

**Palomar College – Program Review and Planning**  
**Non-Instructional Programs**  
**Academic Year 2018-19**

**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**

**11/30/2018**

**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)**

	2014-2015	2015-2016	2016-2017	2017-18	Definitions
<b>Applications Processed</b>	24,668	24,360	23,920	23,656	Includes new applicants and returning applicants
<b>Percent Online Applications</b>	98.9	89.4	93.8	93.2	
<b>Annualized Credit Student Headcount</b>	36,356	34,549	35,572	35,366	Includes summer, fall, and spring
<b>Phone contacts - Inbound</b>	32,756	32,143	33,979	33,971	Annual amount from July 2017- June 2018
<b>Phone contacts - Outbound</b>	13,099	15,563	15,626	12,916	Annual amount from July 2017- June 2018
<b>E-mail contacts</b>	N/A	Inbound- 5,091 Outbound- 6,111	Inbound- 4,511 Outbound- 18,437	Inbound ~ 4294 Outbound ~ 24,689	Annual amount from July 1, 2017 - June 30, 2018 The significant increase in outgoing emails is due to answering inquiries and promoting Palomar Promise, multiple drop for non-payment warnings, new campus opening campaigns, letting students know they signed up for classes at a site other than SM, financial aid outreach, etc. These numbers only represent the personalized email responses sent by Admissions staff.  There are tens of thousands of additional emails that have been sent in automated campaigns centered on warnings for drop for nonpayment, notification of drop for nonpayment, Palomar Promise emails, and registration appointment is now available notifications.
<b>Number of Full-time Staff</b>	12	11	12	12	San Marcos staff only. 4 Vacancies (about to be filled). Staff consists of 8 Admissions/Financial Aid Specialist II positions, 1 Coordinator, 1 Business Analyst, 1 Manager, 1 Sr. Director.
<b>Number of Part-time staff</b>	1.5	(2)0.50	0	0	There are currently 0 hourly employees. Currently advertising for 4 federal work-study positions.
<b>Staff/Student ratio</b>	1 / 3029	1 / 3141	1 / 2964	1 / 2947	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 4 year's PRP's, our current system for collecting in-person contact information is highly inaccurate. We are making great progress with procuring 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 RFP should be going out this Spring 2019.

We are grateful this year that we have begun to fill in vacancies that have existed in our Admissions and Financial Aid Specialist II position ranks. This past year we hired four new positions for our two new centers and one of our goals with these two positions was to ensure that we are using their time and talents effectively throughout the district, not just relying on the workload at the center. As such, we have actively engaged these four new Center staff in managing email and phone calls for the district. Our wait-times to answer calls has been dramatically reduced from previous peaks time with waits of 20 or more minutes to now we rarely have wait times over a few minutes. Email response time has also increased dramatically from 2-3 days to hours. In addition, we recently hired four Admissions and Financial Aid Specialists to replace vacancies that have been on the books for as long as 5 years. These unfilled vacancies were placing a great deal of stress on our ability to run a two shift front counter, to manage additional back office tasks, and to honor vacation and sick leave requests. With the replenishment of our staff, we are ready to re-engage with FAFSA workshops, Outreach Activities, and general student assistance.

There remains one Admissions/Financial Aid Specialist II position that needs a more concrete resolution. There is one staff member who spends approximately 60-70% of their time working on Dual Enrollment (CCAP), Summer Academies and Summer Enrichment Programs. It is our recommendation that a position be identified within a new Dual Enrollment Office to fulfill these responsibilities.

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 had reports built just over two years ago, but the data was not quite detailed enough to provide what we need. We are currently working with IS and Consultants to enhance the reports. We are also interested in collaborating with other departments. As an example, we worked with Athletics and assisted them in getting a Group 4 Priority Registration status for Athletes. Not only did we create the opportunity for early registration, we worked with the Athletic Department to create a standard process to engage athletes prior to registration, get their next semester education plan in the shopping cart, and remind students prior to their date. In the first term, we more than doubled the usage of Priority Registration. While Athletics does have more influence on their students, they demonstrated that through planning and thoughtful implementation you can impact usage of Priority Registration.

- 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, 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 has been strong.

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

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. 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. Work we are doing to enhance the Priority Appointment process and the reporting that goes with it will provide a much richer data set to examine. There is at least one other department (EOPS) that is looking to enhance usage of Priority Registration. This coming year we will partner with any and all departments looking to improve their numbers. It is important to remember that just a few years ago we worked with the Athletics department on this very project and dramatically increased their students' usage of priority registration.

