

LMC Comprehensive Program Review

Administrative Services Units

Fall 2017

The following provides an outline of the required elements for a comprehensive program review for Administrative Services Programs.

1 EVALUATION/ANALYSIS

1.1 ANNUAL REVIEW UPDATE ANALYSIS

Analyze your annual reviews (objectives and improvements) over the past 4 years and respond to the feedback from last year's review.

To consider: Review your data and analyze where performance is declining. Is there a breakdown by gender, age, ethnicity and the populations described in the Student Equity Plan? (Veterans, DSPS, African American, ESL, low income students, Foster Youth) What is your action plan to address success in underperforming areas? What support services do you offer to meet these goals?

Based on the Program Review process, feedback has not previously been provided for Administrative Services Units. As a result, it isn't possible to offer a response to any such comments. Instead, the unit examined the "evolution" of its goals/objectives dating back to the last Comprehensive Program Review conducted in 2012-13.

The 2011/12, 2010/11, and 2009/10 objectives, which were "inherited" by the current unit members of the President's Office, were much more project-oriented than the goals developed in recent years. For the most part, these prior objectives were either completed or determined to be relevant to Business & Administrative Services (rather than the President's Office):

2011/12

- Multi-Year Funding Plan for the College
- College Emergency Preparedness Plan

2010/11

- Emergency Preparedness Plan
- College Complex Remodeling Project
- Implement the 2006 Bond Construction/Remodeling of the Eastside Campus
- Management Development Plan (PDAC workshop series to develop future leaders @ LMC)
- Custodial Department Reinvigoration (identify/assess/address organizational concerns and departmental issues)

2009/10

1. Create and implement a transition plan for the Business Services Office leadership
2. Establish a Vice President's Office that meets the needs of the College
3. Re-establish the College emergency evacuation plan
4. Update the Educational Master Plan (EMP) and update the 2007 Facilities Master Plan to include the recently completed [2010] Eastside [Campus Master] Plan [Update]
5. Establish a Sustainability Committee (District mandated)
6. Address the SGC Evaluation Findings from Spring 2006 and 2006-07
7. Implement regular management develop training
8. Plan for transition space for President, VP, and Sr. Executive Assistant
9. Review, Evaluate, Plan & Modify LMC's Management Organization Structure
10. Explore options and commit to a new Brentwood Center site and development plan
11. Improve the success of students with special attention to equity gaps and concerns
12. Implement new CCCCD budget allocation model

The "Long-Term Goals" identified as part of the 2012-13 Comprehensive Program Review were much more broad, and were developed after the unit members had been at LMC only 5-7 months:

Communication

Maintain an effective communication system that utilizes engaging practices, open dialogue, and regular updates to keep the campus community aware of and involved in important College issues.

Planning & Effectiveness

To improve organizational performance, enhance planning efforts and bolster effectiveness activities to: solidify linkage between implementation, resource allocation, and evaluation; maximize use of the institution's tangible and intangible resources; and reinforce a commitment to and culture of continuous improvement.

Campus Climate

Sustain a safe environment that is framed by: respect, equity, collegiality; openness, dialogue, and understanding; educational opportunities, student learning and success, and academic excellence.

Facilities Development

With the completion of the Student Success Center (College Complex remodel), expansion/relocation of the Brentwood Center, and identification/implementation of further facility needs, provide sufficient space to conduct programs, offer services, and carry out College mission.

Those goals were then expanded upon and refined over the last five years (see pages 3-4):

Goal 1: Communication, Campus Climate & Community Engagement (from 2013-14)		
Description	Rationale	Activities
The President's Office will respond to the need for better communication within the College, enhanced efforts to link the community with the College, and to ensure a safe and pleasing environment for students and employees.	Support of these objectives will lead to improved communication mechanisms on campus, will increase community awareness of our mission, goals, and impact on students' educational goals, and will positively impact campus morale.	<ul style="list-style-type: none"> o Using College Assembly and other established communication methods, inform the campus community of issues in higher education, activities and programs at the College, and District initiatives. o Provide members of the College community with opportunities for dialogue with the President. o Hold regular meetings for President and constituency representatives. o Arrange meetings with elected officials, representatives, and key leadership from school districts, community organizations, and service agencies. o Utilize the "President's Page" on website to disseminate info to the campus community (internal/external). o Provide the Governing Board, the Chancellor, and District personnel with information on financial, human resource, and physical needs of the College, as well as highlights of campus activities. o Develop and promote activities that reinforce a culture of respect, equity, dialogue, and understanding. o Continue and advance efforts related to emergency preparedness and safety procedures.
Goal 2: Governance, Planning & Institutional Effectiveness (from 2013-14)		
Description	Rationale	Activities
As key components of leadership for the College, the President's Office will ensure that effective mechanisms are in place related to participatory governance, effective planning, and an environment of continuous improvement.	Support of these efforts and objectives will strengthen the linkage between program/unit activities and College goals; integrate the allocation of appropriate resources with institutional planning; and ensure that decisions are informed by data and assessment measures.	<ul style="list-style-type: none"> o Understand and effectively implement the standards of accreditation; in preparation for Follow-Up Report and Visit in October 2015, work with ALO to provide leadership/support for Accreditation Steering Committee, college-wide activities, and efforts to implement the AIPs. o As a component of the institution's strategic planning process, work with Sr. Dean of Planning & Institutional Effectiveness and Planning Committee to facilitate implementation of the 2014-19 Strategic Plan. o Evaluate the organizational and operational structure of the College and make changes as necessary to achieve efficiencies, expand capacity, and improve effectiveness. o Create an "inventory" of committees and governance practices on campus; conduct an assessment of the College's governance system; develop a governance manual that codifies and documents the participatory processes of the College pertaining to integrated planning, resource management, and assessment. o Review and assess the effectiveness of College programs, services, and procedures, including (but not limited to): enrollment management, resource allocation, program review, and other planning processes.
Goal 3: Student Success & Engagement (from 2013-14)		
Description	Rationale	Activities
The President's Office will: direct efforts and resources toward activities that increase student success rates and improve student outcomes; reinforce the importance of completion to students, employees, and the community; and promote the enhancement of student engagement.	Support of these activities will improve the success of our students as they strive for their educational and career goals, and will assist efforts in closing the achievement gap and shorten the time for completion.	<ul style="list-style-type: none"> o Ensure that resources/opportunities maximize work to advance narrowing the achievement gap. o Communicate and emphasize College goals and priorities related to outcomes improvement. o Continue to highlight "stories of success" and provide opportunities for campus-wide engagement and dialogue.

Goal 4: Resource Development & Allocation (from 2014-15)		
Description	Rationale	Activities
The President’s Office will provide appropriate leadership and stewardship in formulating a comprehensive and stable resource development and allocation strategy for the College.	The President’s Office has been evaluating the resource needs of the College, as well as its allocation structure and methodology. The campus currently has a means of identifying departmental and program resource needs based on their inclusion in the program review process. A more comprehensive, holistic, and institutional approach – coupled with the current compartmental process – requires further consideration.	<p>Areas to be considered in this more comprehensive, holistic, and institutional approach include, but are not limited to:</p> <ul style="list-style-type: none"> ○ Exploring and identifying resources to implement Technology Plan and refresh cycle ○ Technology infrastructure – assessing short/long-term needs ○ Advancing efforts toward development of institutional staffing plan ○ Evaluating effectiveness of fundraising strategies ○ Assessing grant-funded programs/services/activities as determining factor for institutionalization ○ Considering facility needs and space availability resulting from occupancy of the Student Services Center and bond implementation ○ Continuing work toward increasing college reserves and identifying opportunities for revenue generation
Goal 5: Unit Assessment: Service and Support, Sustainable Operations & Continuous Improvement (from 2016-17)		
Description	Rationale	Activities
With a focus on continuous improvement and meeting institutional needs, the President’s Office will conduct an informal “self-evaluation” to determine opportunities for enhancing/streamlining operations.	Considering the growing “demands” to serve the campus and external constituents more extensively (with relation to both quantity and quality), it will be valuable to review areas of responsibility, services provided, and operational needs.	<ul style="list-style-type: none"> ○ Review unit mission and profile ○ Develop internal “master calendar” of annual deadlines, projects, events, etc... ○ Examine the workflow and workload of the President’s Office ○ Explore staffing needs to effectively carry out the comprehensive functions of the unit

Below is a sampling of notable items, highlights, and areas of improvement for each of the current five goals for the President's Office:

