



2022-23 Non-Instructional Program Review and Planning

2022-2023 REVIEW

OVERVIEW OF PROGRAM REVIEW AND PLANNING FOR NON-INSTRUCTIONAL PROGRAMS

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 and strategies necessary to improve the operation of your area. With that in mind, please answer the following questions.

BASIC UNIT INFORMATION

Academic Year

2022-23

Are you completing a Comprehensive or Annual PRP?

Annual

Division Name

Instruction

Department Name

INSTR CCCTechConnect

Choose your department. If you don't see it, you may add it by typing it in the box.

Program/Unit Name

CCCTechConnect

Programs/units are listed by division in alphabetical order (FAS, HRS, INSTR, PRES, SS). If you don't see your unit, you may add it by typing it in the box.

Name of Person responsible for the Program/Unit

Najib Manea

Website address(es) for your program(s)/unit(s)

Units need not include each webpage within the main site. However, if your unit oversees multiple areas, please list the sites for each area reviewed in this PRP form.

Click "+Add Webpage URL" to include additional web pages

Webpage URL 1

Unit webpage

www.ccctechconnect.org

Please list all participants and their respective titles in this Program Review

Click on "+Add Participant" below to include additional participants.

| Participant | Title |
|-------------------|---------------------------|
| Najib Manea | Director |
| Candace Robertson | Manager, Tech Operations |
| Heather Schmidt | Manager, Support Services |
| Tiffany Hickey | Web Analyst |

PROGRAM/UNIT DESCRIPTION

Staffing

In this section, you will identify how many faculty and staff support your program. This information is considered when you request permanent staff and faculty hires. It is also useful as you evaluate your program and the human resources and talent you have to support our students.

To help you answer questions in this section, you will need the link shown in red below. This form required a login and password to access. Please use your Palomar email and password to log in.

Link: [Permanent Faculty and Staff Count](#)

Full-Time Staff

Total Number of Full-time Staff

14.00

Number of Classified Staff

11.00

Number of CAST Staff

0.00

Number of Administrators

3.00

Part-Time Staff

Total Number of Permanent Part-time Staff

FTE of Part-time Staff (2x19 hr/wk=.95)

FTEF of Part-time Faculty

Number of Full-time Faculty

0.00

Describe additional temporary hourly or contract staff who support this unit and/or department. (Include FWS/District Student Workers/Veteran Student Workers)

We also contract 2 full-time contractors and 1 part-time contractor.

Program/Unit Description

Have the services your unit performs changed in any way over the past year?

This year changes to staff included the departure of two full-time contractors, One whose projects and tasks were re-assigned to existing staff members with no need for replacement, and one who will be replaced. CCC TechConnect continues to create goals to enhance our services. We continue to strengthen our existing back-end infrastructure and focus on preparing for the build-out of the new website. In addition, we launched our video captioning editor in collaboration with the Accessibility Center and are finalizing the migration of all colleges from our Master Zoom account to sub-accounts. We are also preparing to absorb any additional functions as requested by the CCC Chancellor's office.

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

PROGRAM/UNIT ASSESSMENT

SERVICE AREA OUTCOME ASSESSMENT

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 uses Nuventive Improve 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 Nuventive Improve by doing the following:

- 1) Login to Nuventive Improve through the Palomar College [Single Sign-on](#).
- 2) Check your SAOs for **currency** and **sunset** any SAOs if you no longer plan to assess them.
- 3) Revise or edit your current SAOs by revising their wording and/or updating the assessment method and/or assessment results, if appropriate.

NEED HELP?

Nuventive Improve:

- 1) If you need help with anything Nuventive Improve 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 Nuventive Improve: <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.

A template for entering SAOs can be found on the [IR&Ps Non-instructional Program Review and Planning website](#)

| 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) | | | | | |

Are all of your unit's SAOs and assessment plans UPDATED and ENTERED in Nuventive Improve?

☒ Yes ☐ No

SAOs SUMMARIES AND REFLECTIONS

Each of your program/unit SAOs should be assessed at least once every three years. 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 assessments, document why (e.g., SAO was assessed last year).

SAOs

Click "+Add SAO" below to include additional requests.

