Program Review Summary Page

For Instructional Programs

Program or Area(s) of Study under Review: Athletics

Term/Year of Review: Fall 2021

Summary of Program Review:

A. Major Findings

1. Strengths:

- Retention rate among African American/Black students was significantly higher than the rate at the institutional level.
- Successful course completion rates among African American/Black students, Latinx/Hispanic students, and first-generation students were significantly higher than the rate at the institutional level.
- The athletic department continues to provide outreach and support to the under-represented student and helps provide them with resources to help ensure their success.
- Recent hiring of qualified successful adjunct faculty and coaches.

2. Areas for Improvement:

- Hire an additional full-time coach/instructor in a women's intercollegiate sport.
- Continue to develop a plan to improve conditions of our outdoor athletic fields.
- Update equipment in our strength training facility to be more accessible and useful for intercollegiate student-athletes.
- Increase participation rates among our women's intercollegiate programs.
- The athletic department has experienced an increase in fulfilling basic student support functions (logging in, accessing canvas, registering for classes, troubleshooting account holds).
- The athletic department has identified an opportunity to increase academic support for student athlete educational planning. Students are required to have an educational plan on file for their semester of sport but academic planning from term to term through graduation is a need.

3. Projected Program Growth, Stability, or Viability:

- Overall stability with limited growth. We believe that with the construction of campus housing our participation/enrollment numbers will increase dramatically.

B. Program's Support of Institutional Mission and Goals

1. Description of Alignment between Program and Institutional Mission:

- The athletic department aligns with Napa Valley College's mission to prepare students for evolving roles in a diverse, dynamic, and independent world as indicated in our findings.

2. Assessment of Program's Recent Contributions to Institutional Mission:

- The athletic department reflects the diverse student population that Napa Valley College proudly serves.
- The department also helps to prepare and promote our student-athletes to graduate and transfer.

3. Recent Program Activities Promoting the Goals of the Institutional Strategic Plan and Other Institutional Plans/Initiatives:

- Development and implementation of new recruiting practices to attract student-athletes to enroll at Napa Valley College
- Continue to promote the Promise Program when recruiting potential Napa Valley College students

C. New Objectives/Goals:

- Improve fill rates and productivity
- Revise curriculum to aid in our student-athletes opportunity to transfer
- Hire competent, productive, and passionate instructors/coaches

D. Description of Process Used to Ensure "Inclusive Program Review"

We worked collaboratively with coaches/instructors on campus during this process. We asked for input and feedback on RPIE analysis and findings. Our department works very closely with one another daily, so this process is "normal" for our department.

Program Review Report | Fall 2021 |

This report covers the following program, degrees, certificates, area(s) of study, and courses (based on the Taxonomy of Programs on file with the Office of Academic Affairs):

Program	Athletics
Courses	Pre-Seas KINE 178
	BASE KINE 287
	MBB KINE 285
	WBB KINE 286
	MBB KINE 287
	MGLF KINE 290
	MSOC KINE 291
	SOFT KINE 292
	VB KINE 297

Taxonomy of Programs, June 2021

I. PROGRAM DATA

A. Demand

1. Headcount and Enrollment

	2018-2019	2019-2020	2020-2021	Change over 3-Year Period
Headcount				
Within the Program	165	141	150	-9.1%
Across the Institution	8,176	8,181	7,208	-11.8%
Enrollments				
KINE-178	135	125	135	0.0%
KINE-285	32	29	14	-56.3%
KINE-286	--	8	6	--
KINE-287	27	6	28	3.7%
KINE-290	13	15	14	7.7%
KINE-291	46	41	39	-15.2%
KINE-297	9	10	12	33.3%
Within the Program	262	234	248	-5.3%
Across the Institution	32,545	33,102	30,409	-6.6%
Source: SQL Enrollment Files				

RPIE Analysis: The number of students enrolled (headcount) in the Athletics Program decreased by 9.1% over the past three years, while headcount across the institution decreased by 11.8%. Enrollment within the Athletics Program decreased by 5.3%, while enrollment across the institution decreased by 6.6%

Enrollment in the following courses changed by more than 10% (±10%) between 2018-2019 and 2020-2021:

Course with an enrollment increase:

- *KINE-297 (33.3%)*

Courses with enrollment decreases:

- *KINE-285 (-56.3%)*
- *KINE-291 (-15.2%)*

For KINE-286, which was offered in two of the past three years, enrollments decreased by 25.0% between 2019-2020 and 2020-2021.