## 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%. We have noted that some of the underlying processes have not fully supported accurate and reliable data for the generation and assignment of Priority Registration appointments. As such, we have been working with our consultants to rewrite the decades old process. The issues within the old process had down stream effects on the quality of the data related to usage of Priority Registration by students. Therefore, the majority of our energies this coming year will be to rewrite the process and de-customize the process. This will result in more reliable assignments of Priority Registration appointments to students and enhance the data quality of our reports.
- SAO- Create Eligibility Module. Lastly, we are in the final stages of fully utilizing our Priority Registration/BOGW Eligibility Module. Updates in Title 5 regulations brought limitations to BOG (California Promise Grant – CPG) based on academic and progress probation requirements. These requirements were linked with eligibility for Priority Registration. However, there are small but important differences in eligibility requirements between CPG and Priority Registration. In order to track, update and accurately respond to these requirements, we implemented the Priority Registration/BOGW Eligibility Module. The module will ensure that a student is eligible or not for priority registration and CPG. The goal is to maximize the number of students who are eligible for priority registration and BOGW. As part of the eligibility process, we have automated the appeal process for students who meet certain requirements so they can regain eligibility without having had to do anything except improve their academic performance. We 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.

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

- Continuing from last year, we have concluded several projects related to business processes and compliance and have nearly completed several others. As an example, a year and a half ago the District Auditors began to more strictly enforce the requirements related to setting census dates for short term classes. This required us to develop a very comprehensive process to identify individual class census dates based on the unique start and end date; class meeting pattern; and taking into account instructional method to determine the appropriate census day for an individual class. In addition to developing an automated process to calculate these dates, we had to adjust numerous other settings and processes to ensure that various processes were working in concert with each other rather than at odds with each other. Work on this project ultimately spun off to additional work with the Term Activation process which in turn spun off work on setting priority registration appointments, which then impacted our usage of Student Groups, etc – etc. The short answer to this is that it turned out to be a very deep and complex set of inter-dependent projects.
- This past year we also identified a set of tasks needing attention such as updating the waitlist process, enhancing the drop for non-payment process, increasing the usage of ComGens, and updating and automating the residency processes. Towards the end of the year, we secured funding to hiring a consulting firm (VB Consulting) to assist with this and other projects. As of Fall 2018, nearly all of these projects are done or close to done. They will be detailed more in next year's PRP.
- Groundwork was completed in Spring 2018 to transition the college from its internal Admissions application to the statewide CCCApply system. Preparation work was well underway in Spring and was completed in Summer. Implementation was completed in Sept, 2018. Next year's PRP will highlight some of the data enhancements and application trends. Early indications are that daily applications are up compared to the internal application.
- OnBase (by Hyland Inc.) has continued to make good progress with significant usage of the system in Financial Aid, Records, and Evaluations. Admissions has been concentrating on some of the above listed tasks and waiting for the replacement of the second Enrollment Services Business Systems Analyst (BSA). While this second BSA is technically assigned to Record and Evaluations rather than Admissions, one of this positions duties will be to support OnBase for Enrollment Services. This position is currently at the interview stage – but unfortunately it took over a year of the position being vacant to get to this point.
- With the recent hiring of four vacancies in Admissions (slated to start in January 2019) we are excited to move from survival mode where we are just trying to keep the front counter open and to keep ahead of standard process requirements to a point where we can innovate and fully participate in guided pathways, process improvement, and student engagement. One of our significant benefit this year will be to allow the Manager of Admissions and Financial Aid to pull back from direct counter work and be more involved in planning and process improvement activities.
- Lastly, it will be very important for the campus community to understand that we are entering into a significant new project this coming year and that is the upgrade to PeopleSoft version 9.2. This will require a significant investment in time and resources to fully implement. However, the benefits are well worth the investment. It is well understood that we need to automate and streamline our processes for students and staff alike. The 9.2 conversion is that opportunity. Done right, we will come out the other side with a more functional system, a more modern interface for students, and a system that is easier to maintain because we will move away for customizations and rely on systems that exist in PeopleSoft. I am concerned that there is not a sufficient understanding in the campus community of the work load or the true benefits of doing this conversion correctly. If we don't invest today, we will not reap the benefits that are right at our fingertips.

