PALOMAR COLLEGE®
Learning for Success

Program Review & Planning (PRP)

ANNUAL UPDATE
Part 1: General Information

Program Review is a self-study of your unit. For non-instructional program review, the definition of what is a unit varies based upon your division. A unit may be a department (e.g., Information Services, Institutional Research and Planning, Financial Aid), a program (e.g., EOPS, TRIO), or a division (Human Resource Services). The Vice Presidents for each division have identified/defined the units that will complete the review cycle.

Regardless of whether your unit is a program, department, or division, program review is about documenting the plans you have for improving Institutional Effectiveness in your area and sharing that information with the college community. Through the review of and reflection on key elements, program review and planning identifies program strengths as well as strategies necessary to improve the operation of your area.

The <u>Annual Update</u> is designed to help you track progress on your three-year plan. It allows for updates to your plan based on:

1) updates to Service Area Outcomes assessment cycle or unit data;
2) new events, legislation, or processes that affect your unit's ability to meet your mission; and
3) a review of progress on your three-year plan's goals.

Date:	December 6, 2019
Unit Name:	Information Services
Department Name:	Information Services
Division Name:	Finance and Administrative Services
Name of person responsible for the Program/Unit:	Connie Moise
Website address for your unit:	https://www2.palomar.edu/pages/is/

Please list all participants in this Program Review:

Name	Position
Connie Moise	Director of Information Services
Mike Dimmick	Manager of Network and Data Center
Jorge Cossio	Network/Systems Technician
Elena Ibarra	Senior Infrastructure Systems Administrator
Kathy Davis	Technical Support Specialist

SECTION 1: Staffing Updates and Services Updates

Staffing

Using the table below, describe any changes you have experienced in staff in the past year.

Full-time Staff		Part-time Staff	
Total Number of Full-time Staff	33	Total Number of Permanent Part-time Staff	0
Number of Classified Staff	29	FTE of Part-time Staff (2X19 hr/wk = .95)	0
Number of CAST Staff	0	FTEF of Part-time Faculty	0
Number of Administrators	4		
Number of Full-time Faculty	0		

Describe additional temporary hourly or contract staff support this unit and/or department? (Include FWS/District Student Worker/Veteran Student Worker)
1-2 part-time temporary consultants periodically contracted to complete discrete, well-defined projects or scopes of work requiring specialized technical expertise.

Program/Unit Description

Has the services your unit performs changed in any way over the past year?
No.

ANNUAL UPDATE
PART 2: PROGRAM/UNIT ASSESSMENT

SECTION 1: Service Area Outcomes Update

GOT SERVICE AREA OUTCOMES?

Outcomes are statements written in support of student learning to show direct support (instruction) or indirect support (services) provided on campus. Assessment is the way we measure how well we are achieving our outcomes.

For non-instructional areas, outcomes are called Service Area Outcomes (SAO).

So what is an SAO?

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. Clients can be students, faculty, staff, or community members.

As part of our three year planning and review cycles, all non-instructional units are asked to:
- identify at least two SAOs,
- develop a plan and assess their SAOs,
- reflect on the results,
- and take action, as necessary.

Palomar has adopted TracDat as our official repository for SLO and SAO Assessment information.

Review and/or define your SAOs and assessment plans and ensure they are entered in TracDat by:
1) Login to Nuventive Improve (TracDat): https://www2.palomar.edu/pages/sloresources/2015/08/10/tracdat/.
   Your Palomar username and password will get you in.
2) Update or add your SAOs and assessment plans.

NEED HELP?
   TracDat:
   1) If you need help with anything TracDat related such as login, unit identification, entering SAO info, contact Marti Snyder at msnyder2@palomar.edu.
   2) Check out this video on how to enter SAOs in TracDat: https://youtu.be/b1sRa68wm4c

   Defining and Assessing SAOs:
   Not sure if your SAOs make the grade? Need some help writing an SAO? Not sure about how to assess your SAOs?

   1. Hartnell's SAO Guide is a nice resource! Thank you Hartnell!

   2. Contact Michelle Barton at mbarton@palomar.edu. We have a resource support team to help.

   3. The SAO template at the end of this document is a useful template for defining an SAO and assessment plan. It is modeled off what we enter in TracDat.