Program Reflection:

The headcount and enrollment decrease are related to the COVID-19 pandemic and our institution deciding to not participate in intercollegiate athletic contests over the fall and winter of 2019-2020. Our fall and winter intercollegiate classes suffered class size reduction due to the fact sophomore student-athletes tended to transfer to a four-year institution and not enroll in intercollegiate team classes since we were not competing. We also had a coaching/instructor change in KINE-291 (Women's Soccer) and the recruiting process paused until the

new instructor was hired. Our goal continues to help retain adjunct head coaches by providing them and full-time coaches with more resources and financial support.

KINE-178, KINE-285, KINE-286, KINE-287, KINE-290, KINE-291 and KINE-297 are Athletic TOP coded courses, per Chancellor's Office, that are open to intercollegiate student-athletes. Legislation requires that these courses be more accurate in their enrollment capacity to better reflect the number, retention, completion, and hours of athletic related activity that each student engages in during a given semester. The enrollment of these courses directly correlates to the outreach efforts of our intercollegiate coaches and instructors.

Our department had a reduction in both headcount and enrollment in KINE-285 (Men's Basketball) and KINE-291 (Men's and Women's Soccer) due to the COVID-19 pandemic with seasons of intercollegiate competition being cancelled. The decrease in enrollment and headcount numbers are not a major concern of ours, as we have already seen an increase in both areas as intercollegiate competition has currently been restored.

2. Average Class Size

	2018-2019		2019-2020		2020-2021		Three-Year	
	Sections	**Average Size**	**Sections**	**Average Size**	**Sections**	**Average Size**	**Average Section Size**	**Trend**
KINE-178	11	12.3	10	12.5	11	12.3	12.3	0.0%
KINE-285	2	16.0	2	14.5	1	14.0	15.0	-12.5%
KINE-286	--	--	1	8.0	1	6.0	7.0	--
KINE-287	1	27.0	1	6.0	1	28.0	20.3	3.7%
KINE-290	2	6.5	2	7.5	2	7.0	7.0	7.7%
KINE-291	2	23.0	2	20.5	2	19.5	21.0	-15.2%
KINE-297	1	9.0	1	10.0	1	12.0	10.3	33.3%
Program Average*	19	13.8	19	12.3	19	13.1	13.1	-5.1%
Institutional Average*	1,313	24.8	1,348	24.6	1,171	25.9	25.1	4.4%

Source: SQL Enrollment and Course Sections Files

Average Section Size across the three-year period for courses, and both within academic years and across the three-year period for the program and institutional levels is calculated as:

$$\frac{\text{Total \# Enrollments}}{\text{Total \# Sections}}$$

It is not the average of the three annual averages.

RPIE Analysis: Over the past three years, the Athletics Program has claimed an average of 13.1 students per section. The average class size in the program has been lower than the average class size of 25.1 students per section across the institution during this period. Average class size in the program decreased by 5.1% between 2018-2019 and 2020-2021. Average class size at the institutional level increased by 4.4% over the same period.

Average class size in the following courses changed by more than 10% (±10%) between 2018-2019 and 2020-2021:

Course with an increase in average class size:

- *KINE-297 (33.3%)*

Courses with decreases in average class size:

- *KINE-291 (-15.2%)*
- *KINE-285 (-12.5%)*

Program Reflection:

During the reporting period, Napa Valley College has hired a new women's volleyball coach (KINE-297) who has increased recruiting efforts that directly reflect the increase of 33.3% in this course. Again, KINE-285 and KINE-291 saw a reduction in average class size to the COVID-19 pandemic and the postponement on intercollegiate competition during the 2020-2021 reporting period. The department continues to develop and implement new recruiting practices to further assist in increasing enrollment patterns.

As stated in previous Program Reviews, our department's average class size is indicative of the number of student-athletes required to sufficiently field a team. We understand that when teams with low team number requirements lose one or two student-athletes, their class size percentages are greatly affected. The department's ability to field men's programs have been a strength and we continue to work on increasing the participation rates in our female programs.

Our department continues to emphasize the importance of stability within our adjunct coaches and instructors. We have found that coaches that recruit well show greater success on the field, pitch or court and have helped to increase our enrollment and class sizes within our department.

