

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

As pointed out in the last 3 year's PRP's, our current system for collecting in-person contact information is highly inaccurate. 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.

The other number to point out is the number of vacancies that still exists within the Admissions Office. Getting the 3 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. As we prepare for the opening of the South and North Centers in Summer 2018, training of new staff will be required. The sooner the new positions can be hired, the more experience and training they can receive to help with a successful opening.

One of the existing Admissions/Financial Aid Specialist II positions spends approximately 60-70% of their time working on Dual Enrollment (CCAP), Summer Academies and Summer Enrichment Programs. In spring 2017, there were 10 high schools and 17 class sections involved in Dual Enrollment. This figure will significantly increase beginning in fall 2017 to include many more high schools and far more sections of classes. This will further decrease the amount of time this Specialist is able to perform their Admissions and Financial Aid duties. A replacement position was sought to replace this Specialist and agreed to, but the position was pulled from the November 2016 Board agenda. Admissions remained committed to support the District's CCAP and Summer Academy programs. If enrollment grows to 19,600 FTES as expected and with the opening of the two new Centers, staffing levels for front line services such as financial aid and admissions needs to be raised to adequate levels.

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

Continuing from 2015-2016:

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

We have not yet reached this goal. We continue to push efforts to increase this number. 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, Admissions collaborated with the Cashier's office to implement a payment plan option to students. Based on feedback from students, we felt that many students were delaying 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, the minimal down payment option goes away. Students who delay registration still have the option of a payment plan, but they will be required to make a larger down payment. Admissions and the Cashier's office has worked with NelNet to provide marketing materials to promote the payment plan option that promotes utilizing priority registration. Payment plan utilization by students is strong. Since implementation, the number of students utilizing the payment plan are as follows:

Spring 2017 - 926 students Summer 2017 - 279 students Fall 2017 - 985 students

In addition to the payment plan encouraging students to utilize their priority registration, we are interested to see and optimistic that programs such as the Palomar Promise and the California Promise will help. Both programs make students apply for financial aid, likely increasing the number of students who qualify for financial aid and removing the barrier of finding funds for tuition costs.

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

B) Admissions will work with Manager of Outreach to provide data that will allow the Outreach office to make contact students who are eligible to register, but have failed to do so. Part of the outreach and recruitment strategies will be to promote the payment plan option, Palomar Promise and California Promise programs.

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 looked for a reduction in the number of students dropped for non-payment. Email campaigns through Comgen (in PeopleSoft) will be launched in Spring 2018. This Comgen is an email sent to students who have yet to pay for fees or enter into a payment plan 5 days prior to being dropped for nonpayment. As available, we will continue to ask for assistance from Student Ambassadors to make phone calls to students who are close to being dropped for nonpayment as well.

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: Status- Continued. 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. A joint effort with the Manager of Orientation and Follow-up Services will be required.

SAO – Drop for Non-Payment. Status- Retired. Although we will continue to work towards reducing the amount of students dropped for nonpayment, we will be retiring this SAO. This SAO will have support for years to come through the payment plan option, Palomar Promise and California Promise programs and the Director of Financial Aid's desire to increase the number of students who qualify for aid.

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.)

2017-2018 SAO's

- SAO- Student Utilization of Priority Registration Appointments by 10%. 3SP initiatives and the District's desire to grow enrollment keep this SAO an ongoing priority. Beginning this year, the state's mandated Priority Registration system will be part of our annual audit. Admissions is required to factor non-exempted students completion of orientation as a requirement to receive a priority registration appointment. With the expected launch of Comevo, the on-line orientation could lead to a higher number of

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students completing the orientation due to the convenience it will provide. Our office will continue to communicate to students the importance of completing the orientation in order to secure a priority registration appointment.

- SAO- Create Eligibility Module. Admissions and Financial Aid will be working on developing and implementing a priority registration/BOGW eligibility module. The module will ensure that a student is eligible or not for priority registration and BOGW. The goal is to maximize the number of students who are eligible for priority registration and BOGW. As part of the eligibility process, we plan to automatically approve students who can regain eligibility without requiring the student to submit an appeal. We plan to compare the number of automatically approved students to those who in past semesters were required to submit a paper petition to determine its effectiveness. For students who the module determines are ineligible, Admissions would like to create Comgen communications to let students know how to appeal and what steps are required to get back in good standing. We could also potentially use the module to identify students who have remained eligible, but are close to losing eligibility, and communicate with them what steps are required to maintain eligibility.
- Continuing from last year, collaboration with the Evaluations and Records office, a primary focus will be on implementing Degree Audit, Transfer Credit Evaluation and Degree Planner so Starfish can be widely utilized. This will allow the college, specifically In-Reach Services, to determine if students are taking courses towards their declared program of study. Interventions can be made to get the student on track, change their major or directed towards support services for assistance in completing their program of study.
- The ability of the Admissions, Evaluations and Records areas to respond to SSSP initiatives has been successful in the past. However, given the constant re-prioritization of area responsibilities due to these initiatives, more staff will be required to respond in a similarly successful manner. The current challenges being faced are lack of staffing to keep projects moving forward. In September 2017, the Lead Records Analyst leading the degree audit and transfer credit projects left for a promotion at another institution. In October 2017, the Business Analyst assisting the now vacant Lead Academic Analyst left the department for another job on campus. At the point of their departure, the implementation of degree audit is well underway and testing has been successful. Rehiring these two positions and more support positions to keep this project moving forward and maintaining it is necessary. Full implementation and rollout to all staff and students is contingent on the hiring of this staff and consultant help.
- 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 to research the articulations and a records specialist to enter and maintain the transcripts and rules. In addition, the project is progressing without dedicated funds for enhanced technology. Once technology is selected and funded, prioritizing I.S. support will be vital to the success of transfer credit implementation.
- OnBase (by Hyland Inc.) was successfully updated to the newest version in November 2017. OnBase will be utilized heavily in Admissions once the new North and South Centers open. OnBase's enhanced workflows and electronic submission of documents with e-signature capability will better allow Management to shift work to and from Centers and staff. This will create greater efficiency in the processing of forms and archiving capabilities. We have identified our Admissions, Veterans, International Student Office and the Financial Aid Office as future areas where workflow projects can be piloted.

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

1) Implement CCC Apply

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1) CCC Apply needs to be implemented at Palomar College. The Chancellor's Office state wide initiatives require the college to move to CCC Apply. Collaborative work with Admissions, I.S. and the CCCApply Support Center is now underway. Testing of CCCApply is expected to begin by the end of the calendar year.

2) Improve Staffing Levels

- We are currently down 3 full-time Admissions Financial Aid Specialist II positions. These positions have been left vacant due to 2 out-of-class assignments in other departments and a voluntary transfer. Two other positions remain vacant: the Records and Evaluations Business Analyst and a Lead Records Analyst.

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 2019 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	1	2.4, 2.6	Cost has been picked up by the CCCC. 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.)	No cost	Implement in 2018.
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 2019 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 2019 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.

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d1.	Customer Relations Module (CRM)-fine management system.		2.1, 2.4	To assist students in navigating the onboarding 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	We have been awarded \$30,000 in SPFF fund for this project. We can also cost share	There would likely be an on-going maintenance fee. The initial plan is to purchase a 3 year contract	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

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 2019 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?
d2.				student contacts, and provide documented outcomes data.	with 3SP and other departments that will use it.	upfront with the one-time money we have on hand.	institutional support is likely needed.
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 2019 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?
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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 2019 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?
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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.

A comprehensive review and update of the Admissions process guides is nearly complete. This has been a few years in the making. Our process guides are now current with recent legislative changes.

We are up to date on quality control of residency documents. Due to short staffing, quality control was not up to date heading into this year's audit. A core group of staff was identified and ensured we were up to date and compliant with student residency status changes before the audit visit this June. There were no out of compliance findings in the residency audit.

Successfully managed waitlists to auto enroll students for late start and FT-2 classes until the Wednesday before classes began. Previously, all waitlists were frozen on the Wednesday prior to the semester began.

An Admissions and Financial Aid Specialist II position has been a key part of the Dual Enrollment (CCAP), Summer Academies and Summer Enrichment Programs team. We are pleased to offer her expertise in the areas of K-12 enrollment procedures to assist these programs.

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 <i>Name</i>	Jamie Moss <i>Name</i>
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<i>Name</i>	<i>Name</i>
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Department Chair/Designee Signature

11/22/17

Date

Division Dean Signature

11/22/17

Date

Division Vice President Signature

- Provide a hard copy to the Vice President Gonzales no later than November 17, 2017.
- Email an electronic copy to lhornsby1@palomar.edu by November 17, 2017.