

COASTLINE COLLEGE

2018-2019

Annual Department Review

Office of Student Services

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Internal Analysis

Student Services at Coastline College comprises: Admissions and Records/Enrollment Center, Assessment, Associated Student Government (ASG), Behavioral Assessment Team (BAT), Career Center, Counseling, EOPS/CARE/CalWORKs/NextUp/Guardian Scholars, Financial Aid, Information Center, SSSP, Student Equity and Title IX, Student Conduct, Student Life and Outreach, Transfer Center.

Student Services is responsible for Coastline Promise, a major initiative sponsored by both the Coastline Foundation and the State of California (AB 19). This program is cross-functional, as it involves several departments for it to be successful, including Admissions and Records, Outreach, Student Life, Dean of Students, Financial Aid, and the Information Center.

Other cross-functional involvement includes: Guided Pathways, Starfish, and accreditation.

The programs and departments provide services which on a cumulative perspective, support students holistically. Counseling addresses students' academic, personal and career needs and issues. Student Life and ASG provide a variety of quality extra- and co-curricular experiences through activities, clubs, and special events. Financial Aid not only processes and disburses loan and grant applications, they provide students support with FAFSA, academic progress, and financial literacy. Through the student conduct process, BAT, and equity and Title IX, students meet educational opportunities for better decision-making.

The individual annual and comprehensive departmental program reviews should be referred to for more data and details specific to each.

During Summer 2018, two full-time Counselors were relocated to the College Center, as was the Transfer Center. Now all Student Services are based at College Center, and Counselors and Student Services programs are deployed on a rotating schedule to the three campuses.

Also during Summer 2018 and into the Fall 2018 semester, Student Services completed a thorough accounting of all elements required by the Department of Education in regard to Consumer Information. This project required the cooperation and providing of documentation by colleagues and departments across the College. The next phase will be institutionalizing an annual process for tracking and updating the 64 +/- items that we are required to do and report on.

Survey Results

Respondents were asked to indicate what services they would like at each Coastline Campus. The results are shown in Table X below.

Table X. *Services Wanted by Campus*

Answer Options	Fountain Valley	Garden Grove	Newport Beach	Le-Jao/ Westminster	Response Count
Food pantry for students in need	53.6%	35.1%	46.5%	34.6%	775
Recreation/game room	55.6%	35.7%	44.4%	32.0%	594
Counseling	62.8%	39.3%	43.7%	38.4%	698
Career services	63.2%	40.1%	42.8%	35.9%	663
Transfer services	62.5%	41.3%	44.7%	36.7%	654
Mental health services	64.1%	43.5%	47.6%	39.2%	618
Enrollment services	64.6%	39.4%	44.1%	37.4%	653

More than half of respondents would like more services and options at the **Fountain Valley Campus**, including food pantry for students in need (53.6%), recreation/game room (55.6%), counseling services (62.8%), career services (63.2%), transfer services (62.5%), mental health services (64.1%), and enrollment services (64.9%).

Less than half of respondents would like more services and options at the **Garden Grove Campus**, including food pantry for students in need (35.1%), recreation/game room (35.7%), counseling services (39.9%), career services (40.1%), transfer services (41.3%), mental health services (43.5%), and enrollment services (39.4%).

Less than half of respondents would like more services and options at the **Newport Beach Campus**, including food pantry for students in need (46.5%), recreation/game room (44.4%), counseling services (43.7%), career services (42.8%), transfer services (47.6%), mental health services (44.1%), and enrollment services (64.9%).

About one-third of respondents would like more services and options at the **Westminster/Le-Jao Campus**, including food pantry for students in need (34.6%), recreation/game room (32.0%), counseling services (38.4%), career services (35.9%), transfer services (36.7%), mental health services (39.2%), and enrollment services (37.4%).

Actions related to Survey Results:

Student Services has successfully addressed several of the services that students indicated they would like to have at Coastline.

In Spring 2018, EOPS opened a **Food Pantry** at College Center. Additionally, joint food drives have been conducted by EOPS and the two Veterans Resource Centers. The EOPS Food Pantry has an MOU with CalFresh, to keep non-perishable food items and other supplies (e.g. diapers; baby wipes) available to

students. Data is being collected (number of students; pounds of food goods); this will inform as to the need for a larger space, and one that can house a refrigerator for perishable food items.