3. Fill Rate and Productivity

Fill Rate*			
	Enrollments*	**Capacity**	**Fill Rate**
2018-2019	230	375	61.3%
2019-2020	187	390	47.9%
2020-2021	224	350	64.0%
Three-Year Program Total	641	1,115	57.5%
Institutional Level	83,156	101,258	82.1%
Productivity*			
	FTES	**FTEF**	**Productivity**
2018-2019	55.3	8.2	6.7
2019-2020	82.5	8.2	10.1
2020-2021	31.8	7.9	4.0
Three-Year Program Total	169.6	24.3	7.0
Source: SQL Enrollment and Course Sections Files			

RPIE Analysis: Fill rates within the Athletics Program tend to be lower than the fill rate at the institutional level. [Compare program-level rate of 57.5% to institution-level rate of 82.1% over the past three years.] Between 2018-2019 and 2019-2020, enrollment decreased and capacity increased, resulting in a decrease in fill rate. Between 2019-2020 and 2020-2021, enrollment increased and capacity decreased, resulting in an increase in fill rate.

Productivity decreased between 2018-2019 and 2020-2021 and ranged from 4.0 to 10.1 across the three-year period. [Productivity has not been calculated at the institutional level.] The three-year program productivity of 7.0 is lower than the target level of 17.5, which reflects 1 FTEF (full-time equivalent faculty) accounting for 17.5 FTES (full-time equivalent students) across the academic year. (This target reflects 525 weekly student contact hours for one full-time student across the academic year.)

**Note: Fill rates and productivity reported in the table do not include six Athletics section offerings for summer terms over the past three years. As a result, the enrollment figures reported here might differ from those reported in Section I.A.1.*

Program Reflection:

The athletic department experienced a fluctuation in fill rate and productivity over the course of the review period. We suffered a loss of student enrollments due to the COVID-19 pandemic and Napa Valley College not competing in intercollegiate competition in the spring of 2019 through the spring of 2021.

Our baseball and men's golf programs were the only intercollegiate programs to see a limited number of games and matches played. Our participation rates in volleyball, women's golf, men's and women's soccer, and men's and women's basketball were abnormally low due to the cancellation of their seasons due to the pandemic. The athletic department has also been working with the college to restore our softball program, which will increase the number of participants in our female intercollegiate offerings.

The athletic department is also scheduled to take a deep dive into our current intercollegiate class/s capacity numbers. We have several intercollegiate classes that have a capacity that is too large for their respective programs, and we plan to make those adjustments in the 2021-2022 academic year.

4. Labor Market Demand

This section does not apply to the Athletics Program, as it is not within the Career Technical Education Division.

B. Momentum

1. Retention and Successful Course Completion Rates

	Retention Rates (Across Three Years)			Successful Course Completion Rates (Across Three Years)		
Level	Rate	Course Rate vs. Program Rate		Rate	Course Rate vs. Program Rate	
		Above	Below		Above	Below
KINE-178	98.4%	--	--	97.8%	--	--

KINE-285	100%	--	--	***94.7%***		***X***
KINE-286	100%	--	--	100%	X	
KINE-287	100%	--	--	100%	X	
KINE-290	100%	--	--	100%	X	
KINE-291	100%	--	--	97.6%	--	--
KINE-297	100%	--	--	96.8%	--	--
Program Level	**99.2%**			**97.8%**		
Institutional Level	90.3%			75.6%		

Source: SQL Enrollment Files
-- Indicates a value that is within 1% of the program-level rate.
Bold italics denote a statistically significant difference between the course-level rate and the program-level rate.
Bold denotes a statistically significant difference between the program-level rate and the institutional rate.
Note: Grades of EW (Excused Withdrawal) for spring 2020 and beyond are not included in the calculations of the three-year retention and successful course completion rates reported above. This approach reflects the standard recommended research practice of not including EWs in either the numerator or the denominator for these rates.

RPIE Analysis: Over the past three years, the retention rate for the Athletics Program was significantly higher than the rate at the institutional level. The retention rate for the Athletics Program falls in the 95th percentile among program-level retention rates (across 59 instructional programs, over the past three years).

Over the past three years, the successful course completion rate for the Athletics Program was significantly higher than the rate at the institutional level. The successful course completion rate for KINE-285 was significantly lower than the program-level rate. The successful course completion rate for the Athletics Program falls in the 100th percentile among program-level successful course completion rates (across 59 instructional programs, over the past three years).

