

**Palomar College – Program Review and Planning  
Non-Instructional Programs  
YEAR 2  
Academic Year 2013-14**

**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: Enrollment Services/Evaluations & Records**

**10/11/2013**

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

	2009-2010	2010-2011	2011-2012	<<Prelim>> 2012-2013	Definitions
<b>EVALUATIONS OFFICE</b>					
<b>Number of FT Staff</b>	5	5	6	6	A new specially funded position was approved, and hired in February 2012.
<b>In-Person Contacts</b>	7,347	7,210	7,492	8,128	
<b>Phone Contacts</b>	8,251	7,663	5,940	6,415	
<b>E-Mail Contacts</b> <i>(Does not include evaluation notification emails)</i>	1,537	3,281	3,552	3,826	
<b>Associate in Arts:</b>					
Approved	1,741	1,764	1,858	1,338	The numbers listed for the AA, AA-T, AS, AS-T, CA, and CP are not a count of individual students, but a count of each degree/certificate awarded.
Denied	498	523	492	413	
<b>Total</b>	<b>2,239</b>	<b>2,287</b>	<b>2,350</b>	<b>1,751</b>	
<b>Associate in Arts for Transfer:</b> <i>(New in Fall 2011)</i>					
Approved			5	36	
Denied			40	22	
<b>Total</b>	n/a	n/a	<b>45</b>	<b>58</b>	
<b>Associate in Science:</b> <i>(New in Fall 2011)</i>					
Approved			3	238	
Denied			0	74	
<b>Total</b>	n/a	n/a	<b>3</b>	<b>312</b>	
<b>Associate in Science for Transfer:</b> <i>(New in Fall 2011)</i>					
Approved				9	
Denied				4	
<b>Total</b>	n/a	n/a	<b>0</b>	<b>13</b>	

<b>Certificates of Achievement:</b>						
Approved	1,084	1,249	1,666	1,474	Chancellor's Office approved programs of 18 units or more.	
Denied	498	160	224	249		
<b>Total</b>	<b>1,236</b>	<b>1,409</b>	<b>1,890</b>	<b>1,723</b>		
<b>Certificates of Proficiency:</b>						
Approved	126	172	182	232	Programs of less than 18 units; no approval required from the Chancellor's Office.	
Denied	33	15	25	20		
<b>Total</b>	<b>159</b>	<b>187</b>	<b>207</b>	<b>252</b>		
<b>Certificates of Completion:</b>						
Approved	155	172	80	88	Noncredit certificate programs in ESL and Adult Basic Education.	
Denied	40	38	188	239		
<b>Total</b>	<b>195</b>	<b>210</b>	<b>268</b>	<b>327</b>		
<b>CSU GE Certifications:</b>						
Full	668	588	675	639	CCC certification of lower-division GE requirements for transfer to the CSU system.	
Partial	209	207	229	220		
<b>Total</b>	<b>877</b>	<b>795</b>	<b>904</b>	<b>859</b>		
<b>IGETC Certifications:</b>						
Yes	290	335	345	248	CCC certification of lower-division GE requirements for transfer to the UC or CSU system.	
Partial	7	11	8	38		
No	25	28	26	10		
<b>Total</b>	<b>322</b>	<b>374</b>	<b>379</b>	<b>296</b>		
<b>Veteran Evaluations</b>	<b>644</b>	<b>770</b>	<b>753</b>	<b>897</b>	Program evaluations for veterans and their dependents.	
<b>SOCMAR/SOCNAV Evaluations</b>					Program evaluations for active duty marines or sailors and their dependents.	
Camp Pendleton	<b>85</b>	<b>84</b>	<b>82</b>	<b>82</b>		
<b>Transfer Credit Evaluations</b>					Evaluation of transferred-in course work as requested by Financial Aid Advisors.	
Financial Aid <i>(New in Fall 2011)</i>	n/a	n/a	<b>1,717</b>	<b>1,848</b>		
<b>Course Evaluations</b>					Evaluation of transferred-in course work as requested by counselors.	
Counseling	<b>192</b>	<b>289</b>	<b>284</b>	<b>340</b>		
<b>Prior Credit Evaluations</b>					Program evaluation as requested by Nursing and Financial Aid.	
Nursing/Fin Aid only <i>(Effective Summer 2011)</i>	<b>396</b>	<b>194</b>	<b>86</b>	<b>159</b>		
<b>Life Science Prerequisite Evaluations</b>					Evaluation of transferred-in course work for meeting Nursing science prerequisite requirements.	
Nursing <i>(New in Fall 2010)</i>	n/a	<b>168</b>	<b>189</b>	<b>206</b>		
<b>Course Repetition</b>					The new regulations entailed a lot of programming changes. Very difficult registration.	
<b>Petitions</b>	<b>138</b>	<b>155</b>	<b>138</b>	<b>92</b>		
<b>Withdrawals</b>	<b>2,334</b>	<b>2,330</b>	<b>1,720</b>	<b>1,457</b>		
<b>Academic Standing:</b>						
<b>Dean's List</b>	<b>3,017</b>	<b>3,157</b>	<b>3,193</b>	<b>3,038</b>		
<b>Probation</b>	<b>8,039</b>	<b>8,020</b>	<b>8,096</b>	<b>8,324</b>		
<b>Dismissal <i>(spring term only)</i></b>	<b>585</b>	<b>609</b>	<b>600</b>	<b>606</b>		
<b>CTE Transitions/Tech Prep</b>					The Tech Prep student enrollments are processed after the school year has ended. Therefore our counts are always a year behind.	
<i>(Posted in the spring term only)</i>						
<b>Courses</b>	<b>114</b>	<b>105</b>	<b>80</b>	<i>Pending</i>		
<b>Students</b>	<b>2,211</b>	<b>2,095</b>	<b>1,785</b>	<i>Pending</i>		
<b>RECORDS OFFICE</b>						
<b>Number of FT Staff</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	We have been asking for an additional Records position for several years, but there has been no funding available.	
<b>In-Person Contacts</b>	<b>3,752</b>	<b>4,042</b>	<b>4,365</b>	<b>9,815</b>		