Are all of your unit's SAOs and assessment plans entered in TracDat?	YES	NO

If NO, describe why and identify a data by which they will be entered.
Anticipate using TracDat beginning with the next annual update or as directed.

If you have completed any SAO assessments over the past year, summarize what you learned from the assessment and what improvements you have implemented or plan to implement as a result of your SAO assessments. If you have not completed SAO assessment's document why (e.g., SAO was assess last year).

Service Area Outcome assessments in Information Services are completed as part of the Finance and Administrative Services Division Survey which is next scheduled to be completed in 2021.

SECTION 2: Other Assessment Data

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below.

Measure	Values					Definition/Description of Measure
	2015	**2016**	**2017**	**2018**	**2019**	
Total Work Orders Closed	7,403	7,254	6,886	7,067	8,978	Number of logged and completed requests for technical support assistance.
Total Incoming Calls Handled by Help Desk	59,420	54,968	57,928	59,591*	59,598	Total annual phone calls answered and either addressed or forwarded for service.
Monthly Average Number of Incoming Calls Handled by Help Desk	4,952	4,581	4,827	4,966	4,967	Average number of phone calls answered per month and addressed or forwarded.
Email Threat Messages Stopped by Threat Protection Service	82,261,719 (96%)	N/A	N/A	69,228,495 (87%)	187,835,662 (93%)	Number (and percentage) of all incoming email that is identified as malicious/threat and thwarted by the District's Email Threat Protection Service, (not delivered to institutional email users).

Note: Peak months for numbers of service requests and numbers of phone calls are August, followed by January.	*projected (data available only through September) Projections reported in Comprehensive PRP have been updated to actuals where data was available.

SECTION 3: Achievements and Other Relevant Information

Describe your program's achievements or this past year. Where possible, describe how these achievements are related to our students and their success!

Information Technology Security
Upgraded the District's email threat protection system.
Formed a cybersecurity team to focus on technology solutions and make information technology security recommendations.

Help Desk Services
Filled vacant Technical Support Specialist position to fully staff the Help Desk increasing availability of services to all constituents.
Reconfigured the layout of the service area in A-110 to accommodate visitors to the Help Desk for more efficient service.

Technical Services
Filled vacant Network/Systems technician positions.

Systems and Programming Services
Upgraded PeopleSoft Human Capital Management to improve usability and maintain technical currency of this mission critical system, for which Oracle support ended in December 2018.
Upgraded PeopleSoft Campus Solutions to improve usability and maintain technical currency of the District's mission critical student information system that directly serves students.

Network and Data Center Services
Expanded Wireless Access Service by adding access points and controllers, along with analytical tools to aid the Network and Data Center team in maintaining and supporting this service.
Acquired and installed Data Center and infrastructure components to replace end-of-life equipment.
Filled vacant Senior Infrastructure Systems Administrator position.

Describe provide an update on recent changes in legislation, policies, procedures, processes, and/or technology (software and hardware) that have impacted or will impact your program/unit? What effect will these changes have on your program/unit?

The Student Centered Funding Formula impacts and influences the District's data collection and mandated reporting practices, (e.g., SB 1359, AB 705, AB 19). Changes to mandated MIS reporting data elements continue to be implemented by the CCCCO, requiring changes to long-standing programs and procedures.

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

BP/AP 3720 Computer and Network Use will need to be reviewed and updated by Fall 2020.

ANNUAL UPDATE
PART 3: Progress on Goals

Review the goals listed on your comprehensive review and summarize progress you have made on the strategies for implementation. If the unit has experience barriers in implementing the goals, describe those challenges.

Goal #1		
Goal from Comprehensive Review	Ensure operational data integrity and reliable technology infrastructure.	

Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**

| **Describe Progress** | 1. **COMPLETED planned replacements:** Replace/upgrade aging infrastructure in Data Center, including the Email Threat Protection system.

2. **COMPLETED improvements:** Improve wireless infrastructure, including the addition of analytical tools to improve our support capability. **– Tuning for efficiency.**

3. Replace old phones and integrate VOIP functions.

4. Implement/apply common reporting/querying tools.

5. Expand port security to all buildings. **– Completed for NS and M buildings in San Marcos.**

6. **COMPLETED:** Migrate user data to new storage system.

7. **COMPLETED:** Adjust focus of the MIS Task Force to emphasize Data Governance.