At this time, a space at any of the campuses or at the College Center has been identified for a **Recreation/Game Room**. It will be discussed as the new College Center is planned, and as spaces become available at the three campuses.

Counseling is a much-visited service at Coastline (see Counseling’s program review for data and details). In Spring 2018 the three District colleges were successful in obtaining a mental health grant; Coastline has received \$120,00 for mental counselors and training materials. During the summer, the Dean of Counseling finalized the job description for **two part-time mental health counselors**. The goal is to have the mental health counselors hired and starting in Fall 2018.

Over Summer 2018, **Transfer Center** was relocated to the College Center, and the **Career Center** was provided with a larger space that is shared with Career. (Previously, the Career Center was one cubicle in the middle of the Student Life Office, with no space for meetings, materials, or discrete conversations.)

Enrollment Services remain a high-volume area that provides a wide range of services to students, including all areas of Admissions and Records, and Financial Aid. In 2017-2018, 29,371 admission applications were processed. (See A&R and Financial Aid program reviews for data, and details of their services and initiatives.)

In regard to Coastline’s KPIs, of students responding, 94.5% were satisfied with services in 2017-2018. This is a satisfaction rate that all of the Student Services teams should be proud of; this result is due to the student-centeredness of the staff and managers.

Qualitative Responses

Respondents who provided typed comments indicated that **they would not utilize** many of these services because they are **distance learners**.

Service Area Outcomes (SAOs)

SAO Table

SAO	ASSESSMENT MEASURE /TARGET
<p>AUO/SAO 1: Provide open access to allow students to obtain services available.</p> <p>AUO/SAO 2: Determine customer service from Coastline Community College students using a five point.</p>	<p>TARGET: 80% of students will be satisfied with the availability of online information on student services. <i>Coastline’s KPI Scorecard indicates a 94.5% satisfaction rate by students, with Coastline services.</i></p> <p>TARGET: Point of service at Admissions & Records, Financial Aid, Extended Opportunity Program & Services, Associated Student Government, and other office to be determined.</p> <ul style="list-style-type: none"> • <i>Student Services staff, managers and faculty participated college-wide professional development such as the Diversity and Inclusion (Dr. Kathy O’Bear).</i>

	<ul style="list-style-type: none"> • <i>Student Services staff and some managers participated in a Verbal De-Escalation training in April 2018. This was open to student-facing departments across the District.</i> • <i>Several Student Services managers participated in a T.A.R.G.E.T. (Threat Assessment Regional Evaluation Team) training/meeting in January 2018.</i> • <i>Customer Service training did not occur in 2017-2018, but is in progress for Fall 2018.</i> • <i>Training/professional development opportunities will continue to be provided for Student Services staff and managers, on-site at Coastline campuses and College Center.</i>
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Progress on Initiative(s)

Table Progress on Forward Strategy Initiatives

Initiative(s)	Status	Progress Status Description	Outcome(s)
<p>The Office of the Vice President of Student Services will refocus the Coastline Community College Student Support Services Programs to be set-up in a “Distributive Model” where the services are delivered to the student at all four sites of the college and to online/distance education students</p>	<p>In-progress</p>	<p>The distributive model is in progress; the hardware has been purchased and the distribution of the hardware will take place in the beginning of the fall semester. Students are currently able to receive virtual support from where they are via computer video conferencing using Canvas and/or Cranium Café; departments are increasing their use of these tools as an option for meeting with students.</p>	<p>The planning for the distributive model was completed and produced the following implementation schedule: NBC will begin in Spring 2017; GGC will begin in Fall 2018; and Le-Jao will begin in Fall 2019. Cranium Café was released in Spring 2017 and the training will continue in 2017 – 2018 academic year to other counselors and Student Services departmental offices.</p>
<p>Fully implement the Student Conduct, Title IX, and Behavioral Assessment Team to constitute an integrated approach to student intervention and discipline. The implementation will include training programs for students, staff, faculty, and administrators. The program will promote college community awareness of sexual</p>	<p>Hiring: Completed Trainings: Ongoing</p>	<p>This initiative is on-going. A Dean of Students was hired, as was a Director of Equity and Title IX. The Behavioral Assessment Team has been revived and revitalized, and is co-led by the VPSS and the Director of Public Safety</p>	<p>Successful search and hiring of a Dean of Students and a Director of Equity and Title IX. With these two positions in place, educational efforts about students behavior, Title IX, and equity will be ongoing.</p>