<b>Phone Contacts</b>	<b>5,691</b>	<b>6,259</b>	<b>6,710</b>	<b>11,867</b>	This year we have obtained phone reports from IS, which is providing an accurate count instead of using our tally sheets.
<b>E-Mail Contacts</b>	<b>1,516</b>	<b>1,462</b>	<b>1,633</b>	<b>1,764</b>	
<b>Outgoing Transcripts</b>					
<b>Electronic</b>			<b>5,142</b>	<b>5,873</b>	
<b>Paper</b>	<b>33,441</b>	<b>29,778</b>	<b>31,339</b>	<b>30,141</b>	
<b>Incoming Transcripts</b>					
<b>Electronic</b>			<b>314</b>	<b>457</b>	
<b>Paper</b>	<b>4,804</b>	<b>6,450</b>	<b>6,960</b>	<b>6,653</b>	
<b>Verifications</b>					
<b>Current Enrollment</b>				<b>1,278</b>	
<b>Dates of Attendance</b>				<b>147</b>	
<b>Degree</b>	n/a	n/a	n/a	<b>525</b>	We just started tracking this in the 2012-13 year.
<b>Grade Changes</b>	<b>1,021</b>	<b>1,027</b>	<b>1,173</b>	<b>910</b>	
<b>Student Petitions</b>					
<b>Petitions to Withdraw</b>	<b>933</b>	<b>748</b>	<b>1,071</b>	<b>945</b>	
<b>Academic Renewal</b>	<b>186</b>	<b>434</b>	<b>531</b>	<b>386</b>	
<b>Credit by Exam</b>	<b>95</b>	<b>106</b>	<b>119</b>	<b>83</b>	
<b>Prior Credit Evaluations</b>					
Financial Aid ( <i>Discontinued Summer 2011</i> )	<b>1,005</b>	<b>1,357</b>	n/a	n/a	

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

Financial aid regulatory changes and California legislative changes continue to impact the Evaluations area significantly. There have been huge increases in the number of financial aid students and therefore a large increase in the number of Transfer Credit Evaluations we are processing. The changes to curriculum in the last couple of years are also having a significant impact on the Evaluations Office. The increased workload has kept us running behind schedule. We finished processing spring graduates at the end of summer, about 6 weeks beyond our usual processing time. The Student Success and Support Program implementation is causing us to review and update our probation policy and provide an abbreviated student education plan. The implementation of Transfer Credit and Academic Advising will meet the requirement for the abbreviated SEP. Although we have received special funding for a 45% position, we would like to increase that to 100% in order to meet the demands of these changes.

Document imaging and transcript data entry continue as issues for the Records Office. We are in need of a new imaging system as our old software vendor was bought out and it is no longer supported. This has been on our request list for the past year, but has become more urgent as we are having problems with our existing system as updates occur. We are continuing to ask for an additional Enrollment Services Specialist/Records position to help with the new tasks associated with the Academic Advising and Transfer Credit implementation.

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

Graduation success rate for Nursing students with prior credit evaluations is 91%.

70% of transcripts processed are requested online.

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

The graduation success rate of our Nursing students with prior credit evaluations is very promising as we look toward implementing Transfer Credit and Academic Advising. This implementation will provide prior credit evaluations for all Palomar majors. Students will be able to track their progress toward completion of requirements once their transcripts have been evaluated and posted, and enroll in missing course work accordingly.

The number of students requesting transcripts online continues to grow. While we believe we will never reach 100% of students requesting online transcripts, we are hoping to reach more than 70%. As students become familiar with the online process and knowledgeable of how quickly the transcripts are processed and sent out we anticipate more students will use the online request process.

## **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.)**

Huge changes have come from the state in the last few years that have dramatically affected our area. Implementing the recommendations of the Student Success and Support Program will be taking the highest priority in the next year. We will be reviewing and updating our probation and dismissal policy in preparation for the changes in enrollment priority. The implementation of Transfer Credit and Academic Advising will meet the intent of the abbreviated student education plan, and will also allow for students to more easily track their degree/certificate progress. Full Transfer Credit implementation will allow prerequisite checking to be utilized. We have also implemented a new software module that will allow us to better coordinate our communications to students between Admissions, Financial Aid, Records, and Evaluations. The addition of a part-time Academic Evaluator/Advisor will ease some burden, but we would like to see this position raised to 100% to more fully meet the demands of the changes that have, and continue, to come our way.

We will also be looking for a new imaging and workflow system. This is another high priority for our area as the current system is no longer supported and we are experiencing problems while using the system. This directly impacts the work occurring in Records and Evaluations. We must have a suitable, interactive system in order to maintain our student records and evaluations files, and be able to process forms more quickly with workflow. We are also keeping a new Enrollment Services Specialist/Records on our priority position list to meet the increasing demands on our office.

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

Full implementation of the Transfer Credit and Academic Advising modules cannot be accomplished without the addition of staff. There must be staff dedicated to the project, and not working on it "as time permits". We believe two additional Enrollment Services Specialists/Records and a 100% Academic Evaluator/Advisor will be minimally required to meet the demands of full implementation.

We did automate the course repetition checking process. We anticipate prerequisite checking will be coming our way soon, but we hope to put this off until the Transfer Credit module is implemented. Both Academic Advising and Transfer Credit will require maintenance. As each new catalog rolls out every fall semester, course updates must be completed and articulations updated for all transfer credit rules. All of this will require continued support with staff, time, and money. We are looking to create a position that would take-over these duties full-time and not be a work-around solution as we have now, with the implementation project not getting the time it needs to fully utilize its capabilities.

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

The development of more Associate Degrees for Transfer will continue to be a top priority for the college as promoted by the Chancellor's Office. Evaluators and Counselors will need systematic training as new and revised guidelines are constantly being sent out regarding the C-ID, the common numbering system, and the changes occurring for the transfer associate degrees.

**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 <a href="#">(Link)</a>	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 <a href="#">(Link)</a>	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.	Upgrade document imaging system	1	1.4, 1.7	The Singularity system was bought out and so we will need to upgrade to a newer and improved system.	\$50,000*	One-time	No (* Previous bid from vendor in 2011)
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 <a href="#">(Link)</a>	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 <a href="#">(Link)</a>	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.	TES Software License	1	1.4, 1.7	TES is a catalog and course description software used by Evaluators, Counselors and the Articulation Officer for course evaluation and advising. Instructional Services curriculum staff also has access to this software.	\$15,500	On-going	Yes. From Transcript Fees and Matriculation.
d2.	CCC Tran License	2	1.4, 1.7	Electronic transcripts	\$6,000	On-going	Yes. From Transcript Fees.
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 <a href="#">(Link)</a>	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.	Enrollment Services Specialist/ Records	1	1.4, 1.7	Data entry and document imaging to support Transfer Credit and Academic Advising	\$75,000	On-going	No
e2.	Academic Evaluator/Advisor	2	1.4, 1.7	Regulatory changes impacting workload (Financial Aid, Chancellor's Office)	\$80,000	On-going	No
e3.	Functional Analyst Asst	3	1.4, 1.7	Document Imaging, utilize PeopleSoft 3C's Communications, support Transfer Credit and Academic Advising, and support other area in Enrollment Services like Admissions/FA/Veterans/Int'l Students.	\$95,000	On-going	No
e4.	Re-Assign Evaluations Supervisor	4	1.4, 1.7	Re-assign current Evaluations Supervisor to work full-time on Transfer Credit and Academic Advising Implementation.	\$0	Two-years	Existing Position
e5.	Temporary Re-Class of Senior Academic Advisor to Evaluations Supervisor	5	1.4, 1.7	Re-assign current Senior Academic Advisor to Evaluations Supervisor during Transfer Credit and Academic Advising implementation.	\$6,000	Two-years	No

**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 2016 Goal/ Objective Addressed by This Resource ( <a href="#">Link</a> )	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.	Temporary/Student Workers	1	1.4, 1.7	Data entry and document imaging for incoming transcripts for Transfer Credit and Academic Advising	\$22,000	On-going	Yes. From STEM grant funds for four years. Need continued source of funds.
f2.							
f3.							
f4.							
f5.							

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

The Evaluations Office is in support of purchasing a "Line Management" software system to help serve students with walk-in and appointment services. This product would be used at various offices including: Evaluations, FA, Admissions, and Counseling. Other offices may be interested such as, Student Activities, Assessment, Transfer Center, Career Center, and other administrative offices. System requirements would include being able to make an appointment online, to list the reason for the visit, to note the outcome of the visit, and to provide various usage and trend data to help manage our front desk operations.

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

- In January, we held an all division staff meeting to develop a Mission Statement for Enrollment Services. Over a period of several months we worked on the mission statement collaboratively and through the assistance of Michelle Barton. Our mission statement is:  
*"The Division of Enrollment Services is committed to excellence. We provide support services that enable prospective and current students to successfully navigate college and meet their learning goals.*

*The Division is made up of professionals who serve in the following areas: Admissions, Evaluations, Financial Aid, International Education, Records, Scholarships, and Veterans.*

*We value empowerment, collaboration, and innovation. We complete our work accurately and maintain compliance with all federal, state, and local regulations. We work as a team and in partnership with all other areas of the college from a student's first point of contact through completion. We care about our students and their success."*

The Academic Advising and Transfer Credit implementation got a big boost this year with additional funding which enabled us to hire a consultant to move the project along faster. We are now much closer to implementation, planning to start with a targeted group in the Spring 2014 semester. Another big project completed was the implementation of the new course repetition rules. This was a major undertaking which required input from all areas of Enrollment Services. We implemented course repetition checking upon enrollment for Fall 2013, and while there were a few snags, it went fairly smoothly. We completed the re-model of the Enrollment Services area of the Student Services Center. This was a two-year project, with Phase I completed last June and Phase II completed this past June and July. We feel the new look is beneficial to both students and staff. This also accomplished one of my area goals of re-uniting the Records Office staff.

**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.)

The Evaluations and Records Office must stay current on state legislation that impacts our college; changes at the CCC, CSU, and UC Chancellors' Offices; updates in curriculum; updates in PeopleSoft; and changes in academic policies and procedures. This is accomplished through attendance at workshops and conferences, participation in professional groups and organizations, and training sessions. These all incur travel expenses, registration fees, and annual dues. Funding and support is needed for staff to attend and participate in these events to stay current in our area of expertise, and to provide up-to-date information for our students.

Cooperation and communication between Student Services and Instructional Services is crucial to the success of Transfer Credit and Academic Advising. Budget cuts may force a re-structuring of office hours and prioritization of tasks. Additional funding is requested to address the impact of Veterans and financial aid regulations on workload. These budget enhancements are illustrated in the section e, where we have requested additional staff and a reorganization of existing staff. These resource requests directly support the implementation of the Transfer Credit and Academic Advising module which in turns supports the new Student Success Initiative (Recommendation 2.3. Develop and use technology applications to better guide students in educational processes) by enhancing Palomar College's ability to provide students with detailed and timely information on the progress they are making towards fulfilling GE, Degree, graduation, and transfer



requirements. In addition, the information compiled in the Transfer Credit and Academic Advising module could be used to help administrators better plan class schedules based on knowing what requirements students need to complete and to be able to communicate directly to the students who need those classes.

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

Linda Cox <i>Name</i>	Rick Herren <i>Name</i>	Kendyl Magnuson <i>Name</i>
<i>Name</i>	<i>Name</i>	<i>Name</i>

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Department Chair/Designee Signature Date

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Division Dean Signature Date

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Division Vice President Signature Date

- Provide a hard copy to the Vice President Gonzales no later than **September 14, 2013**
- Email an electronic copy to [jpettit@palomar.edu](mailto:jpettit@palomar.edu) by **September 28, 2013**
- Email an electronic copy to [jdecker@palomar.edu](mailto:jdecker@palomar.edu) by **September 28, 2013**