SAO 1

SAO Title

TechConnect Cloud

Assessment Status

☒ Assessed ☐ Not assessed

SAO Summary and Reflection

TechConnect Cloud continues to offer such services as video and file hosting, captioning needs, and video interactivity services. For our video hosting and sharing service, we reached 18,201 users and have seen 32,378 uploads and 24,460,369 views this year alone and have captioned 318,530 minutes under DECT. We have also implemented onboarded 76 colleges, encompassing 3,669 faculty and 77,3028 active students providing 848,860 engagement hours for our video interactivity service.

SAO 2

SAO Title

TechConnect Zoom

Assessment Status

☒ Assessed ☐ Not assessed

SAO Summary and Reflection

TechConnect Zoom (ConferZoom) is a secure, web-based meeting tool that works across all operating systems, browsers, and mobile devices to provide high-quality audio and video communications. TechConnect Zoom integrates with Canvas and facilitates efficient scheduling and connecting to web conferences, virtual office hours management, recordings, and more. TechConnect Zoom is an essential component in Distance Education and Hyflex throughout the entire CCC system.

SAO 3

SAO Title

Online Teaching Conference

Assessment Status

☒ Assessed ☐ Not assessed

SAO Summary and Reflection

TechConnect's Online Teaching Conference (OTC) is an annual event focused on curriculum, pedagogy, and technology to improve online instruction, learning, and student success. With a return to in-person this year, we had nearly 800 attendees. OTC provides an opportunity for educators to network with colleagues, connect, share knowledge, impart and receive best practices, and develop professionally.

OTHER ASSESSMENT DATA

Review the Quantitative and Qualitative Data from your comprehensive review. If there are updates please describe them below. Completed comprehensive reviews can be found on the IRP website - "Completed PRPs".

Link: [IRP website - "Completed PRPs"](#).

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

ACHIEVEMENTS AND OTHER RELEVANT INFORMATION

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

CCC TechConnect has continued to onboard over 95% of CCC schools and districts into Zoom subaccounts, giving them more flexibility in provisioning accounts and customizing their license via Zoom Marketplace apps. We have also developed and launched our robust appointment scheduler, Student Connect, through Canvas and are currently being used by 73 colleges in 41 Districts. For TechConnect Cloud we continue to integrate colleges and districts to enable the stream-lined and easy-to-request captioning of instructional media as well as use of our video interactivity service that allows for embedded quizzes, polls, and commenting on student video content. All of our technical services provide faculty of the CCC system with the tools they need to ensure higher student success rates. As of October 2022, the majority of CCC's have been added to managed sub-accounts, enabling each school to further customize Zoom features according to their needs.

Describe any 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?

N/A

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

N/A

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

PROGRESS ON PRIOR PRP GOALS

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

Click on "+Add Goal" below for each additional goal.

[Click here for previous PRPs with goal information.](#)

Prior PRP Goals

Click "+Add Goal" below to include additional goals.

Goal 1

Brief Description

TechConnect Cloud

Select "+ Add Item" to include additional measures.

Choice

☐ Completed ☒ Ongoing ☐ No longer a goal

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

We continue to operate, grow and maintain TechConnect Cloud, system-wide digital storage of videos and files, on-demand video streaming channels, video conferencing services, production, post-production, and event capture services.

Goal 2

Brief Description

TechConnect Zoom

Select "+ Add Item" to include additional measures.

Choice

☐ Completed ☒ Ongoing ☐ No longer a goal

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

We continue to provide TechConnect Zoom (Confer Zoom) a secure, web-based meeting tool that works across all operating systems, browsers, and mobile devices to provide high-quality audio and video communications.

TechConnect Zoom integrates with Canvas and facilitates efficient scheduling and connecting to web conferences, virtual office hours management, recordings, and more. Adding 109 sub-accounts systemwide is an important step in the progression toward the management of storage limits.

Currently, the biggest challenge that we are tackling is Zoom meeting storage size. We System needs are exceeding the licensed storage and we are encouraging colleges to establish their own Zoom Storage policies. We are also planning to roll out Zoom storage recommendations and alternatives for all colleges in the system to limit the storage and migrate the recordings. We are currently researching and testing all 3rd party options and re-visiting if an internal process is still feasible. We have seen an increase in sub-account schools enacting their own storage policies, resulting in a decrease in recording storage for those schools. While we saw drops in some areas due to returning to in-person classes, usage is still overall very strong system wide.

TechConnect Zoom (housed at Palomar College) continues as an essential service for the CCC System, serving 95,282 faculty and staff members with Zoom licensed accounts system-wide as of October 31, 2022. Additionally, TechConnect has provisioned and assisted with add-on features such as Webinars and Zoom Rooms, with 482 of these add-ons currently provisioned & supported system wide. In 2022 TechConnect's support team has received and resolved 6216 support tickets: an average of 621 tickets per month. Additionally, due to the pandemic, the plan to migrate schools/districts to subaccounts has been accelerated with 109 schools migrated to subaccounts and 4 more still planned for 2022. Zoom recordings have reached 1.68PB and Zoom meetings total is at 23,030,301 averaging 200k-250k per day. CCC TechConnect scheduler within Canvas, Student Connect, was released and is now live in 73 colleges in 42 districts. A stand-alone version is still being tested.

Goal 3

Brief Description

Online Teaching Conference

Select "+ Add Item" to include additional measures.

Choice

☐ Completed ☒ Ongoing ☐ No longer a goal

Add any comments related to your work on prior goal. Include outcomes or progress, successes and challenges, and reason(s) for eliminating a goal, if applicable.

TechConnect's Online Teaching Conference (OTC) is an annual event focused on curriculum, pedagogy, and technology to improve online instruction, learning, and student success. OTC provides an opportunity for educators to network with colleagues, connect, share knowledge, impart and receive best practices, and develop professionally.

Describe Challenges

With Covid-19 restrictions being lifted, we were able to return to hosting the OTC live this year. This return to in-person was successful, resulting in almost 800 attendees. We continue to plan for OTC 2023, which will continue to again be held at the Long Beach Convention Center.

Describe Outcomes (if any)

CCC TechConnect held its 22nd annual Online Teaching Conference in June 2022. The conference offered 70 sessions plus 4 pre-conference workshops; 762 registered for the event, (87% faculty). 86% surveyed said that the conference fulfilled all of their needs.

Expenses totaled \$396,121.94 and revenue was \$304,682.61 for a net-loss of for a balance of \$95,286.00, well under the \$150,000 budget. This was to be expected for the first time returning to in-person. Planning for OTC'23 is currently well underway. The event is and on track to be held in person at the Long Beach Convention and Entertainment Center in June 2023. We have taken steps to mitigate costs, including acquiring a new conference planning partner.

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.

CCC TechConnect (TechConnect Cloud, Tech Connect Zoom, and the Online Teaching Conference) is funded by the California Community Colleges Chancellor's Office, Digital Infrastructure and Innovation Division, under the SIP Grant. TechConnect provides a coordinated platform of technology products, services, training, and support to the 95,200 95,282 faculty, staff members, and administrators in the advancement of educational success to the over 2.1 1.8 million students throughout the California community colleges decentralized infrastructure. Our products and services are helping Palomar College achieve Goal 2.

[Click here to access the Strategic Plan 2022.](#)

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

CCC TechConnect continues to create goals to enhance our services. Along with the work currently being done, we are now focusing on updating our LTI's within the Canvas environment, developing a new website, strengthening our back- end infrastructure, and deploying a video captioning editor for the system.

RESOURCES

Congratulations! You are nearing completion. In this section, you will consider the resources you need to implement your three-year program review plan and/or address any findings from your assessment of your discipline.

The section is organized into the following five parts:

PART 1: Staffing Needs (Faculty and Additional Staff)

PART 2: Budget Review

PART 3: Technology Needs

PART 4: Facilities Needs

PART 5: One Time Request for Other Needs (NonTechnology Equipment, Supplies, Operating Expenses, Travel)

Reflect upon the three year plan you created above, your current operations, and any upcoming factors (retirements, changes in legislation, and changes in policies or procedures) that will impact your unit. 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 2022](#).

Summarize any reallocation/re-organization of resources you are making based upon your three-year plan, your current operations, and any other factors (e.g., legislation). Describe the impact of the reallocation of resources to your unit.