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

- 1) The number one initiative we are seeking in Admissions is to commit on-going financial resources towards consulting that will help us to fully utilize and optimize PeopleSoft and third party systems for service delivery to our students. The core of what Guided Pathways is attempting to accomplish is remove unnecessary barriers for our students. One of our students last year stated it best when he said, "The hardest thing at Palomar College should be my classes". Implied in that statement is that some of the hardest things for him were finding resources, getting an education plan, being communicated to about important things (in the method he will use), etc. For Enrollment Services some of those things mean to make sure that drop for non-payment has notifications, getting on and off a waitlist is easy and understood, knowing about Priority Registration and how to use it, having a system that looks and feels modern and is intuitive, etc. I list some of these things because systems and processes that the student doesn't even know about need to work perfectly so that they don't cause a barrier. While much of what we are working on is not flashy or even directly noticeable to students, but when they don't work it is a huge problem. Even for some of our internal staff and management it is important for them to understand that just because many of these projects are not front facing and flashy, they are crucial for the student experience, compliance, and for presenting a seamless/easy to navigate pathway.
- 2) For five or more years, one of our items in this area has been a call to improve our Staffing Levels. I am pleased to say that our staffing levels have been brought up dramatically. In the last year we hired the Enrollment Services Supervisor in Escondido, the Coordinator Enrollment Services (my assistant), the BSA for Admissions, one Academic Records Analyst, the Supervisor for Veterans Services, and 2 Veteran Services Technicians. This year we are on pace to hire four vacancies for the Admissions and Financial Aid Specialist II, one Lead Academic Records Analyst, two Academic Records Analysts, and one BSA for Records and Evaluations. The majority of these positions have been vacant for more than one year and in some cases for more than 5 years. Replacing these positions has already been a significant impact as we continue to embark on process and business practice improvement.

**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.							
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 ( <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.							
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 ( <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 2019 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.	Customer Relations Module (CRM)-line 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	Approximately \$80,000 (3 year contract)	There would likely be an on-going maintenance fee. The initial plan is	Possible sources of funding include the Innovation Grant, SWP Pathway Navigation RFA, and General Fund.

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 needs, reduce student frustration and wait-times, track student contacts, and provide documented outcomes data.		to purchase a 3 year contract upfront with the one-time money we have on hand.	
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?
e1.	Consultants – Process enhancement, compliance and reporting.		1.2, 2.1, 2.2, 2.4,	It has been identified that Palomar College had not fully leveraged existing systems (PeopleSoft in particular) to their fullest extent. In addition, Guided Pathways is built on the premise that students need to be able to progress towards graduation without undue barriers. The work of campus personnel in conjunction with consultants will be to streamline processes, increase communication, and where possible remove obstacles. Furthermore, we are currently using consultants and we have made tremendous progress in just eight weeks. This would not have been possible without the consulting help.	\$100,000	On-going	SEA -
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, SAC 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?

The Admissions Office with some of the process enhancements we have made with automated grade adjustments we will next explore using Credentials Inc to assist with more aspects of transcript ordering and delivery – thereby freeing our staff of tedious envelop stuffing and mailing. Other initiatives include Reverse Transfer activities with CSUSM and MiraCosta College. This initiative will enhance our degree completion numbers.

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

This year we completed audit compliance fixes around dynamic Census Dating, positive attendance accounting, and K-12 High School Concurrent enrollment. In each of these areas, we enhanced processes, technology, and training in an effort to ensure spotless audit compliance.

In last year's PRP, we called out some of the work we did with Residency determination. In that process we identified several areas for improvement and automation. This year was developed the criteria and implementation plan to overhaul the entire residency determination process including enhanced communication and student facing automation to complete residency determination processes. This Fall we have engaged our consultants in the rewriting of the processes. We expect full implementation for Spring 2019, which will be reported more fully in next year's PRP.

In last year's PRP, we called out work we had done around waitlist management. This past year we developed the criteria and implementation plan to completely revamp the waitlist process. Not only will the waitlist process be completely updated, but we will eliminate the need to Permission Numbers and the lack of clarity that comes with their use. In conjunction with IPC and the Waitlist workgroup from IPC, we have presented our plan to IPC for which it was enthusiastically embraced for implementation. This project has been in development with Fall and will be implemented for Fast Track II in Spring 2019.

In September 2018, we implemented CCCApply. This long awaited implementation was worked on starting in the Spring of 2018 and culminated in a successful implementation in September. The true test was when we started doing Application workshops in the high schools and the new application has worked very well, serving more than 4,000 applications to date.

This was a very productive year, but this coming year promises to be even more productive.



**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
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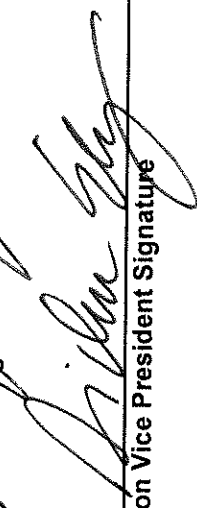
Name	Name
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Department Chair/Designee Signature

11/30/18  
Date

  
Division Dean Signature

12/3/18  
Date

  
Division Vice President Signature

12/5/18  
Date

- Provide a hard copy to the Vice President Ely no later than November 30, 2018.
- Email an electronic copy to [jderrico@palomar.edu](mailto:jderrico@palomar.edu) by November 30, 2018.