<p>violence, yes means yes, and the student code of conduct.</p>		<p>and Emergency Management.</p>	
<p>The Office of the Vice President of Student Services will support the Math department in its development of a Summer Math Academy and Winter Math Retention Program by offering professional development and support in coordinating the implementation of the program.</p>	<p>Pilot completed</p>	<p>The Math Academy was implemented in summer 2015 and then course corrected in summer 2016.</p> <p>This initiative has not continued.</p>	<p>The initiative produced an outcome produced a 68% success rate for students completing Elementary and Immediate Algebra of those students who enrolled in the course in summer 2016.</p>
<p>The Office of the Vice President of Student Services will support the Director of Student Life, Information Center and Outreach to develop a comprehensive Coastline Community College Student Outreach and Recruitment Program that will target high school graduates, adult re-entry, and online students.</p>	<p>Information Center: completed</p> <p>Outreach: ongoing</p>	<p>The Information Center was launched in the fall of 2015.</p> <p>Outreach: Student Life and Outreach has focused on recruitment for STAR 2.0 and for Coastline Promise, and on traditional college fairs and high school outreach.</p>	<p>The Student Information Center is centered around providing basic information about Coastline College's programs and services; the center will also develop into a full service center for online students who need assistance for all student service's needs.</p> <p>Outreach continues to recruit at high schools and college fairs. <i>Starting Fall 2018, discussions began in order to coordinate college-wide outreach efforts in order to maximize our resources and to develop an Outreach Plan and outreach goals.</i></p>
<p>The Office of the Vice President of Student Services will support the Dean of Counseling to develop and coordinate Coastline Community College's participation in the Statewide Alternative Assessment Program.</p>	<p>In-progress</p>	<p>This is the second cycle for Coastline CC in the MMP.</p>	<p>Cooperative efforts between Student Services and Instruction have been productive. We have until Fall 2019 to be in full compliance. As of early Fall 2018, Coastline is on target to have alternative MMPI adopted before the end of the semester.</p> <p>Assessment Center is exploring offering other testing as a revenue generator (eg CLEP), and</p>

			discussions have occurred about making the focus of the Assessment Center turning to a proctored testing center.
Revising the student support services for the STAR Program to the Newport STAR that will target first-time freshmen at the Newport Beach Center into a Learning Community based system with structure pathways in Business Administration, Psychology, and Pre-Allied Health Certificate. This program will feature embedded tutoring in "gateway" classes.	In-progress; second year in a five year plan	The first cycle is complete with the second cohort coming fall 2016. The second cycle started with a larger cohort (50%) and a new curriculum pattern towards a meta major format	The first cycle completed with an 83% retention rate after one term and 60% retention rate from fall to fall. Second cycle data is coming <i>NOTE: STAR leadership is an instructional dean.</i>
Start working with the Vice President of Instruction to revision the Online STAR Program to create an Institutional intrusive, integrated, student engagement model to increase retention and academic achievement among Coastline Community College online student learners.	In-Progress	STARFISH: Starfish was piloted in Summer 2017 with 14 faculty. Starfish will expand throughout 2017-2018.	Ongoing meetings, under the leadership of the Dean of Counseling, resulted in a pilot of Starfish in Summer 2018, and a roll-out plan to begin a campaign to use Starfish to all faculty in 2018-2019.
Start working with the Vice President of Instruction to revision Working Adult type program that will meet the needs of working adults and create a significant increase of academic achievement of students in a structure cohort model.	This is now under the VP of Instruction, with a Director of Adult Education in place and actively working on this initiative and grant.	No longer a structured partnership with Student Services and Instruction.	No longer a structured partnership with Student Services and Instruction.
Student Services priority focus will be on to enhance the student customer service experience.	Ongoing	Held several trainings on customer services and inter-cultural communication in 2016-2017. Customer service was not a specific training in 2017-2018, but will be in 2018-2019.	While customer service was not a specific training experience for Student Services teams in 2017-2018 (but is already planned for Fall 2018), a training related to customer service was provided in April 2018: Verbal De-Escalation Techniques.

Coastline Community College will implement various technology initiatives to provide students comprehensive access to student services wherever they are.	Ongoing	Student Services explored MyPath, EduNav, and Innovative Educators' customizable Online Orientation.	Student Services is still exploring these technological options in order to enhance service and the students' experiences at Coastline. And Student Services continues to actively learn about other available technology programs and applications, and explore their viability for Coastline.
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Response to Program/Department Committee Recommendation(s)

Progress on Recommendations

Recommendation(s)	Status	Response Summary
The Committee recommends that the office discuss the use of Service Area/Administrative Unit Outcomes and summarize the ongoing dialog of outcome and achievement data.	In-progress	<p>Student Services will attach its thematic goal "Enhance the Student Customer Service Experience" to the AUO/SAO 1:1. <i>Training is ongoing on a variety of topics related to customer service.</i></p> <p>Provide open access to allow students to obtain information on services available. <i>The managers consistently work on keeping their website information up to date; managers also work with District, when their pages are linked to District-provided information and pages.</i></p> <p>Also, the Wing will use the Assessment Measure/Target of 80% of students will be satisfied with the availability of online information on student services. <i>This was exceeded: 94.5%.</i></p>

Department Planning and Communication Strategies

Through an all-Wing Student Services meeting twice a semester, monthly Student Services Managers meetings, and monthly Student Services Wing Planning Council meetings, information is shared with staff, faculty and managers in Student Services. Managers also hold regular departmental meetings. Planning and SAO data are a focus of the Student Services Wing Planning Council. And during the Spring 2018 semester meetings, Student Services Wing Planning Council members went through Coastline institutional KPIs, and tracked what Student Services is currently doing, or could be doing, to help the institution meet the KPIs.

Implications of Change

While Student Services has exceeded the goal of 90.% satisfaction by students regarding services, and a 94.5% rate is quite commendable, the Wing’s aim will be to ensure that the satisfaction rate does not recede. An increase to 95% is the minimal aim for 2018-2019.

It would be interesting to expand the student satisfaction with services question to include open-ended answers. This would help us identify what specifically is causing the satisfaction with services.

Alternatively, the VPSS is considering different means to connect with students and solicit feedback on commendations and concerns.

Section 2: Human Capital Planning

Staffing

Table 2.1 Staffing Plan

Year	Administrator	Management	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year 2017-18	Replace VPSS (1)	Dean of Students (1) Director of Equity and Title IX (1)	N/A	N/A	N/A	N/A
Current year 2018-19	No change	Replace Director of EOPS	N/A	N/A	DOS Administrative Assistant (1) Functional Analyst (1)	N/A
1 year 2019-20	No change	Dean of Enrollment Services (1)	Counselor (1) for students who were formerly incarcerated (program being developed in 2018-2019)	N/A	Administrative Assistant for Enrollment Services (1) Support staff for Formerly Incarcerated Program support services	N/A
2 years 2020-21	No change	No change	N/A	N/A	N/A	N/A
3 years 2021-22	No change	No change	N/A	N/A	N/A	N/A

Professional Development

Provide a description of the department’s professional development participation over the past year. Include evidence that supports program constituents participating in new opportunities to meet the professional development needs of the program.

Table 2.2 Professional Development

Name (Title)	Professional Development	Outcome
T.A.R.G.E.T (Threat Assessment Regional Evaluation Team)	<p>January 2018: Coastline hosted; several instructional and student services managers and staff attended.</p> <p>April 2018: VPSS attended.</p> <p>July 2018: VPSS and Director of Equity and Title IX attended.</p>	Knowledge gained on various topics related to behavioral interventions and threat assessment. Topics range from suicidal students, to working with autistic individuals, to drug trends in the community.
Verbal De-Escalation Training	Keynote speaker from FBI, followed by role playing of difficult situations and how to verbally de-escalate. Facilitated by VPSS, FBI Special Agent, and OCC Director of Enrollment Services.	Student-facing staff and managers from across the 3 colleges in attended; hosted at OCC due to available space. Mandatory for Student Services staff. Positive feedback from attendees, with a request to do more role playing.
NaBITA	The two managers who previously managed student conduct attended this three day training on behavioral/threat assessment.	Information shared at a following BAT meeting.
Association of Threat Assessment Professionals (ATAP) annual conference	VPSS and Director of Public Safety and Emergency Management attended, along with GWC’s Director of Campus Safety and the VP of Administrative Services.	Gain knowledge, and sometimes affirmation that we are managing students of concern in productive and appropriate ways. Made connections to various law enforcement professionals who can serve as resources for Coastline.
SafeTalk	VPSS and VPSS administrative assistant attended SafeTalk training hosted by Coastline College.	Knowledge gained about how to best interact with and help someone who has suicidal ideation.
ATIXA	Director of Equity and Title IX attended (and help facilitate) an ATIXA training.	Knowledge gained about current trends, issues, and federal changes to Title IX.
CSSO Conference	VPSS attended annual CSSO conference.	Meet other VPSS colleagues; gain a variety of information on major issues, trends, and initiatives affecting California community colleges, and Student Services.
Diversity and Inclusion (Dr. Kathy O’Bear training)	All Student Services staff, managers, and faculty (or almost all!) attended.	Knowledge gained about intentional inclusion.

Name (Title)	Professional Development	Outcome
IEPI Training on Incarcerated Students	VPSS attended (along with other Coastline managers)	Connections made and knowledge gained regarding programs available to formerly incarcerated students, and, what are some best practices in working with currently incarcerated students.

Section 3: Facilities Planning

Facility Assessment

In Summer 2018, a **Student Services “hub”** was created by relocating all Student Services employees at College Center. This “hub” or “one-stop” concept will continue with the programming of the new College Center. That concept is to have a physical layout that is easy for students and visitors to navigate. And to maximize on the synergy between departments. For example, initial thoughts have Admissions and Records, Financial Aid, and Counseling on the first floor. At the same time, safety considerations must be built in to the physical plans, especially for areas that have a higher rate of contentious situations such as Financial Aid.

Until that new building is constructed and utilized:

- ~ Utilize the previous President’s office as the Food Pantry. A larger space is needed, and can be staffed by Federal Work Study students.
- ~ Dean of Students to work with Faculty Coordinator for Student Success Centers, in identifying a larger space for tutors at College Center. Possible option: current VPSS storage office converted to a study and tutoring space.

Garden Grove Campus: we need to develop a Student Services satellite office and a Resource Center (similar to Westminster’s) at Garden Grove Campus. Initial discussions have occurred, and a suite of offices identified. Counselors and other student support services can be scheduled on a rotating basis. Federal Work Study students can be employed to be receptionists. Furniture will be needed for this space. And across from this suite of offices is are three partitioned classrooms that can be opened up and equipped with a variety of tables and chairs, to be utilized as a study space and resource center.

Section 4: Technology Planning

Technology Assessment

In queue for hiring is an administrative assistant for the Dean of Student and the Director of Equity and Title IX (the position will support DOS primarily, and assist Title IX efforts and investigations). This employee will need a desktop computer and phone. If a local desktop printer cannot be shared, then a dedicated printer will be critical because the DOS and Title IX manage highly confidential documents. (FERPA protected.)

Section 5: New Initiatives

Initiative: Establish support services and resources for students who were formerly incarcerated.

Describe how the initiative supports the college mission:

Coastline currently has no support services, not even a list of resources, for students who were formerly incarcerated. With such a large population of students who are currently incarcerated, Coastline needs to provide support when released. There is an affinity already developed that we need to connect with, and, it is best for these students to continue with their current college: Coastline. Such support services would support the mission of access, student success, and diverse student populations.

What college goal does the initiative support? Select one

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What Educational Master Plan objective does the initiative support? Select all that apply

- Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.
- Provide universal access to student service and support programs.
- Strengthen post-Coastline outcomes (e.g., transfer, job placement).
- Explore and enter new fields of study (e.g., new programs, bachelor's degrees).
- Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement.
- Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).
- Maintain the College's Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI).

What evidence supports this initiative? Select all that apply

- Learning Outcome (SLO/PSLO) assessment
- Internal Research (Student achievement, program performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

The VPSS has become involved with a consortium of agencies and other Orange County community colleges who are supporting students who were formerly incarcerated. Data from a variety of agencies, and testimonials from people who were formerly incarcerated, attest to the power of continuing their education and finding a support network outside of prison walls. For example, Santiago Canyon College already has a program developed, complete with a space and support staff. As a *community* college, assisting this population of students in a robust way would help them succeed outside of prison walls. Research has demonstrated that education is a mighty mitigator when it comes to recidivism. Additionally, Project Rebound at CSUF publically praises the work Coastline is currently doing with incarcerated students; it behooves us to maximize on this reputation and relationship with students.

Recommended resource(s) needed for initiative achievement:

~ Administrative Assistant to connect students who were formerly incarcerated with Coastline and external resources.

~ A dedicated Counselor (even 50% time) would be helpful. Similar to some of our other focused counseling efforts (e.g. Military and Veterans), these students have some specific challenges that someone trained needs to be able to address and support. (The significant transition from prison to outside-of-prison has been likened to what our Veteran students experience. That is NOT to liken military life to that of a prison; the rules, schedules, being told what to do and when to do it – these are the similarities, and they can be quite the culture shock to students.)

What is the anticipated outcome of completing the initiative?

~ Extend what we are already doing with our currently enrolled incarcerated students, and support and teach them upon their release. Help them success with their continuing academic pursuits.

~ As an affinity group, these students are likely to continue with us; this would contribute to your FTES numbers.

Provide a timeline and timeframe from initiative inception to completion.

~ Fall 2018 we are submitting an application for a leadership institute that focuses on establishing programs and services for students who were formerly incarcerated. The VPSS and the Dean of Students are the lead managers on this; it is cross-functional with Instruction.

~ Fall 2018: develop a webpage for those formerly incarcerated, and family/friends of currently incarcerated. This webpage will include Coastline resources, as well as a variety of external resources. And partners such as Project Rebound, Chrysalis, and others.

~ Fall 2018, there is supposed be a State grant coming out for programs and services at California community colleges; we will apply for this.

~ Completion is not quite the correct term for this initiative. There is not “end” to this initiative. It would be ongoing, and evolving as we implement, develop, and sustain this initiative.

Section 6: Prioritization

List and prioritize resource requests that emerge from the initiatives. For full-time positions, include a Coast District approved job description

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Develop structured supports services for students who were formerly incarcerated.	~ Website for this initiative, including internal and external resources ~ Administrative Assistant to support this initiative ~ Marketing materials and swag for outreach events specific to formerly incarcerated, and consortium meetings and other support agencies ~ Future: Counselor ~ If the program grows to a substantial/critical size, a Coordinator	Website: no cost Admin Assist: \$75,000 (includes benefits) Marketing and swag: \$5000 Counselor: \$110,000 (with benefits) Coordinator: \$90,000	General Funds, ongoing	N/A	External research; internal research (per our staff who are working with currently incarcerated students, and what are requests, questions, needs)	Student Success, Completion, and Achievement Instructional and Programmatic Excellence (we do great work with currently incarcerated; we need to do the same with formerly incarcerated) Access and Student Support Student Retention and Persistence Partnerships and Community Engagement	Fall 2018 = website Fall 2019 = admin assistant Fall 2020 = Counselor Programs and services to evolve, grow, continue	1

Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	Describe the resource(s) needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request is one-time or ongoing
Health, Safety Compliance:	Specify if the request relates to health or safety compliance issue(s)
Evidence:	Specify what data type(s) supported the initiative (Internal research, external research, or learning outcomes)
College Goal:	Specify what College goal the initiative aligns with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative