment Reconciliation, e-Cashier Balance Comparisons
- **Student Financials:** *– Behind the scenes technical processes*
  - Coordinate e-Bills, EBI Holds Processes, Application of Payment Priority

Palomar College – Program Review and Planning
Non-Instructional Programs
Academic Year 2016-17

Purpose of Program Review and Planning: The institution assesses progress toward achieving stated goals and makes decisions regarding the improvement of institutional effectiveness in an on-going and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data (ACCJC/WASC, Standard I, B.3.)

Discipline: Admissions Office

11/03/2016

Non-Instructional Discipline Reviewed (Each discipline is required to complete a Program Review)

STEP I. ANALYSIS (Note: Each Department Will Use Their Own Previous Analysis Data)

	2012-2013	2013-2014	2014-2015	<<Prelim>> 2015-2016	Definitions
Applications Processed	41,750	39,608	24668	24360	Includes new applicants and returning applicants
Percent Online Applications	90.7	95.3	98.9	89.4	
Annualized Credit Student Headcount	34,280	34983	36,356	34,549	Includes summer, fall, and spring
In-person contacts	21,148	32,090	N/A	N/A	Numbers for 2013-14 and 2015-16 are unavailable. Looking for a better way of tracking student contacts using line management software.
Phone contacts - Inbound	25,191	37,754	32,756	32,143	Annual amount from November 2015-September 2016
Phone contacts - Outbound			13,099	15,563	Annual amount from November 2015-September 2016
E-mail contacts	4,487	8,490	N/A	Inbound- 5,091 Outbound- 6,111	Annual amount from July 1, 2015 - June 30, 2016
Number of Full-time Staff	17	18	12	11	San Marcos staff only. 5 Vacancies (1 SERP, 1 Vacancy, 2 out-of-class assignments, 1 retirement). Staff consists of 8 Classified staff, 1 Coordinator, 1 Manager, 1 Director.
Number of Part-time staff	(2) 0.85	1	1.5	(2) 0.50	2 short-term hourly. Both resigned in July 2016. There are currently 0 hourly employees
Staff/Student ratio	1 / 2016	1 / 1943	1/3029	1/3141	Includes only full-time staff

I. A. Reflect upon and provide an analysis of the four years of data above

As pointed out in the last 2 year's PRP's, our current system for collecting in-person contact information is highly inaccurate. We have historically based our counts on sampling because we randomly use paper tally sheets and extrapolate numbers for the year. This posed more of a challenge this year as we employed, then lost several hourly employees. Utilizing Student Ambassadors to monitor and assist during peak times also made finding accurate numbers difficult. We continue to discuss using a CRM with line management software to simplify student cueing, accurately track contacts, record purpose of visit, and assess whether our contacts with students are being effective. We have decided to partner with other departments on campus to focus on Starfish and see how the CRM feature within Starfish can assist with better tracking our student contact information.

The other number to point out is the number of vacancies that still exists within the Admissions Office. Getting the 4 currently vacant Specialists positions filled is needed. As we utilize the prior, prior year financial aid FAFSA submission as opportunities to visit schools and provide assistance to the Outreach office, more staffing will be needed. Implementation of CCC Apply will also add to the Admissions workload. Downloading and verifying student applications will be much more involved then it is now and will require far more monitoring and quality control then is necessary with our own application. One of the out-of-class staff members who is working in another office also had residency responsibilities. This has exacerbated our situation in regards to falling behind with our residency processing and appeals. Also worth mentioning is the vacant Business Analyst position that was recently vacated due to a retirement and the Supervisor, Admissions position at the Escondido Center. As we prepare for the opening of the South and North Centers, staffing will be at a premium.

I. B. Please summarize the findings of SAO assessments conducted.

SAO assessments for the 2015-2016 are continued for last year:

1) 10% more students will participate in priority registration on their initial day of priority compared to the most recent equivalent term.

We are interested in having students who are eligible for priority registration take advantage of that priority registration. This is an early indication of student persistence and success. Examining this in more detail will be a goal for the coming years. There are two areas we are currently focusing on as it relates to this SAO.

A) Beginning with the Spring 2017 registration period, there will be a student payment plan option in place that will increase the percentage of students who utilize priority registration. Feedback from students was that many students delay registering for classes due to waiting for financial aid processing to occur or because students struggle to come up with the required money for tuition and books. The way the payment plan option is set up encourages students to register during their priority time due to the first plan available to students requires a minimal $60 down payment. As the registration cycle continues and begins to exceed the priority registration time period, students begin to have fewer payment plan options. We have worked with NelNet to provide marketing materials to promote the payment plan option that promotes utilizing priority registration as well as posting information on the web. In future semesters, we will continue work with our own Marketing Office to promote the payment option plan.

B) Now that the Manager of Outreach and Manager of Orientation and Follow-up Services positions have been hired, we want to provide data that will allow both Managers to make contact students who are eligible to register, but have failed to do so. If more students are utilizing their priority registration appointment, we are able to identify students sooner who have yet to register. Part of the outreach and recruitment strategies will be to promote the payment plan option if students are unable to come up with all of the necessary funds to pay for classes and books or have yet to begin the financial aid process.

2) 10% fewer students will be dropped for non-payment compared to the most recent equivalent term.

This SAO is a shared SAO with Fiscal Services. We have agreed to work together toward the common goal of positively influencing student registration and payment behaviors and outcomes.

This SAO will continue to look for a reduction in the number of students dropped for non-payment. It is worth noting that we are so committed to reducing the number of students who are dropped for non-payment that we had a large scale calling campaign to encourage

I. B. Please summarize the findings of SAO assessments conducted.

students to pay their outstanding fees before being dropped. Our Student Ambassador team was tasked with calling students who had fees due within 5 days of being dropped for non-payment. The Ambassadors made thousands of calls over the past year to inform students to pay their fees to avoid being dropped for non-payment. Although the calling campaign continued to help as it did the previous year, we feel the call campaigns will be more effective when we let students know that there is now a payment plan option. We will continue to market this option in future semesters.

I. C. Reflect upon the SAO assessment findings in Box B above. Discuss overall observations and any areas of concern or noteworthy trends.

SAO – Priority Registration: Continued efforts will tie in with other 3SP initiatives that will place more importance on Priority Registration and for there to be more enforcement of Loss of Priority for students who have not complied with 3SP requirements. This will be a joint effort with the Manager of Orientation and Follow-up Services.

SAO – Drop for Non-Payment: One of the planned benefits for a Payment Plan Option is to allow students who register during the Priority Registration period to be able to select a minimal down payment option. This will tie together both of our SAO's to work in tandem by also incentivizing Priority Registration usage. The payment plan option will be available for the Spring 20017 registration cycle.

STEP II. PLANNING

Reflecting on the 4-year trend data, the SAO assessment results, and the college's Strategic Plan 2016, describe/discuss the discipline planning related to the following:

II. A. Programs changes and improvements (consider changes due to growth in FTES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc.)

- In year two of the Student Success and Support Programs, we continue to evaluate our MIS reported findings. We are working to remedy underreporting issues and continue to educate staff across campus about the importance of accurately submitting MIS information. This will be an on-going area of emphasis. We also will be working with the Director of Information Systems to utilize the dashboard feature in PeopleSoft. This will allow students to better see where they are in the completion of Orientation, Placement, and Education Planning (Abbreviated and Comprehensive) and allow staff from multiple departments to better assist students. The Manager of Orientation and Follow-up Services will also have access to this information and will be able to quickly identify students lacking completion in one or more of the areas and re-directing them to the appropriate services.

- The ability of the Admissions, Evaluations and Records areas to respond to SSSP initiatives has been successful in the past. However, given the constant reprioritization of area responsibilities due to these initiatives, more staff will be required to respond in a similarly successful manner. The implementation of degree audit is well underway and has been very successful. Testing is currently being conducted by the Evaluations, Financial Aid, Counseling, and Veterans areas. Full implementation and rollout to all staff and students is projected for 2017.

- The implementation for transfer credit is not progressing as quickly as it could. Additional staff resources are desperately needed in order to research transfer articulations and enter the rules into PeopleSoft. Two positions are requested in relation to this project: an evaluator

II. A. Programs changes and improvements (consider changes due to growth in FTES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc.)

to research the articulations and a records specialist to enter and maintain the transcripts and rules. In addition, the project is progressing without dedicated technology support from Information Systems due to I.S.'s own staffing shortages. Getting additional I.S. support, by way of staffing, is vital to the success of transfer credit.

- OnBase (by Hyland Inc.) was successfully implemented in Spring 2015. OnBase replaced our out-of-date Hershey system for archiving documents. What we are most excited about with OnBase is the functionality it can provide in regards to enhanced workflows and electronic submission of documents with e-signature capability. Our Systems Module Functionalist has attended training sessions that will allow us to create efficiencies in processing and procedures through electronic document submission, workflow tracking, and instant document retrieval. We continue to work on workflow efficiency with our graduation application process. We have identified Student Success and Support Program (3SP) funds to contract with Hyland to help build the workflow and graduation petition available to students in e-services for this process. As previously mentioned, we plan to use OnBase for electronic document submission. We have been working with our Information Services department to allow students to sign forms electronically. We have identified our International Student Office and Financial Aid Office as future areas where workflow projects can be piloted. Another reason we are prioritizing this for the upcoming year is as we look to open the South and North Centers, having electronic submission of forms will allow us to create efficient workflow of documents between the main campus and the Education Centers.

II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)

1) Implement CCC Apply

- CCC Apply needs to be implemented at Palomar College. The Chancellor's Office state wide initiatives require the college to move to CCC Apply. Among these initiatives is moving all California Community Colleges to a common assessment in November 2016. Unfortunately, the statewide common assessment initiative was not ready for a November roll out. While we are in need to move to CCC Apply there are a few remaining technical issues that IS is working on. The CCCApply implementation date has been pushed back into 2017. We also are looking to use Starfish Early Alert. A recent kickoff meeting formally started this process. A group is being convened to Training will need to be provided to all Enrollment Services staff and Student Ambassadors.

2) Review Process Guide Efforts

- This is a continuation from last year. It has been some time since the process guides and training materials have been updated. An area of focus over the next year is to update and create where necessary, a policies and procedures guide and training materials.

3) Improve Staffing Levels

- We are currently down 4 full-time Enrollment Services Specialist positions. These positions have been left vacant due to internal promotion, the SERP, and opportunities for existing staff for out-of-class assignments. Of the 4 Enrollment Services Specialists vacancies, two will hopefully begin recruitment is November 2016. Two other positions remain vacant: the Business Analyst and the Supervisor, Admissions at the Escondido Education Center. It is essential to rehire the Business Analyst position as quickly as possible. This position plays an integral role in MIS data submission and maintaining technological support of our entire operation. The Supervisor, Admissions position will need to be looked at as we think about the staffing of the Escondido Education Center and the South and North Centers.

4) Degree Audit Projects

- Release the degree audit to appropriate staff members
- Release the degree audit to students through Student e-Services
- Complete the design of the electronic degree and diploma application and release to students

II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)

5) Develop an Outreach Office and Coordinate Activities with the Outreach Office

- **In May 2015, the Governing Board approved a Manager of Outreach position. A budget line for this position was created when the Supervisor, Records and Evaluations retired in June. Those duties were shifted to a new Manager, Admissions, Records, and Evaluations position that merged the San Marcos Supervisor, Enrollment Services and Supervisor, Records and Evaluations positions. The Manager of Outreach position was filled and began their role on October 24, 2016.**
- **The Manager of Outreach is going to need to develop an operating budget that allows for support staff. An initial plan was to hire 4 staff members that could work with area high schools divided into 4 quadrant areas. Consideration could be given to realigning services and staff already existing on campus. Student Ambassadors will also provide staffing support.**
- **Since Admissions will be working closely with the Outreach Office, the Manager of Admissions, Records, and Evaluations has already begun to provide outreach services. The Manager of Admissions, Records, and Evaluations has hired most of the current Student Ambassador team; re-established relationships with district area high schools; partnered with San Marcos High School to develop the Palomar Pathways Program. This program is now a requirement for eligibility in this year's San Marcos Palomar Promise; coordinates, schedules and plans outreach events in the district area high schools and throughout the community; delivers presentations about Palomar College; developed, planed, and executed email, text, and phone call campaigns to perspective and current students to increase enrollment and limit the amount of students who are dropped for non-payment; helped plan and organize the 2016 EAP event.**

STEP III. RESOURCE REQUESTS FOR DISCIPLINE:

III. A. Describe the resources necessary to successfully implement the planning described above. Provide a detailed rationale for each request by referring to the analyses of data and SAO assessment results in Step I and/or to any other evidence not apparent in the data or SAO Assessment results.

a. Equipment (per unit cost is >$500) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
a1.	CCC Apply	2	2.1, 2.4	Cost has been picked up by the CCCCO. Use of central application will assist with MIS data matching, system-wide compliance and updating for data compliance, better collection of SSN data. Depending on the staffing levels of the Information Services department, funding may be required to contract out some of the work.	$0 (no cost for use, some implementation costs.		Implement in 2017.
a2.							
a3.							

a. Equipment (per unit cost is >$500) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
a4.							
a5.							

b. Technology (computers, data projectors, document readers, etc.) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
b1.							
b2.							
b3.							
b4.							
b5.							

c. Budget for 4000s (per unit cost is <$500 supplies) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
c1.							
c2.							
c3.							
c4							
c5.							

d. Budget for 5000s (printing, maintenance agreements, software license etc.) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
d1.	Customer Relations Module (CRM)	1	2.1, 2.4, 2.6, 3.1, 5.2, 5.4	To assist students in navigating the on-boarding process and to assist current students with the services that they need to succeed. This software will allow us to better assess the use of our services, better allocate resources to student needs, reduce student frustration and wait-times, track student contacts, and provide documented outcomes data.	We have been awarded $30,000 in SPFF fund for this project. We can also cost share with 3SP and other department s that will use it.	There would likely be an on-going maintenance fee. The initial plan is to purchase a 3 year contract upfront with the one-time money we have on hand.	We have $30,000 in SPFF funds that we could use. Possible support within existing Enrollment Services budgets and new Outreach Office budgets could help offset the cost. Some institutional support is likely needed.
d2.							
d3.							
d4.							
d5.							

e. Classified staff position (permanent/contract position requests unique to this discipline) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
e1.							
e2.							
e3.							
e4.							
e5.							

f. Classified staff position (temporary and student workers position requests unique to this discipline) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
f1.							

f. Classified staff position (temporary and student workers position requests unique to this discipline) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
f2.							
f3.							
f4.							
f5.							

III. B. Are there other resources (including data) that you need to complete your discipline review and planning?

The Admissions Office will need to expand its use of electronic transcript exchanges. We currently exchange transcripts through Credentials Inc. Ultimately we will receive and upload transcript data directly into the Academic Advising Module. We are also looking to use Credentials Inc. to assist with student enrollment verification requests.

STEP IV. SHARE YOUR ACCOMPLISHMENTS

Please include at least one discipline accomplishment that you'd like to share with the college community.

- In May 2015, the Governing Board approved a Manager of Outreach position. In October 2016, the Manager of Outreach began their role. The hand-off from Admissions leading the outreach efforts to the Manager of Outreach has begun.
- The Evaluations & Records Office met the ADT (Associate Degree for Transfer) deadline during Fall 2015 and Spring 2016 for the CSU transfer applicants. For Spring 2016, the Evaluators were able to complete a review of the 402 applicants during one of the busiest times of the year! (Something some of the other community colleges couldn't meet.)

Kristyn Lewko, Senior Academic Evaluator, and Tracie Sayre, Admissions & Records Functional have made great achievements in Academic Advising. All plans have a programmed degree audit going back to the 2010-11 school year. Testing is currently underway by Evaluations, Financial Aid, Counseling, and Veterans.

STEP V. ACCREDITATION

For programs with an external accreditation, indicate the date of the last accreditation visit and discuss recommendations and progress made on the recommendations.

n/a

STEP VI. COMMENTS Other comments, recommendations: (Please use this space for additional comments or recommendations that don't fit in any category above.)

Please identify faculty and staff who participated in the development of the plan for this department:

Kendyl Magnuson *Name*	Jamie Moss *Name*	*Name*
Name	*Name*	*Name*

Department Chair/Designee Signature — Date: 11-3-16

Division Dean Signature — Date: 11/3/16

Division Vice President Signature — Date: 11/4/14

- **Provide a hard copy to the Vice President Gonzales no later than November 3, 2016.**
- **Email an electronic copy to mlavigueur@palomar.edu by November 3, 2016.**
- **Email an electronic copy to rjohnson3@palomar.edu by November 3, 2016.**

Palomar College – Program Review and Planning
Non-Instructional Programs
Academic Year 2016-17

Purpose of Program Review and Planning: The institution assesses progress toward achieving stated goals and makes decisions regarding the improvement of institutional effectiveness in an on-going and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data (ACCJC/WASC, Standard I, B.3.)

Articulation

11/03/2016

Non-Instructional Discipline Reviewed (Each discipline is required to complete a Program Review)

STEP I. ANALYSIS (Note: Each Department Will Use Their Own Previous Analysis Data)

	2012-2013	2013-2014	2014-2015	<<Prelim>> 2015-2016	Definitions
Articulation oversight of curriculum including course changes, reviews, reactivations, deactivations, new programs, program changes, and program deactivations				336	Articulation oversight of all curriculum launched in Palomar's curriculum management system Curricunet, and proposed and approved at the Curriculum Committee. The Articulation Officer is responsible for providing input and recommendations to discipline faculty related to any changes to existing curriculum that may impact articulation and offer suggestions to new curriculum in order to gain course to course and major preparation articulation with the CSU/UC systems and private colleges and universities.
Curriculum Changes submitted to the California Intersegmental Articulation Council				114	The Articulation Officer creates, maintains, and distributes an annual update to colleges and universities of new and/or deleted or inactivated courses and substantive changes to transferable courses.
Curriculum changes including new courses submitted to the CSU Baccalaureate list via ASSIST				49	New courses, deleted courses, course title changes, and course unit changes are submitted to ASIST by the Articulation Officer. This includes the new CSU transfer courses approved by Palomar College.
Active courses in ASSIST				1576	The number of courses active in the ASSIST database. ASSIST is the official repository of transfer coursework. The Articulation Officer is responsible for the maintenance and oversight of these courses.
Lower Division major articulation agreements with the CSU				1531	Lower division transfer agreements established and maintained for the CSU system. The Articulation Officer monitors these agreements for any changes

					and collaborates with respective departments related to any changes required of the lower division transfer preparation patterns.
Lower Division major articulation agreements with the UC				862	Lower division transfer agreements established and maintained for the UC system. The Articulation Officer monitors these agreements for any changes and collaborates with respective departments related to any changes required of the lower division transfer preparation patterns.
New private institution articulation agreements				3	The number of new articulation agreements established with private colleges and universities.
Revised private institution articulation agreements				4	The number of revised articulation agreements established with private colleges and universities.
Associate Degree for Transfer Approvals				6	The number of Associate Degree for Transfer programs approved by the CCCCO and ACCJC.
Associate Degree for Transfer In development at CCCCO				4	The number of Associate Degree for Transfer programs in development with the CCCCO and may require program and curricular modifications facilitated by the Articulation Officer.
Associate Degree for Transfer in progress at the department level				2	The number of Associate Degree for Transfer programs in discussion phase with the departments facilitated by the Articulation Officer in collaboration with department faculty.
C-ID approvals				39	The number of courses submitted to C-ID by the Articulation Officer that received new C-ID approvals. The Articulation Officer, in consultation with discipline faculty, facilitates the curriculum development process to receive final C-ID approval. Moreover, the Articulation Officer submits these courses to C-ID reviewers for approval. These are required for the ADT degrees to be approved by the CCCCO.
C-ID conditional approvals				5	The number of courses with C-ID conditional approval that require additional changes to course content and/or objectives for final approval. The Articulation Officer, in consultation with discipline faculty, facilitates the necessary changes to receive final C-ID approval. Moreover, the Articulation

					Officer submits these courses to C-ID reviewers for approval These are required for the ADT degrees to be approved by the CCCCO.
C-ID in progress				9	The number of C-ID courses in progress by C-ID course reviewers. The Articulation Officer worked in collaboration with discipline faculty to develop the necessary curriculum required of C-ID. Moreover, the Articulation Officer submits these courses to C-ID reviewers for approval. These are required for the ADT degrees to be approved by the CCCCO.
C-ID denied				2	The number of courses denied by C-ID. The Articulation Officer facilitates department meetings with respective faculty to make the necessary changes requested by the C-ID primary faculty reviewer. These changes are required for ADT approval. Changes are submitted by the Articulation Officer.
Total C-ID approved courses				191	Total number of Palomar courses C-ID approved. These are required for ADT degrees
Palomar Active ADT Programs				18	Total number of Palomar ADT degrees approved and active
IGETC GE Approvals				7	The number of courses approved for IGETC General Education vetted by the Articulation Officer and the discipline faculty.
CSU GE approvals				12	The number of courses approved for CSU General Education vetted by the Articulation Officer and the discipline faculty.
UCTCA Approvals				36	The number of courses approved as UC transferable. The Articulation Officer, in collaboration with discipline faculty, work together to create curriculum aligned with UC requirements.
UC TCA Denied				3	The number of courses denied by the UC as transferable

I. A. Reflect upon and provide an analysis of the four years of data above

The last Articulation PRP was completed 10/16/13 as a Year 2 PRP. The previous data analysis included the professional work of Articulation related to IGETC and CSU General Education Breadth, CSU transferable coursework, ADT development, and C-ID submittals. This report disaggregates the data to further represent the collaborative efforts required of the Articulation Officer related to curriculum development and articulation. As you can see, a reviewer may follow the pathway of articulation development monitored by the Articulation Officer from curriculum development, to lower division major preparation for the CSU and UC, to the creation of an Associate Degree for Transfer (ADT), and C-ID approval and lower division major preparation to a CSU or UC. More specifically, the nuts and bolts to articulation are demonstrated in the data representing the Articulation Officer's leadership in maintaining and identifying articulation opportunities with private colleges and universities, the CSU and the UC, general education breadth patterns, and the state's C-ID system focused on creating a supra common identification numbering system to enhance student's mobility across the system. Moreover, the Articulation Officer creates and maintains data related to all curriculum changes potentially influencing articulation and notifies all intersegmental institutions on an annual basis. This is demonstrated by the first data element of 335 curriculum changes. Each of these changes is monitored by the Articulation Officer and feedback is provided to each discipline faculty ranging from prerequisite recommendations, objectives and content suggestions, textbook recommendations, and unit value. These final changes are approved by the college's Curriculum Committee in consultation with the Articulation Officer. Any substantive changes to CSU transferable courses and new CSU transferable courses are approved by the Articulation Officer in consultation with discipline faculty, per CSU Executive Order 167. The Articulation Officer informs the CSU of these changes via the ASSIST Curriculum Update System. These changes are then carried over to the annual University of California Transfer Course Agreement (UCTCA) where the UCOP will make the final decision on transferability. The Articulation Officer communicates the UCOP decisions to the respective faculty. In the event the UC does not approve the course, recommendations are made for the Articulation Officer to work with respective faculty for future UCTCA approval.

The Articulation Officer, in collaboration with discipline faculty, proposes general education breadth areas to be considered for CSU and IGETC GE Breadth. The proposal is submitted on an annual basis and published the spring of each year. The Articulation Officer work with discipline faculty and provides the necessary resources to meet the CSU and/or UC requirements. In the event the course is not approved for GE, the Articulation Officer works with respective faculty for future approval.

The Associate Degree for Transfer (ADT) is mandated by SB 1440/440 requiring each California Community College to create an ADT where the college has a matching TOP code. As of Spring 2015, Palomar College was out of compliance with several ADT programs to be developed. These degrees included the ADT in Economics, Communication Studies, Studio Arts, Music, Biology, and Chemistry. As of today, Palomar College is closer to compliance with only 3 ADT degrees outstanding; Music, Biology, and Chemistry. The Music and Biology program are at the Chancellor's office in development status pending additional curriculum modifications including C-ID approvals. The Chemistry degree is at the department level being vetted due to the high unit degree not meeting the 60 unit requirement. Furthermore, Palomar College has received approval for the ADT in Anthropology, Spanish, and Kinesiology. The Articulation Officer, in collaboration with discipline faculty, divisional Deans, and Instructional staff, facilitated numerous workgroups and special meetings. These meetings included changes to the coursework required of the ADT in order to gain C-ID approval, the structure of the ADT program, and offering suggestions for the program narrative including program objectives and goals. The leadership of the Articulation Officer, discipline faculty, divisional Deans, and staff provided the necessary resources to receive approval of six ADT programs within one semester.

I. B. Please summarize the findings of SAO assessments conducted.

SAO: AH & I is "inactive and outcome sunsetted". This SAO goal was to "increase Counselor's understanding of the American History and Institution requirement in order to more accurately combine transferred in courses with Palomar courses."
SAO: Academic Advising is "active". This SAO goal was to "achieve 90% of counselors able to access the Academic Advising Module; run and audit and interpret the results." According to TracDat the SAO Pre-post assessment states "in-service training using created student data. Training will focus on running reports, auditing, and interpretation of data." Assessment Timeline: "Training will begin Fall 2012 and post-test by the end of Fall 2012". Next Planned Assessment: 12/17/12, Date Added: 10/10/2011.' Service Area Goal and GE/ILO Mapping: "Digital Literacy". This SAO is no longer active and replaced with new SAOs.

The active SAO goals for Academic Advising, according to the Year 2 2013/2014 report were not met. The report further indicates the Articulation Officer was working in conjunction with Evaluations on the implementation of the Transfer Credit and Academic Advising PeopleSoft modules. "Go Live" dates were not met and a full time staff member was not dedicated to the project. The Transfer Credit and Academic Advising PeopleSoft modules now include dedicated staff from Information Technology and Evaluations working on this project and the Articulation Officer is no longer assigned to the project.

New SAOs include:

Goal 1: Faculty, Staff, and Students will be informed of articulation by illustrating the collaborative partnership that exists between Palomar, the California State University, University of California, private institutions, and high school articulation.
Objective 1.1 Increase the number of visitors to the Articulation website by 30% by developing and maintaining the Articulation website to display articulation agreements, partnerships, Associate Degree for Transfer, C-ID, and Assist.
Object 1.2 Build an Articulation 101 professional development program to be offered once per semester for faculty and staff with at least 10 attendees via online or in person workshops.

Goal 2: Promote the Associate Degree for Transfer as a pathway to the California State University
Objective 1: Publish and maintain A Degree with a Guarantee pathways on the Articulation website. Measure awareness by monitoring an increase of 80% in the number of visits to the Articulation website A Degree with a Guarantee page.
Objective 2: Collaborate with departments to create new ADT programs in areas not mandated by the state as evidenced by ongoing consultation with at least one applicable department and/or division as applicable to a related ADT Transfer Model Curriculum Template.
Objective 3: Measure campus awareness of the ADT program as evidenced by an increase of 35% in program awards

I. C. Reflect upon the SAO assessment findings in Box B above. Discuss overall observations and any areas of concern or noteworthy trends.

The SAO for Academic Advising has not been measured since 2013 and is deactivated.
The SAO for AH&I is already inactive.

STEP II. PLANNING

Reflecting on the 4-year trend data, the SAO assessment results, and the college's Strategic Plan 2016, describe/discuss the discipline planning related to the following:

II. A. Program changes and improvements (consider changes due to growth in TEES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc

The last Articulation PRP conducted was a year 2 PRP in 2013. The previous Articulation Officer has retired and a new full-time Articulation Officer has been hired as of December 2015. Due to the transition of the new Articulation Officer, the PRP was on hold until now. This PRP is starting with fresh data representative of the professional nature of Articulation involving collaborative leadership of the Articulation Officer in working with discipline faculty, administration, and staff.

The data reported for 2015 demonstrates a cross section of the leadership work required of the Articulation Officer in working with faculty, administration, and staff in developing and maintaining articulation and articulation opportunities. Articulation yields partnerships with public and private institutions with the goal of providing defined pathways for student success and transfer. Moreover, these partnerships and pathways align with the strategic plan goals 2 and 3; to engage the community, business and educational in meaningful educational pathways that improve student success and completion. These pathways involve the leadership and collaboration of the Articulation Officer, in consultation with discipline faculty as the experts in their field, to define pathways that may begin with dual enrollment in the high school and articulate beyond with the goal of workforce development and transfer.

The California Community College Chancellor's office continues to mandate the Associate Degree for Transfer (ADT) under SB 1440/440. At the same time, the California State University continues to expand their partnerships with the ADT program by accepting these degrees as defined pathways for the student to complete their bachelor's degree upon transfer in a timely two year sequence. As the CSU expands their partnerships with the program, the Articulation Officer must collaborate with the respective faculty in creating new pathways where they make sense. Additionally, the Articulation Officer is responsible for maintaining existing pathways where changes may occur from the state level faculty discipline input groups. These changes need discipline faculty input following the leadership facilitated by the Articulation Officer.

As of January, 2015, Palomar College was out of compliance with four ADT programs and two due by August 2015. Palomar College now has three remaining ADT programs to develop to be in compliance with the Chancellor's Office. These programs include Chemistry, Biology, and Music. With the exception of Chemistry, Music and Biology are in development and expected to be approved by the Chancellor's office and become active by Fall 2018. The Articulation Officer has worked extensively with the respective faculty during workgroup meetings to develop these pathways. These pathways include

- Economics
- Communication Studies
- Studio Art
- Kinesiology
- Anthropology
- Spanish

Chemistry remains a challenge due to the necessity of the degree being within 60 semester units and the high unit courses stretching the degree beyond the 60 units. The Articulation Officer, in collaboration with administration and faculty, continue to work with discipline faculty on this

II. A. Program changes and improvements (consider changes due to growth in TEES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc

degree while advocating to the Chancellor's office the necessity to move the degree from Transfer Model Curriculum to model curriculum. This would remove the degree from the mandate of SB 1440/440.

As of October, 2016, Palomar College offers 18 Associate Degree for Transfer programs. These programs expand opportunities for students to transfer to CSU campuses with legislated benefits that allow the student to graduate from the CSU in a timely manner while only needing an additional 60 semester units. These benefits provided to Palomar students are a direct result of the collaborative leadership between the Articulation Officer and discipline faculty in creating curriculum to align with defined student pathways. These pathways are well aligned with Palomar's strategic goals of creating meaningful partnerships and educational pathways. The Articulation Officer continues to identify partnerships and pathways where they make sense. As of today, discussions continue with faculty in creating the ADT in Film, TV, and Media and Child and Adolescent Development.

The 2015 ADT program awards increased 27% from 165 ADT awards granted to Palomar students in 2014 to 211 awards granted in 2015. The following special populations earned the ADT in 2015:

- 58 First Time Generation
- 0 Foster Youth
- 5 Active Military
- 8 Veterans

Based upon the data from the California Community College Data Mart, there is a need to increase the awareness of the ADT pathways amongst special populations. This presents an opportunity for the Articulation Officer to partner with Student Success and Equity in finding identified mechanisms to increase the awareness of these pathways and how these programs contribute to student success and transfer.

The Course Identification Numbering System (C-ID) continues to partner with the existing ADT Transfer Model Curriculum. This partnership is creating a statewide common numbering system to allow common curriculum across the California Community College system. This common curriculum system allows student mobility across the system. The partnerships between the Chancellor's office, the CSU, The statewide Academic Senate and C-ID, and the faculty of the community college system are creating defined pathways for students to be well prepared for transfer, complete the bachelor's degree within two years, and be workforce ready. The Articulation Officer facilitates meetings and workgroups with numerous constituent groups across Palomar College and the CSU in order to make these partnerships a reality.

The new Dual Enrollment opportunities resulting from AB 288 are creating partnerships between Palomar College and local high schools. These partnerships allow Palomar to offer Palomar courses at the high school for high school and college credit. These agreements will create defined pathways starting at the high school and leading to workforce and/or transfer. The Articulation Officer works in collaboration with administration, faculty, and staff to develop meaningful dual enrollment opportunities that allow students maximum benefit from the coursework offered. These benefits include courses that allow students to double count coursework for major and general education, are articulated with CSU and UC campuses, and develop workforce readiness.

The Articulation Officer, in consultation with CSU and UC Articulation Officer, continues to identify articulation opportunities for lower division major preparation. Currently, Palomar College maintains 2,393 agreements between the CSU and UC systems. These agreements require the constant oversight of the Articulation Officer and any changes to the required curriculum of the CSU or UC major preparation and the curriculum associated with the major preparation is communicated with discipline faculty. These changes may require the collaborative leadership of the Articulation Officer in making curriculum changes to courses and/or programs. Pathways partnered with the CSU and UC directly align with

II. A. Program changes and improvements (consider changes due to growth in TEES and Headcount, CSU/UC transfer language updates, articulation, workforce and labor market projections, certificate or degree completions, etc

Palomar's strategic goals of identifying potential partners, maintaining successful relationships, and finding pathways leading to successful completion and transfer.

Private institutions continue to provide opportunities for alternative pathways. These pathways, when vetted appropriately, have the potential of partnering with institutions to provide students transfer opportunities otherwise not available in our local region due to CSU and UC impaction. The private articulation partnerships are challenged by the need of the private institutions to include a Memorandum of Understanding (MOU) as part of transfer articulation. This demand has placed the Articulation Officer in a position of screening MOUs to exclude activity required of Palomar College that may present inequity of preferential treatment. This demand is taking considerable time from identifying and maintaining articulation opportunities with the CSU/UC, and partnering with C-ID, ADT, CTE, and dual enrollment. As a result, the Articulation Officer, in consultation with administration, is developing a policy separating a transfer articulation agreement from an MOU and updating Board Policy and Administrative Procedure 4050 and signature authority of the Articulation Officer related to transfer articulation.

II. B. Additional programs to develop (consider enrollment trends, student demands, wait times, comprehensiveness, etc.)

The Student Success and Equity Council (SSEC) continues to work on develop pathways for Palomar students to identify thematic learning communities. I am a member of the SSEC committee and participate extensively in identifying pathways to partner students with thematic learning environments that yield workforce readiness and/or transfer. Moreover, there is an opportunity to strengthen the awareness of the ADT programs, especially amongst special populations identified in the Palomar College Equity Plan. The Articulation Officer, in consultation with administration, faculty, and staff, may provide the resources and leadership necessary to broaden the awareness of the ADT programs and their benefits.

Career and Technical Education and high school articulation are expanding under new legislation and initiatives sponsored by the Chancellor's Office. As these initiatives are launched, pathways and partnership expertise may be required of the Articulation Officer. These pathways may result in future CTE and workforce readiness programs that also yield opportunities for transfer.

There are significant implementations related to ASSIST and C-ID. These changes will require the Articulation Officer to work with all constituents in providing the necessary training and professional development.

STEP III. RESOURCE REQUESTS FOR DISCIPLINE:

III. A. Describe the resources necessary to successfully implement the planning described above. Provide a detailed rationale for each request by referring to the analyses of data and SAO assessment results in Step I and/or to any other evidence not apparent in the data or SAO Assessment results.

a. Equipment (per unit cost is >$500) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
a1.							
a2.							
a3.							
a4.							
a5.							

b. Technology (computers, data projectors, document readers, etc.) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
b1.							
b2.							
b3.							
b4.							
b5.							

c. Budget for 4000s (per unit cost is <$500 supplies) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
c1.							
c2.							
c3.							
c4							
c5.							

d. Budget for 5000s (printing, maintenance agreements, software license etc.) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
d1.							
d2.							
d3.							
d4.							
d5.							

e. Classified staff position (permanent/contract position requests unique to this discipline) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2016 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
e1.	Articulation Support Position	1		Supports Strategic Plan Goals 2 & 3	86, 271	Ongoing	No
e2.							
e3.							
e4.							
e5.							

f. Classified staff position (temporary and student workers position requests unique to this discipline) ***Enter requests on lines below.***

Resource	Describe Resource Requested	Prioritize these requests 1,2,3, etc.	Strategic Plan 2013 Goal/ Objective Addressed by This Resource (Link)	Provide a detailed rationale for the requested resource. The rationale should refer to your discipline's plan, analysis of data, SAO assessments, and/or the College's Strategic Plan	Estimated Amount of Funding Requested	Will this be one-time or on-going funding?	Is resource already funded (in part or in full)? If so, name source. Why is that source not sufficient for future funding?
f1.							
f2.							
f3.							
f4.							
f5.							

III. B. Are there other resources (including data) that you need to complete your discipline review and planning?

None

STEP IV. SHARE YOUR ACCOMPLISHMENTS Please include at least one discipline accomplishment that you'd like to share with the college community.

As mentioned in Step II Planning, I have facilitated the leadership required in order to create six additional Associate Degree for Transfer programs. These programs include

- Economics
- Communication Studies
- Studio Art
- Kinesiology
- Anthropology
- Spanish

Additionally, the following ADT programs are in development at the Chancellor's office and expected to be active as of Fall 2018;

- Music
- Biology

Moreover, I am working with department faculty in the following departments to create the following ADTs:

- Film, TV and Media
- Child and Adolescent Development

Each of these programs require C-ID approval. I continue to collaborate with faculty in developing the necessary curriculum required to align our curriculum with C-ID. Since January, 2015, I have been successful in 39 C-ID approvals. These approvals contribute to the creation of defined pathways and student mobility to move across the system of the California Community College and into the California State University.
As mentioned earlier, articulation with private colleges and universities remains a challenge due to the separation of an MOU from a transfer articulation agreement. Moreover, BP/AP 4050 have not been updated since 2009 and, therefore, are not responsive to the current needs of Articulation. Nonetheless, the following private articulation agreements have been created:

- Alliant University
  General Education with major preparation in
- JP Catholic University
  General Education with major preparation in Business , Communications Media emphasis Acting, Animation, Game Development, Post-Production, Producing, Production, Screenwriting, Studio Production
- University of Redlands
  General Education with major preparation in Business and Business Management

These partnerships align with Palomar's strategic planning and enhance student mobility. Moreover, adult learning professionals are able to move through the community college system and into a university while working full-time, as represented by the new partnership with the University of Redland's School of Business.

STEP V. ACCREDITATION **For programs with an external accreditation, indicate the date of the last accreditation visit and discuss recommendations and progress made on the recommendations.**

n/a

STEP VI. COMMENTS **Other comments, recommendations: (Please use this space for additional comments or recommendations that don't fit in any category above.)**

Please identify faculty and staff who participated in the development of the plan for this department:

Michelle Barton	*Chris Norcross*	*Name*
Name	*Name*	*Name*

Department Chair/Designee Signature — Date: 10/18/16

Division Dean Signature — Date: 10/19/16

Division Vice President Signature — Date: 11/4/16

- **Provide a hard copy to the Vice President Gonzales no later than November 3, 2016.**
- **Email an electronic copy to mlavigueur@palomar.edu by November 3, 2016.**

- **Email an electronic copy to rjohnson3@palomar.edu by November 3, 2016.**

Student Services District Board Policies and Administrative Procedures				
Area	**BP/AP**	**Title**	**Assigned to:**	**Status**
Institutional	BP 5000	Student Responsibility	Adrian/Kendyl	CCLC does not have a BP 5000. Consider deletion of the BP unless it is deemed necessary. * Change title to "Student Rights and Responsibilities" * Review student focus/insert student focus
Enrollment Services	BP 5010	Admissions and Concurrent Enrollment	Kendyl	* Needs review and updating REV 9-21-16 contains all CCLC suggested updates through Update 28
Enrollment Services	AP 5010	Admissions and Concurrent Enrollment	Kendyl	* Needs review and updating REV 9-21-16 contains all CCLC suggested updates through Update 28
Enrollment Services	AP 5011	Admission and Concurrent Enrollment of H.S. & Other Young Students	Kendyl	* Needs review and updating. Emailed KM. Item is currently slated for Board Review & approval in October. Need to know from KM if CCLC suggested updates from #28 have been addressed.
Enrollment Services	AP 5012	International Students	Kendyl	CCLC has no suggested changes. Formatting has been updated. SS needs to review and forward to P&P for Chap 5 review cycle. * At P&P 11/1/16
Enrollment Services	AP 5013	Students in the Military	Kendyl	* Needs review. (This is an optional procedure) If we do not need it, consider deletion. CCLC proposed changes are included in REV 9-22-16
Enrollment Services	BP 5015	Residence Determination	Kendyl	* Needs review and updating. CCLC has no suggested changes. Formatting has been updated. Review and forward to P&P for Chap 5 review cycle.
Enrollment Services	AP 5015	Residence Determination	Kendyl	CCLC Updates 25,26 & 27 incorporated into REV 9/26/16 * Needs review and updating
Enrollment Services	BP 5020	Nonresident Tuition	Kendyl	CCLC updates incorporated. * Needs review and updating
Enrollment Services	AP 5020	Nonresident Tuition	Kendyl	CCLC updates incorporated REV 9-26-16 * Needs review and updating
Enrollment Services	BP 5030	Fees	Kendyl/Sherry/Judy	Per Ron Perez item to stay with SS. Consult FAS as needed. * At P&P 11/1/16
Enrollment Services	AP 5030	Fees	Kendyl/Sherry/Judy	Per Ron Perez item to stay with SS. Consult FAS as needed. * At P&P 11/1/16
Enrollment Services	AP 5031	Instructional Material Fees	Kendyl	* Needs review and updating

Enrollment Services	BP 5035	Withholding of Student Records	Kendyl	* Needs review and updating
Enrollment Services	AP 5035	Withholding of Student Records	Kendyl	* Needs review and updating
Enrollment Services	BP 5040	Student Records, Directory Info/Privacy	Kendyl	* Needs review and updating
Enrollment Services	AP 5040	Student Records, Directory Info/Privacy	Kendyl	* Needs review and updating
Enrollment Services	BP 5045	Student Records: Challenging Content and Access Log	Kendyl	* Needs review and updating
Enrollment Services	AP 5045	Access Log	Kendyl	* Needs review and updating
Counseling Services	BP 5050	Matriculation	Brian	* Needs review and updating
Counseling Services	AP 5050	Matriculation	Brian	* Needs review and updating
Enrollment Services	BP 5052	Open Enrollment	Kendyl	* Needs review and updating
Enrollment Services	AP 5052	Open Enrollment	Kendyl	* Needs review and updating
Enrollment Services	BP 5055	Enrollment Priorities	Kendyl	* Needs review
Enrollment Services	AP 5055	Enrollment Priorities	Kendyl	* Needs review
Enrollment Services	AP 5070	Attendance	Kendyl	* Needs review
Enrollment Services	BP 5075	Course Adds and Drops	Kendyl	* Needs review
Enrollment Services	AP 5075	Course Adds and Drops	Kendyl	* Needs review
Counseling Services	BP 5110	Counseling Services	Brian	* Needs review
Counseling Services	AP 5110	Counseling Services	Brian	* Needs review
Counseling Services	BP 5120	Transfer Center	Brian	* Needs review
Counseling Services	AP 5120	Transfer Center	Brian	* Needs review
Enrollment Services	BP 5130	Financial Aid, Veterans' & Scholarship Services	Kendyl	* Needs review
Enrollment Services	AP 5130	Financial Aid, Veterans' & Scholarship Services	Kendyl	* Needs review
Counseling Services	BP 5140	Disability Resource Center (DRC)/Disabled Students Programs and Services (DSPS)	Brian	* Needs review
Counseling Services	AP 5140	Disability Resource Center (DRC)/Disabled Students Programs and Services (DSPS)	Brian	* Needs review
Counseling Services	BP 5150	Extended Opportunity Programs and Services (EOPS)	Brian	No review needed
Counseling Services	AP 5150	Extended Opportunity Programs and Services (EOPS)	Brian	No review needed
Counseling Services	AP 5160	GEAR UP Program	Brian	* Needs review

Counseling Services	AP 5170	TRIO Program	Brian	* Needs review
Health Services	BP 5200	Health Services	Judy	Complete
Health Services	AP 5200	Health Services	Judy	Complete
Health Services	BP 5210	Communicable Disease	Judy	Complete
Health Services	AP 5210	Communicable Disease	Judy	Complete
Student Services	BP 5220	Shower Facilities for Homeless Students		* Not approved 11/1/16
Student Services	AP 5220	Shower Facilities for Homeless Students		* Not approved 11/1/16
Counseling Services	BP 5300	Student Equity	Adrian/Brian	* Needs review from Olga Diaz
Counseling Services	AP 5300	Student Equity	Adrian/Brian	* Needs review from Olga Diaz
Student Affairs	BP 5400	Associated Student Government (ASG)	Sherry	Minor revisions to references. Review completed
Student Affairs	AP 5400	Associated Student Government (ASG)	Sherry	Formatting changes only. Review completed
Student Affairs	BP 5410	Associated Student Government (ASG) Elections	Sherry	Complete
Student Affairs	AP 5410	Associated Student Government (ASG) Elections	Sherry	Complete
Student Affairs	BP 5420	Associated Student Government (ASG) Financial Management	Sherry	* AT P&P 11/1/16
Student Affairs	AP 5420	Associated Student Government (ASG) Financial Management	Sherry	* At P&P 11/1/16
Student Affairs	BP 5500	Standards of Conduct	Sherry	* At P&P
Student Affairs	AP 5500	Standards of Conduct	Sherry	* Complete - P&P
Student Affairs	BP 5510	Off-Campus Student Organizations	Sherry	No review needed
Student Affairs	AP 5520	Student Discipline Procedures	Sherry	* Needs review
Student Affairs	BP 5530	Student Rights and Grievances	Sherry	At P&P
Student Affairs	AP 5530	Student Rights and Grievances	Sherry	
Institutional	AP 5550	Speech: Time, Place and Manner	Adrian/Sherry	* Needs review
Institutional	BP 5570	Solicitors on Campus	Adrian/Sherry	* Being reviewed and revised
Institutional	AP 5570	Solicitors on Campus	Adrian/Sherry	* Being reviewed and revised
Enrollment Services	AP 5610	Voter Registration	Kendyl	* Need review
Athletics	BP 5700	Athletics	Scott	Review completed
Athletics	AP 5700	Athletics	Scott	Review completed

Police Department	BP 5757	Parking	Mark	* At P&P 11/1/16
Police Department	AP 5757	Parking	Mark	* AT P&P 11/1/16
Fiscal Services	BP 5800	Bookstore		* Shift to Fiscal Services
Police Department	BP 5900	Prevention of Identity Theft in Student Financials	Mark	* Needs review
Police Department	AP 5900	Prevention of Identity Theft in Student Financials	Mark	* Needs review

Indicates complete
Not Student Services
Working on currently
At P&P

11/8/2016