Over the past three years, the difference between retention and successful course completion at the program level (1.4%) was significantly lower than the difference at the institutional level (14.7%). This figure represents the proportion of non-passing grades assigned to students (i.e., grades of D, F, I, NP).

No Athletics Program courses claimed differences (between retention and successful course completion) that exceeded 10%.

Program Reflection:

The athletic department's retention rates continue to be an area of strength. The athletic department's retention rate is once again in the 95th percentile and the completion rate is in the 100th percentile which is impressive. Our instructors and coaches will continue to monitor their student-athletes to help aid them in their academic success while attending Napa Valley College.

KINE-285 Men's Basketball did see a lower completion rate as compared to other programs in our department, since many of our student-athletes in this program transferred due to the COVID-19 pandemic and losing a year of intercollegiate competition. We also see a larger number of redshirt student-athletes (student-athletes who do not enroll in 12 units to maintain a year of athletic eligibility) and can be difficult to retain.

2. Student Equity

	Retention Rates (Across Three Years)		Successful Course Completion Rates (Across Three Years)	
	Program Level	**Institution Level**	**Program Level**	**Institution Level**
African American/Black	100%	***86.8%***	96.4%	***65.0%***
Latinx/Hispanic			98.1%	***72.6%***
First Generation			98.3%	***74.4%***

Source: SQL Enrollment Files
Bold italics denote a statistically significant difference between rates at the program and institutional levels, with the lower of the two rates in ***bold italics***.
Shaded cells pertaining to retention rates indicate that statistically significant differences for those groups were not found at the institutional level.
Note: Grades of EW (Excused Withdrawal) for spring 2020 and beyond are not included in the calculations of the three-year retention and successful course completion rates reported above. This approach reflects the standard recommended research practice of not including EWs in either the numerator or the denominator for these rates.

RPIE Analysis: This analysis of student equity focuses on the three demographic groups with significantly lower retention and/or successful course completion rates found at the institutional level (vs. the corresponding rates among all other demographic groups, combined) over the past three years. Tests of statistical significance were conducted to compare program-level and institution-level rates among the three groups listed above.

Within the Athletics Program, the retention rate among African American/Black students was significantly higher than the rate at the institutional level.

Within the Athletics Program, the successful course completion rates among African American/Black students, Latinx/Hispanic students, and first-generation students were significantly higher than the rate at the institutional level.

These patterns reflect the findings from the comparison of retention and successful course completion at the program vs. institutional level, where the program-level rate exceeded the institution-level rate for both retention and successful course completion. (See Section I.B.1 above).

Program Reflection:

The analysis revealed that the athletic department had a significantly higher retention rate among African American/Black students, Latinx/Hispanic students, and first-generation students then at the institutional level. This is indicative of the efforts and support our coaches, instructors, and support staff provide to all our students within the department.

Our department prides itself on student equity as a component that plays a significant role within our department. Napa Valley College and the athletic department has and will continue to support and provide outreach to the under-represented student and will continue to provide our students with resources to make the both academically and athletically successful.

Because many of our students are identified as members of disproportionately impacted groups, more support is needed for early onboarding and pre-enrollment services. Many of our student athletes are not from Napa and may not receive the same outreach as they would if they attended a high school within the district. The time commitment associated with onboarding many athletes into Napa Valley College by coaches and administrative staff supports a need for additional support services, whether that be a full-time counselor or student services specialist.

3. **Retention and Successful Course Completion Rates by Delivery Mode (of Courses Taught through Multiple Delivery Modes, i.e., In-Person, Hybrid, and Online)**

This section does not apply to the Athletics Program, as courses associated with the program were not offered through multiple delivery modes within the same academic year between 2018-2019 and 2020-2021.

C. Student Achievement

1. Program Completion

This section does not apply to the Athletics Program, as there are not any degrees or certificates associated with the program. See Taxonomy of Programs.

2. Program-Set Standards: Job Placement and Licensure Exam Pass Rates

This section does not apply to the Athletics Program, as the discipline is not included in the Perkins IV/Career Technical Education data provided by the California Community Colleges Chancellor's Office, and licensure exams are not required for jobs associated with the discipline.

II. CURRICULUM

A. Courses

Subject	**Course Number**	**Date of Last Review** *(Courses with last review dates of 6 years or more must be scheduled for immediate review)*	**Has Prerequisite*** Yes/No **& Data of Last Review**	**In Need of Revision** *Indicate Non-Substantive (NS) or Substantive (S)* ***& Academic Year***	**To Be Archived** *(as Obsolete, Outdated, or Irrelevant)* **& Academic Year**	**No Change**
KINE	178	02/2020	No	TBD		
KINE	285	02/2020	No	TBD		
KINE	286	02/2020	No	TBD		

KINE	287	02/2020	No	TBD		
KINE	290	02/2020	No	TBD		
KINE	291	02/2020	No	TBD		
KINE	292	02/2020	No	TBD		
KINE	297	02/2020	No	TBD		

*As of fall 2018, prerequisites need to be validated (in subsequent process) through Curriculum Committee.

B. Degrees and Certificates[+]

Degree or Certificate & Title	**Implementation Date**	**Has Documentation** Yes/No	**In Need of Revision+** *and/or Missing Documentation* **& Academic Year**	**To Be Archived*** *(as Obsolete, Outdated, or Irrelevant)* **& Academic Year**	**No Change**

*As of fall 2018, discontinuance or archival of degrees or certificates must go through the Program Discontinuance or Archival Task Force.

[+]Degrees and Certificates cannot be implemented until the required courses in them are approved and active.

Program Reflection:

All intercollegiate courses were changed to the subject code KINE in 02/2020. This was a division-wide decision to update the subject code for many of our courses. The TOP code was changed to Kinesiology as well, though we were able to identify this error and are working with curriculum to change it back to intercollegiate athletics. This may mean that there are substantive changes that will need approval in order to remedy this, but it is important to distinguish between what are Countable Athletically Related Activities (CARA) and what are not for a variety of reasons.

The athletic department does not have a degree or certificate associated with the program.

III. LEARNING OUTCOMES ASSESSMENT

A. Status of Learning Outcomes Assessment

Learning Outcomes Assessment at the Course Level

	Number of Courses with Outcomes Assessed		Proportion of Courses with Outcomes Assessed	
Number of Courses	Over Last 4 Years	Over Last 6 Years	Over Last 4 Years	Over Last 6 Years
8	8		8	

Learning Outcomes Assessment at the Program/Degree/Certificate Level

Degree/Certificate	Number of Outcomes*	Number of Outcomes Assessed		Proportion of Outcomes Assessed	
		Over Last 4 Years	Over Last 6 Years	Over Last 4 Years	Over Last 6 Years

Program Reflection:

All our courses were assessed during the previous program review. Our department has developed an assessment cycle (every three semesters), based on class offerings.

B. Summary of Learning Outcomes Assessment Findings and Actions

All our courses were assessed during the previous program review. Our department has developed an assessment cycle (every three semesters), based on class offerings.

Program Reflection:

We have developed an assessment cycle, based on when our classes are offered. The athletic department has also developed our own internal assessments of these courses to provide insight and feedback. As mentioned in our previous program review, we would like to follow our own plan for SLO (Student Learning Outcomes) assessment in congruence with our class scheduling.

IV. PROGRAM PLAN

Based on the information included in this document, the program is described as being in a state of:

- ○ Viability
- ○ Stability
- ○ Growth

*Please select ONE of the above.

This evaluation of the state of the program is supported by the following parts of this report:

- Department wide "Recruiting Plan"
- Emphasis has been placed on recruiting local student-athletes
- Promise Program has been a key factor in the success of recruiting local student-athletes and student-athletes from outside of our recruiting area
- Campus Housing
- Stability within our coaching staff
- Enrollment numbers tend to be similar even during the pandemic
- We have resurrected the women's basketball program, with a current enrollment of (12) participants
- The women's volleyball team has increased participants for the fall 2021 season
- Men's baseball has increased participant levels for the fall 2021 non-traditional season
- The men's and women's golf programs continue to fill complete rosters
- We have a dire need to field a women's softball program and we are working collaboratively with the college to rectify the program

Complete the table below to outline a three-year plan for the program, within the context of the current state of the program.

Program: Athletics
Plan Years: 2022-2023 through 2024-2025

Strategic Initiatives Emerging from Program Review	Relevant Section(s) of Report	Implementation Timeline: Activity/Activities & Date(s)	Measure(s) of Progress or Effectiveness
Develop a course of action to retain adjunct head coaches due to the 1:1 course load calculation.	1.A.2	Spring 2022 – Spring 2024	Increase in assistant coaching stipends and new curriculum development

Hire 1FT (50% Coach/50% KINE Instructor)	1.A.2	Spring 2022 – Spring 2025	Hire a 1FT Coach and KINE Instructor

Describe the current state of program resources relative to the plan outlined above. (Resources include: personnel, technology, equipment, facilities, operating budget, training, and library/learning materials.) Identify any anticipated resource needs (beyond the current levels) necessary to implement the plan outlined above.

Note: Resources to support program plans are allocated through the annual planning and budget process (not the program review process). The information included in this report will be used as a starting point, to inform the development of plans and resource requests submitted by the program over the next three years.

Description of Current Program Resources Relative to Plan:

No additional resources are needed to implement the three-year plan except for funding through our Unit Plan requests.

V. PROGRAM HIGHLIGHTS

A. Recent Improvements

- New gym floor competition line markings, branding and resurfacing
- New gym sound system
- Increased meal money funding for student-athletes for away contests
- Close relationship with campus Food Bank
- Increase in head coaching stipends
- New video system in classroom 603
- SWAY concussion testing for student-athletes
- COVID-19 Testing through Napa Valley College Health Center
- Rebranding of our athletic department logo and relationship with Under Armour for uniforms
- New head coaches for volleyball, women's basketball, and women's soccer
- New golf cart to transport medical supplies to fields and gym for practices and competition
- Purchase of new volleyball standards and net system

B. Effective Practices

- SLO assessment cycle
- Use of online surveys to help build faculty schedules
- Re-establishment of our women's basketball program
- Development of COVID-19 protocols throughout the department
- On campus COVID-19 antigen and PCR testing to be in compliance with CCCAA requirements
- Improved annual pre-season coaches and student-athlete eligibility and compliance meeting
- Hiring of a 1.0 Certified Athletic Trainer and 0.6 Certified Athletic Trainer
- Hiring of multiple assistant coaches that possess a master's degree who now have the ability to instruct within our division
- Increased social media presence used for marketing, recruiting and dissemination of information

Feedback and Follow-up Form

Completed by Supervising Administrator:

Jerry Dunlap

Date:

10.6.21

Strengths and successes of the program, as evidenced by analysis of data, outcomes assessment, and curriculum:

- Successful course completion rates continue to exceed the rates at the institutional level
- Course completion rates for African America/Black, Latinx/Hispanic, and first-generation students are significantly higher than the rate at the institutional level
- Retention rates are significantly higher than the rate at the institutional level

Areas of concern, if any:

- The participation rates in women's intercollegiate programs need to improve
- Lack of updated equipment in the weight room, poor locker room conditions, and the need for improvements on our outdoor playing fields
- Increasing support needed for basic support services (onboarding, pre-enrollment, troubleshooting student accounts and unique situations)

Recommendations for improvement:

- Hire a full-time coach/instructor for one of our women's intercollegiate programs
- Funding for new weight room equipment, remodeling or upgrading of the locker/team rooms, and drainage for the soccer, baseball, and softball fields, along with fencing around soccer field.

Anticipated Resource Needs:

Resource Type	**Description of Need (Initial, Including Justification and Direct Linkage to State of the Program)**
Personnel: Faculty	(1) Additional Full-Time Instructor/Coach
Personnel: Classified	
Personnel: Admin/Confidential	
Instructional Equipment	Increased funding for instructional equipment and required for intercollegiate athletic equipment and facilities.
Instructional Technology	Increased funding for instructional technology required for intercollegiate athletic practices and competitions.
Facilities	Complete renovation of the weight room. The weight room is out of date and needs to provide adequate equipment for both general Kinesiology classes as well as intercollegiate athletic programs. We need to continue to improve our outdoor playing fields. The soccer field does not have a scoreboard, appropriate benches,

	and enclosure. All of our outdoor field flood during heavy rains, so drainage has been an issue for the past 30 plus years. The gym will eventually need an updated scoreboard for volleyball and basketball. Our locker rooms are outdated and for the most part unusable.
Operating Budget	Increased funding and increased operating expenses.
Professional Development/ Training	
Library & Learning Materials	