8. Establish change management system, particularly for institutional mission critical systems, and for key infrastructure components.

9. Implement data retention policies that cover user data (email and user files). **– Authorization to implement email retention policy was received from executive cabinet. Technical implementation will align with transition to Microsoft 365 for all employee email accounts.**

10. Reduce/eliminate shadow systems and duplicate data repositories.

11. Complete self-assessment against industry best practices, such as Security Technical Implementation Guides (STIG) checklists from DISA, NIST, Oracle, CISCO, or other industry sources. **– Completed CIS Critical Security Controls Assessment with assistance from CCC Tech Center. Practice review/revision to reflect assessment recommendations are in progress.**

12. Implement stronger security protections such as 2-factor authentication for access to sensitive data and administrative systems.

13. Maintain current software licensing and versions to support instructional and institutional requirements. **– ongoing** | | |
| **Describe Barriers to implementation** | Many strategies in support of Goal 1 require new funding so completion timelines are dependent upon funding allocations. | | |

	Vacant Information Technology Security Officer, Infrastructure Systems Administrator and Technical Services Systems Administrator positions must be filled to make substantial progress on strategies in support of Goal 1.
	Tools are needed to enable thorough testing and eliminate impact to production environments when new technologies are being explored/implemented.
	Acquisition of Data Center and infrastructure components are needed to replace those at end-of-life.
	Additional Wireless Access Points and Controllers, along with analytical tools, are need to expand the wireless access service more broadly for student and employee use.
	Additional phone equipment is needed to replace end-of-life equipment, and update IP phone software.
Describe Outcomes (if any)	No mission critical system outages. **– Achieved during this period.**
	No data or system security breaches. **– Achieved during this period.**
	Multiple data sources consolidated to one authoritative source for key institutional data.

Goal #2			
Goal from Comprehensive Review	Facilitate student services, and enhance teaching and learning objectives, through smart campus, classroom and online technologies.		
Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** X	**Completed**

Describe Progress	1. Implement District-wide Digital Signage management system. — **System has been selected and implemented in some areas. Standards for content management and administration have been defined.**
	2. Replace 2 large outside Digital Displays at SU.
	3. **COMPLETED:** Facilitate licensing and implement a Parking Pass management system.
	4 . **COMPLETED improvements:** Improve wireless infrastructure, including the addition of analytical tools to improve our support capability. **– Tuning for efficiency.**
	5. **COMPLETED in some areas of MD and NS:** Upgrade audio visual systems in classrooms and conference rooms to replace outdated/non-functioning equipment.
	6. **COMPLETED:** Implement a single-sign-on identity management system to facilitate access to institutional systems and services. **– Adding institutional systems to the system over time.**
	7. **COMPLETED:** Upgrade Exchange for Student Email Accounts from 2007 physical to Office 365/2013 virtual. **– Staff account migrations in progress.**
	8. **COMPLETED:** Implement cccApply.

	9. **COMPLETED:** Implement ClockWork for Disability Resource Center case management.
	10. Upgrade Global Viewer to maximize efficiency of Extron devices (used in classrooms).
	11. Maintain current software licensing and versions to support instructional and institutional requirements. **– ongoing**
Describe Barriers to implementation	Many strategies in support of Goal 2 require new funding so completion timelines are dependent upon funding allocations. Acquisition of Digital Displays, software and controllers is needed to manage sign operation, as additional digital signs are added to the system. Adequate staffing is required in the Technical Services Systems Administrator position. Currently we have one person filling this role in Technical Services. Additional Wireless Access Points and Controllers, along with analytical tools, are need to expand the wireless access service more broadly for student and employee use. Audio visual system equipment is needed to replace outdated systems in classrooms and conference rooms.
Describe Outcomes (if any)	Updated and current classroom technology, and other technologies used to facilitate student engagement and support. **– Partially achieved during this period.** Increased quality information to District constituents through signage improvements. Easier parking access for District constituents, along with easier parking enforcement and oversight. **– Outcome has been achieved.**

Goal #3

Goal from Comprehensive Review	Ensure sustainable technology by using current vendor-supported software, by reducing local customizations, and by participating in statewide technology initiatives.

Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**

Describe Progress	1. **COMPLETED:** Implement cccApply.
	2. **COMPLETED:** Implement Early Alert system using Starfish Early Alert software.
	3. **COMPLETED:** Implement new Professional Development platform (Cornerstone on Demand).
	4. **COMPLETED:** Implement ClockWork for Disability Resource Center case management.
	5. **COMPLETED:** Implement Comprehensive Education Plan using Starfish Degree Planner.
	6. Upgrade Global Viewer to maximize efficiency of Extron devices (used in classrooms).

	7. **COMPLETED:** Upgrade PeopleSoft Human Resources from 9.1 to 9.2 and implement functionality.		
	8. Implement Cornerstone Performance software system to manage and facilitate employee performance evaluations.		
	9. **COMPLETED:** Upgrade Oracle PeopleSoft Campus Solutions 9.0 to 9.2.		
	10. Facilitate licensing and implement a Customer Relationship Management (CRM) System.		
	11. **COMPLETED:** Facilitate licensing and implement a Parking Pass management system.		
	12. **COMPLETED:** Implement and adhere to standardized hardware and software.		
	13. Establish change management system, particularly for institutional mission critical systems, and for key infrastructure components.		
	14. Implement state sponsored systems and take advantage of CCC Technology Center services where feasible for the District. **– ongoing**		
	15. Maintain current software licensing and versions to support instructional and institutional requirements. **– ongoing**		
Describe Barriers to implementation	Some strategies in support of Goal 3 require new funding so completion timelines are dependent upon funding allocations. A Systems Administrator position for Systems and Programming is needed to facilitate implementation support for PeopleSoft and integrated third party systems. Or, alternatively, funds could be allocated for these services through a consulting agreement with a firm that provides these services.		
Describe Outcomes (if any)	Potential to lower Total Cost of Ownership (TCO). Quicker time to resolution of software/system problems through vendor support. Improved user experience and service to students through modernized interfaces and clearer procedures. Reduce confusion by consolidating multiple data sources to one authoritative source for key institutional data. More complete and accurate data leading to better information-driven decision management. **– Improvements have been made during this period.**		
Goal #4			
Goal from Comprehensive Review	Optimize business processes and facilitate decision-making through automated workflows, dashboards and targeted reports.		
Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**
Describe Progress	1. **COMPLETED:** Implement a single-sign-on identity management system to facilitate access to institutional systems and services.		

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2. Implement attendance accounting system to support regional as well as state reporting requirements.

3. **COMPLETED Astra Schedule implementation:** Implement Astra Schedule and Astra Platinum Analytics to facilitate class schedule optimization, room scheduling and student centered scheduling.

4. Implement Cornerstone Performance software system to manage and facilitate employee performance evaluations.

5. Facilitate licensing and implement a Customer Relationship Management (CRM) System.

6. Fully implement and configure features for District standard products and systems. **– ongoing**

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Describe Barriers to implementation	Strategy 5 requires new funding so completion timeline is dependent upon funding allocation. Other barriers are simply based on staffing workloads, which could be eased by filling the vacant Senior Programmer Analyst and Infrastructure Systems Administrator positions.
Describe Outcomes (if any)	Reduce/eliminate paper processes or cumbersome data collection/reporting processes. **– Improvements have been made during this period.** Increase transparency and ease-of-access to data. **– Improvements have been made during this period.** Improve communications with prospective and current students, thereby improving enrollment and retention.

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Goal #5

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<tr><td>**Goal from Comprehensive Review**</td><td colspan="3">Train and support users for effective use of technology.</td></tr>
<tr><td>**Goal Status (insert an "X" in box most closely aligned with the status of this goal).**</td><td align="center">**Not Started**</td><td align="center">**In Progress**
X</td><td align="center">**Completed**</td></tr>
<tr><td>**Describe Progress**</td><td colspan="3">

1. **COMPLETED:** Implement new Professional Development platform (Cornerstone on Demand).

2. Educate users regarding best practices in data protection, account/access and security practices. **– ongoing**

3. Train technical staff in configuration implementation, system administration, support procedures, and hardware and software system capabilities for mission critical systems. **– ongoing**

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<tr><td>**Describe Barriers to implementation**</td><td colspan="3">Filling the vacant Technical Trainer position would provide the resource to facilitate technical training efforts.</td></tr>
<tr><td>**Describe Outcomes (if any)**</td><td colspan="3">

Increase in productivity. **– Improvements have been made during this period.**

Improves institutional data protection, security and stewardship. **– Improvements have been made during this period.**

Increases the District's self-reliance, reducing dependence on outside consultants for technical projects and technology support.

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Goal #6	
Goal from Comprehensive Review	Maximize efficiency through planned resource stewardship; clarify technology replacement plan and stabilize associated operational funding**.**

Goal Status (insert an "X" in box most closely aligned with the status of this goal).	**Not Started**	**In Progress** **X**	**Completed**

Describe Progress	1. **COMPLETED:** Upgrade or replace the Email Threat Protection system. 2. Replace old phones and integrate VOIP functions. 3. Replace 2 large outside Digital Displays at SU. 4. Replace/upgrade aging infrastructure in Data Center. **– ongoing** 5. **COMPLETED in some areas of MD and NS:** Replace obsolete audio-visual equipment in classrooms and meeting spaces. **– ongoing** 6. Replace student, faculty and staff computers with expired warranties. **– ongoing** 7. Maintain current software licensing and versions to support instructional and institutional requirements. **– ongoing**
Describe Barriers to implementation	These strategies require new funding so completion timelines are dependent upon funding allocations. Reliable and consistent operational funding is required to support timely technology replacement for network infrastructure systems, Data Center equipment, audio-visual equipment, and student, faculty and staff computers. Funds are needed to replace Data Center and infrastructure components, audio-visual equipment, and computers that are at end-of-life.
Describe Outcomes (if any)	Improved security, reliability, speed, capacity and overall effectiveness of network infrastructure systems, Data Center equipment, audio-visual equipment, and student, faculty and staff computers. **– Improvements have been made during this period.** Improved technology user experience for students, faculty and staff. **– Improvements have been made during this period.**

The Strategic Plan 2022 includes the College's Vision for Success (VfS) outcomes. Review the VfS goals and reflect on how your unit supports these outcomes. Identify one strategy your unit will implement to help the college meet these outcomes. Click here access [Strategic Plan 2022](.).

How Information Services supports the Strategic Plan 2022 and the Vision for Success outcomes:

Information Services supports automated student services, teaching and learning technologies, institutional operations, infrastructure and all technology services across all areas of the institution, thereby

- enabling student access, progress and completion – *Strategic Plan Goal 1: Students* and *VIS Goal 1: Completion*
- enabling and supporting instructional strategies that strengthen teaching and learning across the college – *Strategic Plan Goal 2: Teaching and Learning and all 5 VIS Goals*
- improving institutional effectiveness, communication and effective use of technology by employees – *Strategic Plan Goal 3: Communications and Community, Strategic Plan Goal 4: Human Resources and Strategic Plan Goal 5: Institutional Effectiveness*

Strategies to implement in the coming year:

1. Implement stronger security protections such as 2-factor authentication for access to sensitive data and administrative systems.
2. Train technical staff in configuration implementation, system administration, support procedures, and hardware and software system capabilities for mission critical systems.

Describe any changes to your goals or three year plan as a result of this annual update.

No changes to the Goals, however activities planned/needed to support each Goal should be adjusted to reflect new institutional focuses, such as implementing commitment accounting functions, automating workflows, and streamlining operational business processes through technology implementation and integration.

ANNUAL UPDATE
PART 4: RESOURCES

Reflect upon the three year plan you created as part of your comprehensive review, your annual update, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures). How will you allocate resources to implement your plan? Describe additional resources needed to improve the effectiveness of your unit/program. All resource requests must be aligned with the College's Strategic Plan. Click here to access the **Strategic Plan 2022**.

SECTION 1: Reallocation or Reassignment of Resources

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan or your annual update, your current operations, and any upcoming factors in legislation. Describe the impact of the reallocation of resources to your unit.

Progress on many of the strategies applied to support the department's goals will be made using current staff and other resources, however vacant positions need to be filled and most importantly, a consistent operational budget is needed to ensure responsible stewardship of the District's threat protection systems, network infrastructure systems, Data Center equipment, audio-visual equipment, mission critical software, and student, faculty and staff computers. Historically, we have only been partially successful in addressing this critical ongoing institutional need.

SECTION 2: Need for Additional Resources				
STAFFING				
If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section.				
Title	**Three Year Plan Goal**	**Strategic Plan 2022 Goal/Obj.**	**New / Vacant / Modified / Temporary**	**Describe Need:**
1) Senior Programmer Analyst	4	2, 3 and 5	Vacant	Workloads of the current Senior Programmer Analysts are beyond maximum, which has resulted in other departments paying for consulting support to accomplish their objectives. Filling this senior position will enable Systems and programming to address requirements that have been deferred, or will require costly consulting support to implement.
2) Systems Administrator	1 and 3	2 and 5	New	Systems and Programming does not have a position in place to provide PeopleSoft System Administration. This is a specialized skillset that should be separated from programming, management or database administration duties. This is an area of deficiency in attending to the 'health' of the PeopleSoft applications across all pillars.
3) Technical Services Systems Administrator – 2 positions	1 and 2	2 and 5	One Vacant and one New	Given increasing numbers and complexity of computer lab and employee computer software and configurations, along with management of software license keys and access, it is critical to fill the vacant Technical Services Systems Administrator position and to add a third Technical Services Systems Administrator position to handle the expanded workload.
4) Infrastructure Systems Administrator	4	2, 3 and 5	Vacant	With the network infrastructure expanded to additional locations, and infrastructure components added (e.g., wireless access, new buildings), and network configuration complexity has increased, filling the vacant positions in the Network and Data Center is critical to ensure reliable operations and support.
5) Information Technology Security Analyst	1	1	New	Required to establish and maintain focused and consistent attention to institutional data and systems security.
6) Technology Trainer	5	4	New	Filling the Technical Trainer position will enable us to develop and deliver training that is specific to Palomar's business processes and systems, thereby increasing efficient and appropriate use of the variety of technologies available to District employees.
TECHNOLOGY				
If you are requesting TECHNOLOGY, please fully complete this section. If not, skip to the next resource section.				
Resource	**Unit's Three Year Plan Goal**	**Strategic Plan 2022 Goal/ Obj.**	**Cost ($$$)**	**Describe need and identify if the technology need will require: 1) extra wireless access, 2) integration with existing technology (hardware and software such as PeopleSoft), and/or 3) operational maintenance and support.**	**For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across ALL of your Technology, Equipment, or Other Resource Requests.**
1) SU building IDF Equipment	1 and 6	1 and 5	$211,000	No additional requirements for support.	1
2) AA/ST IDF Equipment	1 and 6	1 and 5	$150,000	No additional requirements for support.	2

3)	Escondido Center Wireless Upgrade	1 and 6	1 and 5	$220,000	No additional requirements for support.	3
4)	Computers used by Students	2 and 6	1, 2 and 5	$411,000	No additional requirements for support.	4
5)	Telephones and system equipment	1 and 6	1 and 5	$60,000	No additional requirements for support.	5

EQUIPMENT (Other than technology)

If you are requesting EQUIPMENT, please fully complete this section. If not, skip to the next section.

Resource	Three Year Plan Goal	**Strategic Plan 2022 Goal/ Obj.**	Cost ($$$)	Describe need:	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across **ALL** of your Technology, Equipment, or Other Resource Requests
1)					
2)					
3)					

OTHER RESOURCES

If you are requesting OTHER RESOURCES not described above, please fully complete this section. If not, CHEERS!!! You are DONE!!!

Resource	Three Year Plan Goal	**Strategic Plan 2022 Goal/ Obj.**	Cost ($$$)	Describe need:	For each item, assign a PRIORITY number (1 = most important, 2= next important, and so on) across **ALL** of your Technology, Equipment, or Other Resource Requests
1)					
2)					
3)					

ANNUAL UPDATE
PART 5: FEEDBACK AND FOLLOW-UP

Once your Program/Unit PRP is completed, your division or planning council should review and discuss based on your Vice President's planning process. This area is intended for summary feedback and recommendations from the divisional review.

Confirmation of Review by Division / Planning Council	
Person/Group/Council Who Reviewed PRP	
Date	

Feedback
1. Progress on Goals.
2. Areas of Concern, if any:
3. Assistance/Guidance for addressing barriers for goal completion.

SERVICE AREA OUTCOMES TEMPLATE

Date Identified or Last Reviewed	Description of SAO (What is your SAO?)	Assessment Method (How will/do you measure or assess it?)	Criterion (How will/do you know if you met the outcome?)	Date of Assessment	Date of Next Assessment
1)					
2)					
3)					
4)					