NOTE: All requests listed in the PRP will be reviewed by deans and supervisors, then forwarded to the appropriate review group for prioritization. A resource requests approved to move forward in the review process does NOT guarantee a position or funding.

PART 1: STAFFING NEEDS

This year, units are asked to identify new positions only as part of the PRP process. Vacant positions will be addressed outside of the PRP process.

If you are requesting STAFF, please fully complete this section. If not, you can skip to the next resource section. Click "+Add Staff, CAST, AA request" below for each additional request.

When considering the funds required for a position, consult the HR website for position salary schedule and the [Benefits Worksheet](#) for additional costs related to benefits for the position.

Are you requesting new Classified, CAST, or AA positions?

☒ Yes ☐ No

REQUEST FOR ADDITIONAL CLASSIFIED, CAST, AA

Staff, CAST, AA request 1

Title of position

Marketing Communications Coordinator

Is the position request for AA, CAST, or Classified staff?

Is this request for a full-time or part-time position?

☒ Full Time ☐ Part Time

Classified

☐

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

This position will support the Web Analyst with the needs of the Online Teaching Conference and marketing duties. The position is currently unfilled and being covered by a contractor.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

Is there funding that can help support the position outside of general funds?

☒ Yes ☐ No

What funding would support this position?

This position will be fully funded by the CCC TechConnect grant.

Describe how this position helps implement or support your three-year PRP plan.

The position will provide needed assistance for many of the projects requiring coordination of marketing and communications activities. The goal is to better provide a cohesive branding and communications strategy to fulfill the TechConnect project's 5-year plan as outlined in our RFA response.

Strategic Plan 2022 Objective

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Refer to the Palomar College [Strategic Plan 2022](#)

If the position is not moved forward for prioritization, how will you address this need?

We will continue to use the contractor.

Staff, CAST, AA request 2

Title of position

ACCESSIBILITY DIRECTOR/MANAGER

Is the position request for AA, CAST, or Classified staff?

AA

Is this request for a full-time or part-time position?

☒ Full Time ☐ Part Time

☐

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

This position will support the Director manage the anticipated transfer of the CCC Accessibility Center to be part of TechConnect. It will ensure that usability and accessibility are integrated into all applications and websites produced or overseen by the California Community Colleges Technology Center (CCCTC).

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

Is there funding that can help support the position outside of general funds?

☒ Yes ☐ No

What funding would support this position?

This position will be fully funded by the CCC TechConnect grant.

Describe how this position helps implement or support your three-year PRP plan.

Strategic Plan 2022 Objective

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Refer to the Palomar College [Strategic Plan 2022](#)

If the position is not moved forward for prioritization, how will you address this need?

We will use a contractor to fill this position.

Staff, CAST, AA request 3

Title of position

IT Accessibility, Senior Specialist (We need to hire 3)

Is the position request for AA, CAST, or Classified staff?

Classified

Is this request for a full-time or part-time position?

☒ Full Time ☐ Part Time

☐

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

The IT Accessibility, Senior Specialist reports to the Accessibility Director/Manager and ensures that all technology-based tools and resources are accessible to and usable by any individual who participates in any programs, services and activities. We are requesting these positions because we anticipate a transfer of the CCC Accessibility Center to be part of TechConnect.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

Is there funding that can help support the position outside of general funds?

☒ Yes ☐ No

What funding would support this position?

This position will be fully funded by the CCC TechConnect grant.

Describe how this position helps implement or support your three-year PRP plan.

Strategic Plan 2022 Objective

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Refer to the Palomar College [Strategic Plan 2022](#)

If the position is not moved forward for prioritization, how will you address this need?

We will use a contractors to fill these positions.

Staff, CAST, AA request 4

Title of position

Technology Specialist for Accessibility and Compliance

Is the position request for AA, CAST, or Classified staff?

Classified

Is this request for a full-time or part-time position?

☒ Full Time ☐ Part Time

☐

How does the position fill a critical need for current, future, or critical operations? (e.g. accreditation, health and safety, regulatory, legal mandates, institutional priorities, program trend analyses of growth/stability.)