Goal 1: Communication, Campus Climate & Community Engagement

- Notable Items/Highlights
 - College Assembly “simulcast” with Brentwood Center
 - Presentation topics, featuring members of the College community from across the institution, have included: “Equity-in-Action – Empowering Change”; Social Justice/Ethic Studies program and degree; college/district budget update and development process; facilities updates; grant opportunity (HSI STEM & Articulation); CCSSE and data; Equity & Inclusion position; student panel on office hours; Program Review/PRST workshop; K-12 engagement, pathways, and partnerships; Strong Workforce Program; LMC Foundation; SEP external evaluation; 4CD Resolution 1-S “in defense of diversity”; “Social Determinants of Health”; Guided Pathways; accreditation; campus safety; 3SP, SEP, and BSI; STEM/MESA highlights and student panel; CTE Outcomes Survey; A²MEND conference; “Six Success Factors” and student panel [2]; learning outcomes assessment; TLC update; 40th Anniversary Open House; Foster Youth; Professional Development Summit; IEPI; Starfish and Ed Plan implementation; “Culturing Mindful Habits of Equity”; STEM Connections; Workforce Development; statewide student success efforts; strategic planning; environmental scan and using/understanding data; organizational structure; and numerous “Spotlight on Students.”
 - Established key Cabinet-level position: Dean of Equity & Inclusion
 - Created “President’s Page” on the website
 - Identified as need in 2012-13 Comprehensive Program Review, completed Summer 2013
 - Los Medanos “Campus Conversations” (LMC²) – held at Pittsburg Campus and Brentwood Center, providing College community opportunities to dialogue with the President in small-group settings.
 - Office relocation(s): December 2012 – vacated College Complex; January to March 2013 – shared office in Library L-214; March 2013 to December 2014 – modular office on tennis courts (adjacent modular for Office of Advancement); December 2014 – moved into new SSC office.
 - Campus safety: Safety Committee re-activated; evacuation drills completed; emergency kits distributed; trainings conducted; EOC container purchased.
 - Events/Community Engagement
 - Internal
 - Opening Day – delayed opening of departments/offices, enabling broader participation at All-College Meeting (particularly for classified professionals)
 - Employee Appreciation Luncheon – this annual event, previously led by Classified Senate, is now organized and funded by the management team, as a token of appreciation for the work/contributions of classified professionals and faculty
 - External
 - LMC held 40th Anniversary Open House – March 2015
 - Included ribbon-cutting for Student Services Center
 - Ribbon-Cutting Ceremony for Veterans Resource Center – April 2016
 - Groundbreaking Ceremony for Student Union & PE Complex – Oct. 2017
 - Numerous community presentations (City Councils, Rotary Groups, etc...)
- Areas of Improvement/Future Focus
 - Improve technology/connection for “simulcast” between Pittsburg Campus and Brentwood Center – hope to have this addressed via L-109 upgrades
 - Better utilization of the “President’s Page” of the website
 - Update content more frequently
 - Identify way(s) to more frequently/effectively share highlights with campus community
 - Campus safety – complete installation of classroom phones
 - Groundbreaking ceremony for new Brentwood Center

Goal 2: Governance, Planning & Institutional Effectiveness

- Notable Items/Highlights
 - Establishing key Cabinet-level position: Senior Dean of Planning & Institutional Effectiveness (ALO)
 - PIE Office transition, with vacancy for Sr. Dean of Planning & Institutional Effectiveness
 - Additional responsibilities (Planning) taken on by President
 - Timeline extended, delays/unforeseen circumstances outside control of President's Office
 - Shared Governance
 - Through extensive review by SGC and vetting with constituency groups, completed revision of SGC Position Paper
 - SGC endorsed operational guidelines for committees (Spring 2014 & Fall 2017)
 - EEO and Safety Committees re-activated
 - Accreditation – working with ALO/PIE Office and Accreditation Steering Committee:
 - Submitted Self Evaluation (Summer 2014), completed External Site Visit (October 2014)
 - Status reaffirmed by ACCJC (February 2015)
 - Follow-Up Visit completed (October 2015); Follow-Up Report completed, submitted, and accepted (February 2016)
 - Midterm Report completed, submitted, and accepted (January 2018)

- Areas of Improvement/Future Focus
 - Working through SGC, complete "Governance Handbook"
 - Develop/endorse committee definitions (in progress)
 - Adopt master calendar of committee meetings
 - Handbook will also include committee descriptions and operational guidelines
 - Regularity/consistency of bi-directional communication among committees and constituency groups

Goal 3: Student Success & Engagement

- Notable Items/Highlights
 - Established new positions to lead/coordinate/manage programs and initiatives focused directly on improving student success and engagement, including (but not limited to):
 - Umoja Program Coordinator, SEP Coordinator, Technology & Training Development Coordinator, Computer & Network Technician, Financial Aid Assistant I, Math Lab Coordinator (Brentwood Center), Counseling Assistant
 - Umoja Counselor, CTE Counselor, MESA/STEM Counselor, EOPS Counselor, MESA Director, Librarian (Brentwood Center), DSPS Counselor (Brentwood Center)
 - 3SP Manager, DSPS Manager, Director of Student Life & International Students Program, Director of Transfer & Career, Assistant Director of EOPS/CARE
 - Opening of Veterans Resource Center – Through contributions from Sentinels of Freedom, collaboration with DO and external groups, and involvement/support from College personnel
 - Aspen Prize for Community College Excellence
 - LMC recognized by Aspen Institute as "Top 150 U.S. Community College" (2017 & 2019)
 - With a singular focus on student success, the Aspen Prize recognizes institutions with outstanding achievements in four areas:
 - Learning; Certificate and degree completion; Employment and earnings; High levels of access and success for minority and low-income students
 - Convened/coordinated team to complete and submit application

- Areas of Improvement/Future Focus
 - Continue institutional efforts to address achievement gap
 - Emphasize/highlight student success data, institutional set standards, Scorecard, etc...
 - Implementation of Compressed Calendar and Guided Pathways
 - Occupancy/full utilization of Student Union and new Brentwood Center

Goal 4: Resource Development & Allocation

- Notable Items/Highlights
 - Increased 23 classified positions that had been reduced (FTE) through 2011-12 and 2010-11 Governing Board actions (reductions in force)
 - Through RAP cycles and SGC recommendations, allocated:

	On-going	One-time	Category Total
Classified Staffing	\$725,183.50	\$326,946.48	\$1,052,129.98
Program Improvement	\$383,669.71	\$753,170.66	\$1,136,840.37
Program Maintenance	\$262,798.67	\$353,751.99	\$616,550.66
TOTAL	\$1,371,651.88	\$1,433,869.13	\$2,805,521.01

- Full-Time Faculty Hiring – The “Box 2A” committee met every year to prioritize full-time faculty proposals, including recommendations to fill existing and establish new positions. Based on a review of the budget, hiring authorizations were made depending on available funding. Since the last Comprehensive Program Review cycle, 56 new/replacement F-T faculty positions were hired:
 - 2013-14 = 3 positions
 - 2014-15 = 7 positions
 - 2015-16 = 11 positions
 - 2016-17 = 18 positions
 - 2017-18 = 9 positions
 - 2018-19 = 8 positions
- Innovation Awards – Allocated approximately \$100,000 for new projects designed to: improve student success; address the achievement gap; or increase enrollment, retention, equitable practices, efficiencies, and/or cost-savings.
- Areas of Improvement/Future Focus
 - Streamline/simplify RAP (currently under review by SGC, VP Business & Administrative Services)
 - Working with VPB&AS and VPI&SS, develop staffing plan for Brentwood Center
 - Improve communication of financial information and budgetary decisions

Goal 5: Unit Assessment: Service and Support, Sustainable Operations & Continuous Improvement

- Notable Items/Highlights
 - With the retirement of the Director of Marketing & Media Design, the President's Office is taking on additional duties (e.g. media contacts/alerts, press releases, editing publications, supervision of Marketing & Media Design personnel, etc...).
 - This change in workload may impact progress on other existing unit goals/projects and staffing adjustments
 - As referenced under Goal #2, the President's Office took on additional duties during the PIE Office transition (Sr. Dean vacancy) – July 2015 through July 2017
 - Direct oversight of planning functions and Planning Committee, as well as supervision of PIE personnel
 - The timeline was longer than expected, with delays and unforeseen circumstances outside control of President's Office, and impacted progress on other existing unit goals/projects

- Areas of Improvement/Future Focus
 - With competing interests, and frequently faced with unanticipated projects/deadlines, it is often challenging to make sufficient progress on less pressing (but still important) objectives.
 - Obtain software (Adobe product?) that enables designing/editing PDFs

1.2 PROFESSIONAL DEVELOPMENT

Summarize the past (2 – 5 years) and present professional development activities of your unit/program's members and impact (directly or indirectly) on student success

To consider: Include examples of equity focused professional development that your unit/program has engaged in and opportunities for future equity focused professional development.

Below is an overview of the professional development activities in which the unit members have participated:

- President & Senior Executive Assistant
 - EEO/Diversity Training (hiring committees)
 - Brown Act training [2]
 - ICS-100 Training (FEMA/emergency response) [2] – President's Council and online certification
 - ACCJC Training [2] and Team Chair/Team Assistant for External Visit Team

- President
 - SCUP Planning Institute I – April 2017
 - Sexual Harassment training
 - Focused Flex (e.g. Implicit Bias, Looking In – Looking Out, Campus Safety, Community Building)
 - CCCCCO Guided Pathways Workshop
 - CCCCCO College Promise Workshop
 - CCLC Vineyard Symposium: CEO Leadership Institute
 - Chief Executive Officers of the California Community Colleges (CEOCCC) Board
 - California Community College Athletic Association (CCCCAA) Board and committees (Competition, Finance, and Re-conferencing)

- Senior Executive Assistant
 - Equity Core Team Leadership Training

Example of professional learning experience impact on student success

- Equity Core Team – Broadened perspective on ways – large and small, direct and indirect – to impact student success (as a unit, and across the College)
 - Ex: gender-neutral/baby-changing-station signs for SSC single-stall restrooms
 - Diversity/Inclusion Calendar – displayed in President’s Office and posted on “President’s Page”

The President’s Office has also provided funding for members of the campus community to participate in professional development activities:

- American Council on Education (ACE) Regional Women’s Leadership Forum
- Asilomar Leadership Skills Seminar
- Institutional Effectiveness Partnership Initiative (IEPI) Pathways Conference
- Leadership Institute for Tomorrow (LIFT) Program
- Minority Male Community College Collaborative (M²C³)
- National Council on Black American Affairs (NCBAA) Leadership Development Institute
- The RP Group “Summer Institute”

1.3 COLLABORATION

Describe any current collaboration efforts that are occurring between your unit/program and other units and programs both inside and outside of Student Services, and impact (directly or indirectly) on student success.

Examples of current/recent collaborative efforts with other College/District units:

- César Chávez Celebration(s) – working with Student Life, Puente, Counseling, Transfer & Career Services, Foreign Languages Department
- “Find Your SPACE in College” (Fall 2017 Equity Speaker Series) – Office of Equity & Inclusion
- 4CD “State of the District” Community Meeting & Student Union/PE Complex Ground Breaking Ceremony – District Community Relations
- “Game of Plans” (Focused Flex, Fall 2017) – Office of PIE, Professional Development/Office of Equity & Inclusion)
- Aspen Prize application – Office of PIE, Student Services (managers), Office of Instruction (VP and Deans), Workforce Development
- “Respect Campaign” – Marketing & Media Design, Office of Equity & Inclusion
- Facilities Modernization/Construction Projects – District Facilities, VPI&SS/VPB&AS, LMC Executive Steering Committee
- “An Evening with John Singleton” (Fall 2015 Event & Speaker Series) – Drama Dept. & LMC Foundation

2 LONG TERM GOALS (HOW TO GET THERE)

2.1 LONG TERM (5 YEAR) GOALS TO MEET COLLEGE STRATEGIC PLAN

Consider the College’s Strategic Directions along with our Integrated Planning Goals listed here:

College Strategic Directions 2014-2019	Integrated Planning Goals
<ol style="list-style-type: none"> 1. Increase equitable student engagement, learning, and success. 2. Strengthen community engagement and partnerships. 3. Promote innovation, expand organizational capacity, and enhance institutional effectiveness. 4. Invest in technology, fortify infrastructure, and enhance fiscal resources. 	<ol style="list-style-type: none"> 1. ACCESS: increase access through enrollment of students currently underserved in our community. 2. IDENTIFYING PATHWAYS: Increase the number of students that define a goal and pathway by the end of their first year. 3. COLLEGE-LEVEL TRANSITION: Increase the number of students successfully transitioning into college level math and English courses. 4. PERSISTENCE & COMPLETION: Increase successful course completions, and term to term persistence. 5. EQUITABLE SUCCESS: Improve the number of LMC students who earn associates degrees, certificates of achievement, transfer, or obtain career employment. 6. LEARNING CULTURE: Enhance staff, faculty and administration’s understanding and use of culturally inclusive practices/pedagogy, demonstrating empathy and compassion when working with students.

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List 3 – 5 longer term (5 year) new goals for your program. For each goal, pick 1 – 2 College Strategic Directions and/or 1 – 2 Integrated Planning Goals to which your new goal aligns.

Unit Goals	Aligned LMC Strategic Direction(s)	Aligned Integrated Planning Goal(s)
<p>Goal 1: Communication, Campus Climate & Community Engagement <i>The President’s Office will respond to the need for better communication within the College, enhanced efforts to link the community with the College, and to ensure a safe and pleasing environment for students and employees.</i></p>	<p>#3: Promote innovation, expand organizational capacity, and enhance institutional effectiveness.</p>	<p>6. LEARNING CULTURE: Enhance staff, faculty and administration’s understanding and use of culturally inclusive practices/pedagogy, demonstrating empathy and compassion when working with students.</p>
<p>Goal 2: Governance, Planning & Institutional Effectiveness <i>As key components of leadership for the College, the President’s Office will ensure that effective mechanisms are in place related to participatory governance, effective planning, and an environment of continuous improvement.</i></p>	<p>#3: Promote innovation, expand organizational capacity, and enhance institutional effectiveness.</p>	
<p>Goal 3: Student Success & Engagement <i>The President’s Office will: direct efforts and resources toward activities that increase student success rates and improve student outcomes; reinforce the importance of completion to students, employees, and the community; and promote the enhancement of student engagement.</i></p>	<p>#1: Increase equitable student engagement, learning, and success.</p>	<p>1. ACCESS: increase access through enrollment of students currently underserved in our community. 2. IDENTIFYING PATHWAYS: Increase the number of students that define a goal and pathway by the end of their first year. 3. COLLEGE-LEVEL TRANSITION: Increase the number of students successfully transitioning into college level math and English courses. 4. PERSISTENCE & COMPLETION: Increase successful course completions, and term to term persistence. 5. EQUITABLE SUCCESS: Improve the number of LMC students who earn associates degrees, certificates of achievement, transfer, or obtain career employment. 6. LEARNING CULTURE: Enhance staff, faculty and administration’s understanding and use of culturally inclusive practices/pedagogy, demonstrating empathy and compassion when working with students.</p>
<p>Goal 4: Resource Development & Allocation <i>The President’s Office will provide appropriate leadership and stewardship in formulating a comprehensive and stable resource development and allocation strategy for the College.</i></p>	<p>#4: Invest in technology, fortify infrastructure, and enhance fiscal resources.</p>	
<p>Goal 5: Unit Assessment: Service and Support, Sustainable Operations & Continuous Improvement <i>With a focus on continuous improvement and meeting institutional needs, the President’s Office will conduct an informal “self-evaluation” to determine opportunities for enhancing/streamlining operations.</i></p>	<p>#3: Promote innovation, expand organizational capacity, and enhance institutional effectiveness.</p>	

2.2 RESOURCE NEEDS TO MEET FIVE-YEAR GOALS

<u>Faculty/Staff Resource Request</u>			
Department/Unit Goal - Reference #		Strategic Objective - Reference #	
Department/Unit Name		Position Name/Classification	FTE
		N/A	
Position Type	Funding Duration	Funding Source	Est. Salary & Benefits
<input type="checkbox"/> Faculty R/T <input type="checkbox"/> Classified <input type="checkbox"/> Manager <input type="checkbox"/> Student	<input type="checkbox"/> On-going/Permanent <input type="checkbox"/> One-time	<input type="checkbox"/> Operations (Fund 11) <input type="checkbox"/> Other <input type="text"/>	
Justification:			

<u>Operating Resource Request</u>		
Department/Unit Goal - Reference #		Strategic Objective - Reference #
Department/Unit Name		Resource Type
		<input type="checkbox"/> Equipment <input type="checkbox"/> IT Hardware/Software <input type="checkbox"/> Supplies <input type="checkbox"/> Facility Improvement <input type="checkbox"/> Service/Contract <input type="checkbox"/> Other
General Description		Est. Expense
N/A		
Justification:		

Professional Development Resource Request	
Department/Unit Goal - Reference #	Strategic Objective - Reference #
Department/Unit Name	Resource Type
	<input type="checkbox"/> Conference/Meeting <input type="checkbox"/> Materials/Supplies <input type="checkbox"/> Online Learning <input type="checkbox"/> IT Hardware/Software <input type="checkbox"/> Other
General Description	Est. Expense
N/A	
Justification:	