Under the direction of the Accessibility Director, perform a variety of specialized duties involved in identifying and recommending potential solutions for accessibility barriers based on the World Wide Web Consortium (W3C) Web Content Accessibility Guideline (WCAG) 2.0 Level AA standards as well as compliance with the Americans with Disabilities Act (ADA), Section 508, and other accessibility related laws for Information and Communication Technology. We are requesting this position because we anticipate a transfer of the CCC Accessibility Center to be part of TechConnect.

Does the position assist in establishing more efficient District Operations through either of the following: reorganization/restructuring OR use of technology?

Is there funding that can help support the position outside of general funds?

☒ Yes ☐ No

What funding would support this position?

This position will be fully funded by the CCC TechConnect grant.

Describe how this position helps implement or support your three-year PRP plan.

Strategic Plan 2022 Objective

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| <input type="checkbox"/> 4:3 | <input type="checkbox"/> 5:1 | <input type="checkbox"/> 5:2 | |

Refer to the Palomar College [Strategic Plan 2022](#)

If the position is not moved forward for prioritization, how will you address this need?

We will use a contractor to fill this position.

PART 2: BUDGET REVIEW

Review your Budget/Expenditure reports for 2019, 2020, 2021. Consider your three-year PRP plan.

Click on the link below to access directions to the *Available Budget Report* to complete this section.

[How to Request the Available Budget Report](#)

Reflecting on your three-year PRP plan, are there any budget considerations you would like your dean/supervisor to be aware of for the upcoming year?

☐ Yes ☒ No

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

PARTS 3, 4 and 5 – TECHNOLOGY, FACILITIES AND OTHER NEEDS

1. One-Time Fund Requests. Through the PRP process the college implements an approach for prioritizing and allocating one-time needs/requests. Prioritization takes place through the appropriate groups, leadership, and the Budget Committee. The executive team and Resource Allocation Committee consider various sources for funding PRP requests. Resource requests also inform the larger planning process like Scheduled Maintenance Plans, Staffing Plans, and institutional

strategic planning.

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the webpage).

If you are a CTE program and think you may qualify for CTE funds for your PRP request(s), you are STRONGLY encouraged to answer the call for Perkins/Strong Workforce grant applications in February. Contact the Dean of CTEE for additional information.

Consider submitting one-time requests only if you have verified that you cannot fund the request using your general discretionary funds or other funds.

2. Technology and Facilities Review. Requests for technology and facilities are assessed by the Deans and then, if appropriate forwarded to the proper institutional group (e.g., technology review committee, or facilities) for review and feedback.

PART 3: TECHNOLOGY NEEDS

Will you be requesting any technology (hardware/software) this upcoming year?

☐ Yes ☐ No

PART 4: FACILITIES REQUESTS

Do you have resource needs that require physical space or modification to physical space?

☐ Yes ☐ No

Please include only those facilities requests that could be accomplished within a one-year time frame and/or under a \$75,000 estimated amount. Other facilities needs, such as buildings or remodels, should come through the long-range facilities planning process.

PART 5: OTHER ONE-TIME NEEDS

For more information about funding sources available, see [IELM BLOCK GRANT, LOTTERY, PERKINS AND STRONG WORKFORCE GUIDELINES](#) (on the left menu of the web page under "Instructional Funding Sources").

Do you have one-time requests for other items (e.g., Non-Technology Equipment, Supplies, Operating Expenses, Travel) that your budget or other funding sources will NOT cover?

☐ Yes ☐ No

☐ I confirm that the Program Review is complete and ready to be submitted.

Enter your email address to receive a copy of the PRP to keep for your records.

Reminder: Data does not autosave. Save this content before moving to the next section or closing form.

Page 5 will show for reviewers (VP and/or Planning Councils) upon submission of the form.

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 Immediate Supervisor.

Immediate supervisor who reviewed PRP:

Sign Date

If you are both the immediate supervisor and the VP for this area, please skip to the Vice President (or President) Review below.

FEEDBACK

Strengths and successes of the program/unit as evidenced by the data, analysis, and assessments:

Areas of Concern, if any:

Recommendations for improvement:

Vice President (or President) Review

Strengths and successes of the discipline as evidenced by the data and analysis:

Areas of concern, if any:

Recommendations for improvement:

VP Name:

Signature Date: