



2017-18

Non-Instructional
Department Review
Veterans Services

Tracy Heap, Director

CONTENTS

0. Preface: Department Evaluation Summary	3
0A. Overall Program Evaluation.....	3
0B. Department Strengths	3
0C. Department Weaknesses	3
0D. Recommendations for Improvement	3
1. Support of the college mission.....	4
1A. Summarize department in terms of key functions and responsibilities	4
1B. Describe how the department supports the overall mission of the College as adopted by the Board of Education.....	4
1C. Describe the population served by the department.	4
1D. Describe department resources including usage metrics	5
2. Department mission/goals and link to strategic plan.....	6
2A. Describe progress toward goals set in previous review, annual budget presentations, and/or strategic budget planning.....	6
2B. Have you met your previously set goals? If not, how do you plan to meet them?	7
3. Personnel summary	7
3A. Provide an organizational chart of the department.	7
3B. Are current management and staff adequate to perform functions and responsibilities satisfactorily to achieve department goals? Explain the job functions of each position.....	8
3C. Describe organizational changes that will improve department performance, provide timeliness for the achievement of such changes, and describe measures that will assess the effectiveness of such changes.....	9
4. Staff development	9
4A. Describe specific professional development activities in which department members participate, and explain how such activities benefit or enhance the department.	9
4B. Describe areas of unmet professional development needs among personnel in this department and outline plans to address those needs.	10
5. Facilities and equipment	10
5A. Are current facilities, such as classrooms, offices and equipment, adequate to support the department? Explain.....	10
5B. Is available equipment adequate to support the department? Explain.....	11
5C. Describe plans for future changes in support facilities or equipment.	11
6. Budget	12
6A. Provide a financial report. Explain deviations from budget exceeding 10% of any line item.	12
6B. Provide five-year cost margin data and analysis.....	12

6C. Provide previous annual department viability study results	12
6D. Describe budgetary challenges	12
7. Conclusion.....	12
7A. Describe department strengths	12
7B. Describe department weaknesses	13
7C. Describe support needed.	13
7D. Outline new goals including timeliness for completion, measures for evaluating achievement of such goals, and a process for implementing improvements	13
8. Appendices	15
8A. Grant from the Oregon Department of Veterans' Affairs	15
8B. CCSSE Data	15
8C. CMA and Budget Data	16
8D. Non-Instructional Department Review Rubric	17

0. PREFACE: DEPARTMENT EVALUATION SUMMARY

The Continuous Innovation and Improvement Committee (CIIC) provided the following feedback:

0A. OVERALL PROGRAM EVALUATION

Weighted average: 3.45 on a four-point scale. This scores between developed (program exhibits evidence that planning guides programs and services selection that supports the College) and highly developed (evidence of ongoing, systematic use of planning in selection of programs and services).

0B. DEPARTMENT STRENGTHS

Strengths noted by CIIC include clear support for the college mission, responsive to student needs, comprehensive planning, seamless transfer opportunities, CCAF and GEMS program, student satisfaction.

0C. DEPARTMENT WEAKNESSES

CIIC members noted that the largest department weaknesses include the current facility, small size of the department, cross-training of employees.

0D. RECOMMENDATIONS FOR IMPROVEMENT

- Encourage administration to seek additional university partner agreements for B2B.
- Set a customer service goal.
- Find a cost-effective way to inform faculty and staff about how to better support veteran students.
- Develop a point-of-service survey to track student satisfaction.

1. SUPPORT OF THE COLLEGE MISSION

1A. SUMMARIZE DEPARTMENT IN TERMS OF KEY FUNCTIONS AND RESPONSIBILITIES.

The Veterans Services department promotes educational success for military veterans and personnel. By providing recruitment, admissions, registration services, academic advising and Veterans Administration (VA) financial aid certification and enrollment oversight, the department helps those who serve and defend the nation to achieve academic and career success.

The department reaches out to military personnel in local, regional, and global locations. By managing the Air Institute portal, the department provides worldwide military access to Klamath Community College's (KCC) higher educational opportunities. Locally, the department partners with state-level National Guard bases to provide on-site, face-to-face educational services to their personnel.

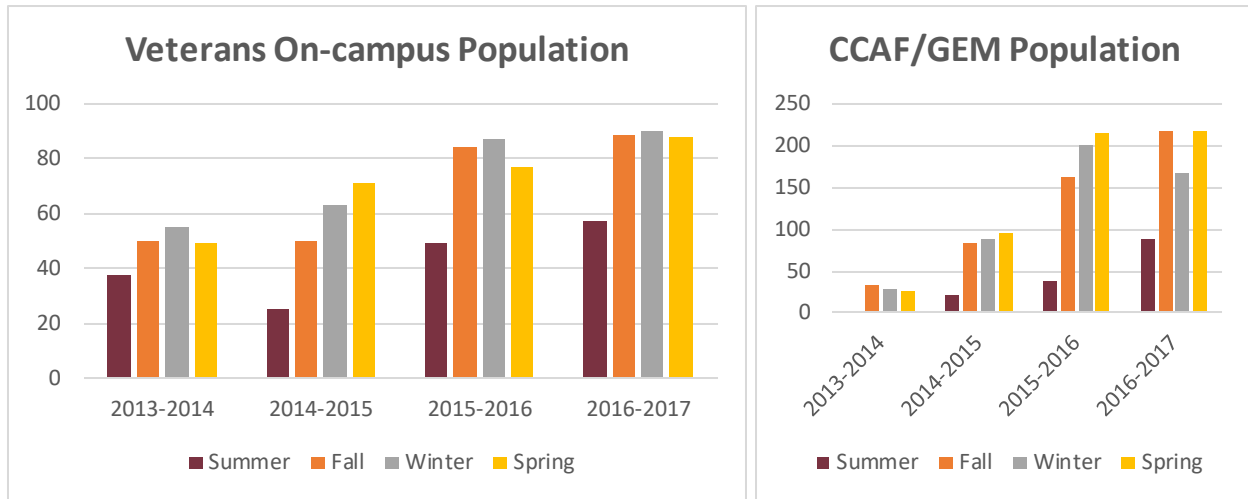
1B. DESCRIBE HOW THE DEPARTMENT SUPPORTS THE OVERALL MISSION OF THE COLLEGE AS ADOPTED BY THE BOARD OF EDUCATION.

Veterans Services provides access to veterans in the Klamath Basin to quality education to both the in-person and online community of airmen at Air Force bases in and Oregon across the country. The Veterans Services department has developed seamless pathways for airmen to complete an associate degree. The department has applied for and received certification by the Air Force's General Education Mobile (GEM) online system. This allows KCC to offer five-credit online courses in a wide variety of subjects within the areas of mathematics, communication, writing, social sciences and humanities. Community College of the Air Force (CCAF) GEM program enables airmen to complete up to 15 credits of their general education requirements in a single block of five online courses at KCC that may be applied directly to a student's associate degree at KCC. Veterans Services prides itself on the quality of services provided to veteran students, whether it be in the admissions/registration process, academic advising, or working with Academic Affairs in course development. The initiatives undertaken, such as the CCAF/GEM offerings and the Base to Bachelors (B2B) program, have also shown documented successes towards the prosperity of the college by substantially increasing enrollment of military personnel.

1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT.

Klamath Community College services local veterans and family members with advising, certifying veteran funding for the GI Bill® and referrals to local state and federal programs with help in solving issues not related to education benefits. With the development of KCC's CCAF/GEM program, the school is also able to provide access to a significant number of veterans located at Air Force bases in Indiana, Kentucky, Mississippi, Texas, California and as far away as Delaware and even Germany. This population is primarily focused on completing a CCAF degree. However, some have also enrolled in KCC's Base to Bachelor (B2B) program that is an agreement with Eastern Oregon University (EOU) that moves airmen on from their CCAF degree towards a bachelor's degree with EOU.

The chart below shows both veterans using the post-9/11 GI Bill and family members of veterans who are using Chapter 35 of the GI Bill (Survivors' and Dependents' Educational Assistance Program).

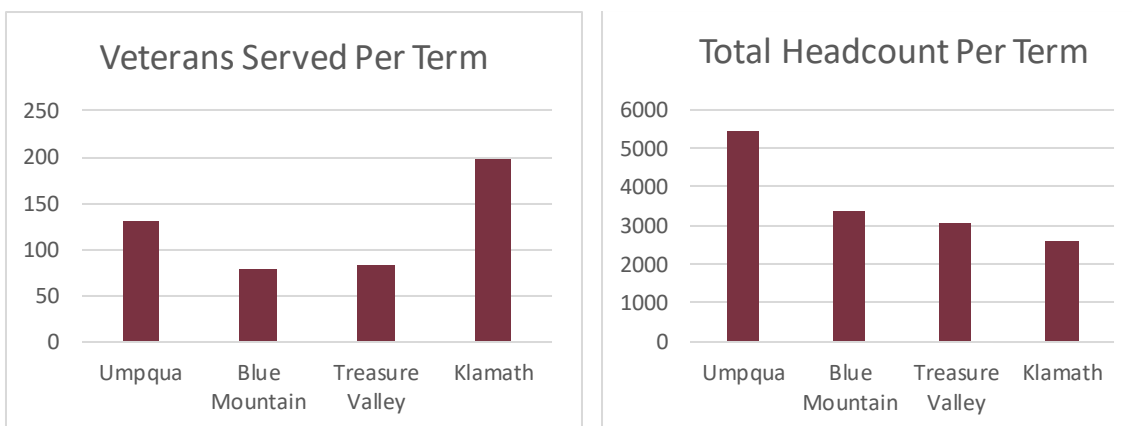


The CCAF/GEM population as either active duty or Air National Guard airmen using a variety of funding sources including Air Force Tuition Assistance, the Post-9/11 GI Bill, local funding from the 142nd Fighter Wing (Portland), the 173rd Fighter Wing (Klamath Falls), or self-pay.

1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

The department is basically a “one-stop shop” for veterans both in the Klamath Basin as well as the CCAF/GEM and B2B population. The department conducts admissions and registration activities as well as academic advising, academic program development and liaison with external partners at air bases and other colleges/universities. Veterans Services is a small department usually staffed by a director, a veterans representative (school certifying official), and intermittently, a student worker. The population of veterans at KCC has seen a steady increase over the last five years.

Data obtained from school-certifying officials at Umpqua Community College, Blue Mountain Community College, and Treasure Valley Community College were gathered using schools with an overall enrollment comparable to Klamath Community College. These numbers are broken down as an average in the charts below.



Data were supplied by each institution's school certifying official, and total headcount averages were supplied by Klamath Community College's Institutional Research from the Higher Education Coordinating Commission database.

The resources available to the Veterans Services department are funding contained within the annual budget. Additionally, for the current year (2018) and extending into June of 2019, Veterans Services was awarded a grant from the Oregon Department of Veterans' Affairs, which the department will use to purchase computer workstations and furnishing for the Veterans Resource Center currently under construction as part of Klamath Community College's Phase II construction project. A more detailed description of what the grant will be used for will be covered in the section "Describe plans for future changes in support facilities or equipment." (See [Appendix A.](#))

2. DEPARTMENT MISSION/GOALS AND LINK TO STRATEGIC PLAN

2A. DESCRIBE PROGRESS TOWARD GOALS SET IN PREVIOUS REVIEW, ANNUAL BUDGET PRESENTATIONS, AND/OR STRATEGIC BUDGET PLANNING.

Given that this is the first year a Veterans Services program review has been completed, no comparable data is available for this section. In future program reviews, information on goal achievement will be added.

Department strategic plan goals for 2014-17 were:

- Increase online services and the availability of courses to active duty military members
- Develop rolling enrollment options for GEM program
- Develop a separate veterans center on campus
- Continue to improve customer service to both on- and off-campus veterans
- Continue to develop and expand the B2B program with EOU

Online courses have been made available to CCAF/GEM students, and SPA 101 and WRI 122 have been added to previous offerings, bringing the total CCAF courses to nine.

The KCC Phase II construction project will provide the needed space for a veteran resource center on campus. Veterans Services will assist the Phase II project with materials and service from a grant awarded to KCC by the Oregon Department of Veterans' Affairs.

The partnership with EOU for the B2B program is being expanded. A proposal has been submitted that would expand the degree offerings to two degree programs.

Customer service is a strength of the department. Intensive advising and counseling are provided to all veterans and family members who attend KCC. Veterans Services has used student surveys to identify student needs for particular classes and support services.

The department coordinates with enrollment and finance offices at the three air bases, and there are memorandum of understandings (MOU) with each base. Veterans Services coordinates its efforts with

the Business Office to ensure that the correct processes have been completed that will allow airmen to be admitted, registered for classes, and funded through third-party payment methods. Veterans Services uses state-of-the-art technologies to communicate with servicemen. Veterans Services was one of the first departments to use new text messaging reminders to advisees. Registration reminders were sent to more than 800 current and former veteran students to encourage registration. Additionally, the department conducts calling campaigns to encourage registration when registration opens and again 15 to 30 days before the term begins.

A rolling enrollment option using sub-terms for high-traffic courses, such as MTH 105 and PHL204, is a goal that will continue to be pursued as it could be a favorable marketing strategy to a demographic of students (CCAF/GEM) whose schedules are better suited to a non-traditional term as opposed to a fixed term. These sub terms would help airmen who deploy or travel to different locations for temporary duty.

2B. HAVE YOU MET YOUR PREVIOUSLY SET GOALS? IF NOT, HOW DO YOU PLAN TO MEET THEM?

Given that this is the first year a Veterans Services program review has been completed, no data is available for this section. In future program reviews, information on goal achievement will be added.

As shown above, Veterans Services has met many of the goals that were set for the Veterans Services strategic plan 2014-17. Examples of some of the goals that were achieved in the 2014-17 strategic plan include:

- Signed MOU with 173rd Fighter Wing (Kingsley Field)
- Signed MOU with 142nd Fighter Wing (Portland)
- Signed MOU with 144th Fighter Wing (Fresno)
- Expanded CCAF/GEM program from 31 FTE in 2014-15 to 74 FTE in 2016-17 (138% increase)
- Developed and signed articulation with EOU for B2B program (First- year FTE: 3.8; currently 5.59 not including Spring Term.)
- Awarded Oregon Department of Veterans' Affairs grant

New strategic goals have been set for 2018-21:

- Increase enrollment in CCAF/GEM courses
- Increase enrollment in the B2B program
- Continue to be awarded "military friendly" designation
- Develop a veterans tutoring program within the Veterans Resource Center on campus

3. PERSONNEL SUMMARY

3A. PROVIDE AN ORGANIZATIONAL CHART OF THE DEPARTMENT.

Director: Tracy Heap

Veterans representative: John Appolonio (school certifying official)

3B. ARE CURRENT MANAGEMENT AND STAFF ADEQUATE TO PERFORM FUNCTIONS AND RESPONSIBILITIES SATISFACTORILY TO ACHIEVE DEPARTMENT GOALS? EXPLAIN THE JOB FUNCTIONS OF EACH POSITION.

Veterans Services staffing meets students' needs. Veterans Services currently has two full-time employees and intermittent help from student workers when budgets allow. As shown earlier, registrations from on campus veteran population has increased along with the online population from the CCAF/GEM offerings and the B2B program. Despite increased enrollment, Veterans Services is able to provide high quality services and supports. The admission, registration and certification processes have been well worked and refined to eliminate possible barriers to student enrollment, retention, and completion.

During the last enrollment sustainment meeting, Veterans Services predicted an increase in the B2B program from 3.79 FTE to 7 FTE for the next academic year. The increase adds to advising loads, so to meet this increased load, Veterans Services applied for and received the Oregon Department of Veterans' Affairs grant, which will provide funding for additional part-time support.

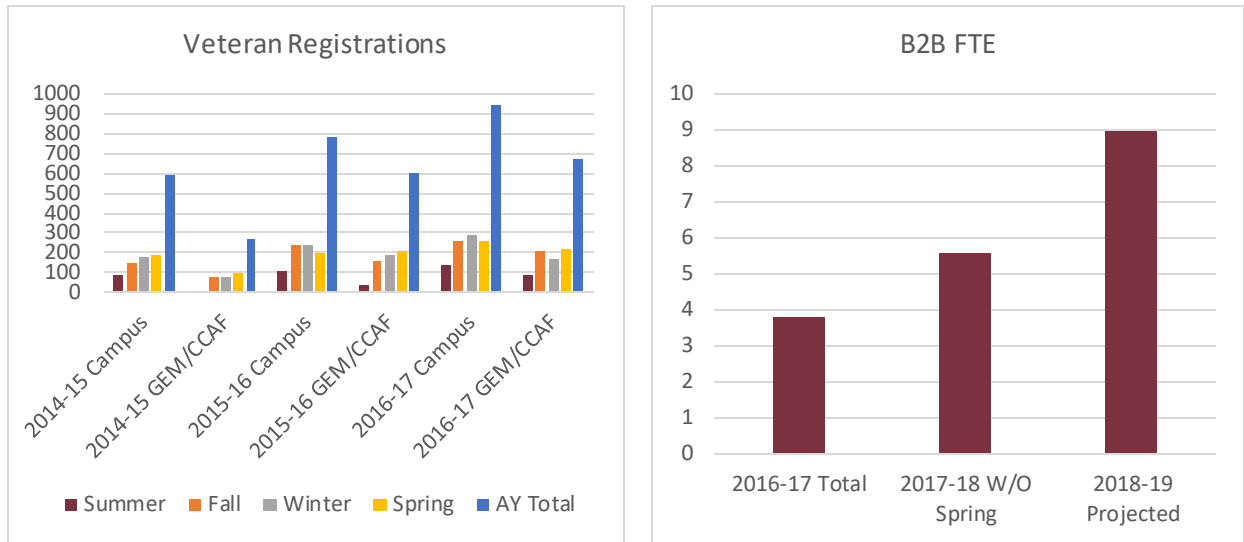
The part-time student worker/peer mentor will cover the work load of the outcomes indicated in the grant. That position will develop a lending library and the process for checking out and turning in books. That position will also assist in coordinating visits from community offices such as the Klamath County Veterans Services Office and the vocational rehab counselor providing students with better access to those resources. They will also serve as a veterans club liaison and will assist in planning functions for that group.

The Veterans Services director is responsible for the development of a veterans services program that: contributes to the success of veteran students while complying with regulations; strives to increase accessibility, enrollment, and retention by expanding veterans services programs through outreach and promotional activities; provides advising and student support assistance with focus on active-duty, transitioning, and veteran students; conducts administrative activities with quality customer service, compliance, program, and institutional needs. The Veterans Services director also recommends the hiring of new employees and trains and supervises staff.

The veterans representative (school certifying official) provides support that empowers veterans to successfully complete their educational objectives. The veterans representative is responsible for a variety of activities in admissions, registration, retention, student success, academic advising, ADA compliance, and graduation.

The Veterans Services peer mentor will be responsible for running a book lending library, developing a peer mentor program for tutoring, and organizing veterans club activities. The position will also be responsible for some enrollment outreach activities such as calling campaigns and marketing mail outs.

The charts below show year-by-year increases of the GGAF/GEM and on campus populations as well as an increase of B2B students.



3C. DESCRIBE ORGANIZATIONAL CHANGES THAT WILL IMPROVE DEPARTMENT PERFORMANCE, PROVIDE TIMELINESS FOR THE ACHIEVEMENT OF SUCH CHANGES, AND DESCRIBE MEASURES THAT WILL ASSESS THE EFFECTIVENESS OF SUCH CHANGES.

The addition of the grant-funded student worker will help to make the department more efficient in terms of customer service and this additional employee will assist with fulfilling 2018-21 strategic goals. At the completion of the grant, Veterans Services will review the utility of adding an additional full time employee to the staff. Growth in the CCAF/GEMS program may be best supported through an additional full-time employee who could do outreach to markets that the department does not have access to at this point. This could be done through research and marketing as well as attendance at education and job fairs at active duty air bases.

The measure of the success to such an addition would be reviews to the cost margin analysis and term-by-term changes in enrollment provided by Institutional Research. The same schematic would be used to track the results of the Base to Bachelor program. Additional measures of success could include annual student satisfaction surveys. Veterans Services uses real-time enrollment tools to track student enrollment. Calling campaigns are planned each term to increase student enrollment and completion. Part-time staff can assist with these calling campaigns to moderate workload challenges.

4. STAFF DEVELOPMENT

4A. DESCRIBE SPECIFIC PROFESSIONAL DEVELOPMENT ACTIVITIES IN WHICH DEPARTMENT MEMBERS PARTICIPATE, AND EXPLAIN HOW SUCH ACTIVITIES BENEFIT OR ENHANCE THE DEPARTMENT.

The VA conducts annual conferences organized by the education liaison representative (ELR) from the VA to the state of Oregon. This is an annual function and hosting is provided by a different college/university on a rotating basis. These trainings cover general duties and responsibilities of the school certifying official

but also include special subjects, such as aviation guidelines and issues. The ELR also provides information webinars covering any changes to regulations regarding VA payment and procedures.

Training in catalog and course approval is provided by the Higher Education Coordinating Commission (HECC) for the Veterans Services department. This is a detailed process between the state approving authority at HECC and the school. This must be conducted annually for KCC to be eligible for VA funding. Changes to course and catalog approval are covered by the state approving authority (SAA) and the process is accomplished following that training.

VA compliance audit training is conducted annually. A compliance audit is a detailed inquiry that assists school officials in understanding the law in IAW Title 38, United States Code, and Section 3690(c) as it pertains to the distribution of VA funds and the record keeping associated with that function. A general audit is conducted using a random sampling of students selected by VA and a 100% audit of all aviation students using Title 38 funding.

Veterans Services staff attend all advisory trainings. In addition, professional staff are often cross trained through Veterans Services to review new student admission, registration, and advisement processes. Veterans Service has attended and participated in new student orientation.

Veterans Services staff have received texting trainings to provide another medium to effectively communicate with students.

4B. DESCRIBE AREAS OF UNMET PROFESSIONAL DEVELOPMENT NEEDS AMONG PERSONNEL IN THIS DEPARTMENT AND OUTLINE PLANS TO ADDRESS THOSE NEEDS.

Veterans Services could benefit by completing cross training on common tasks that require technology supports. Trainings involving Jenzabar tools and resources could be helpful. Also, the school certifying official should complete the bulk of the work on the next catalog approval and compliance (excluding aviation) audit in order to better familiarize that person with these processes.

The department has also identified a need to better inform faculty and staff on issues that veteran students have that might be endemic to that population. There is a limited amount of funding through the Oregon Department of Veterans' Affairs that could be used to invite a speaker from White City's VA center to conduct an informational briefing.

5. FACILITIES AND EQUIPMENT

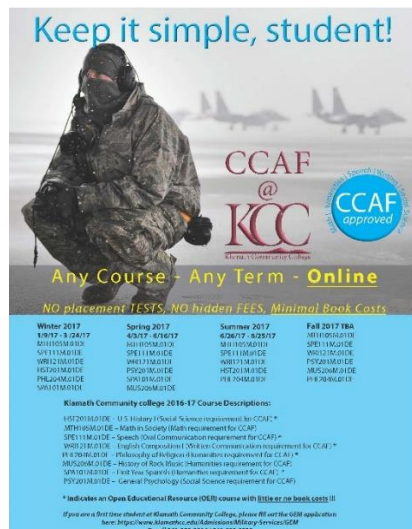
5A. ARE CURRENT FACILITIES, SUCH AS CLASSROOMS, OFFICES AND EQUIPMENT, ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

Facilities and offices do not currently meet department requirements. There is not currently adequate space for veterans club meetings, peer or formal tutoring activities, or space and equipment that veteran students could use to improve their success. The Phase II construction project and the Oregon Department of Veterans' Affairs grant will address the lack of space. Phase II Improvements include common spaces

for students to work and congregate, storage for the textbook lending library, computer workstations, more privacy areas for individualized advisement, etc.

5B. IS AVAILABLE EQUIPMENT ADEQUATE TO SUPPORT THE DEPARTMENT? EXPLAIN.

The Oregon Department of Veterans' Affairs grant will allow the department to purchase a color printer that will help with office support as well as marketing flyers that are sent to more than 30 active-duty and Air National Guard bases that show current term courses and highlighted program marketing efforts. The purchase of that printer will free up the current printer for use by student veterans.



Keep it simple, student!

CCAF @ KCC
Klamath Community College
CCAF approved

Any Course - Any Term - Online

NO placement TESTS, NO hidden FEES, Minimal Book Costs


Winter 2017	Spring 2017	Summer 2017	Fall 2017
11/01/17 - 1/24/17	2/19/17 - 4/16/17	6/26/17 - 8/25/17	9/11/17 - 11/10/17
01110101010	01110101010	01110101010	01110101010
01110101010	01110101010	01110101010	01110101010
01110101010	01110101010	01110101010	01110101010
01110101010	01110101010	01110101010	01110101010
01110101010	01110101010	01110101010	01110101010

Klamath Community College 2016-17 Course Descriptions:

01110101010 - U.S. History (Social Science requirement for CCAF)*
 01110101010 - Math in Society (Math requirement for CCAF)*
 01110101010 - Spanish (Social Communication requirement for CCAF)*
 01110101010 - English Composition I (Written Communication requirement for CCAF)*
 01110101010 - Philosophy of Religion (Humanities requirement for CCAF)*
 01110101010 - History of Book Music (Humanities requirement for CCAF)*
 01110101010 - First Year Seminar (Humanities requirement for CCAF)*
 01110101010 - General Psychology (Social Science requirement for CCAF)*

*Indicates an Open Educational Resource (OER) course with little or no book costs.

If you are a first-time student at Klamath Community College, please fill out the OER application form: <https://www.klamathcc.edu/divisions/MilitaryServices/SEM>
 or call 541.880.2214 ext. 688-2388



Your CCAF Math Requirement doesn't have to feel like this!

Math 105 - Math in Society
Developed by Airmen for Airmen
Dedicated Instruction
High Success Rate
CCAF Approved
100% Online

Enroll Today!
KCC Klamath Community College
CCAF Approved Courses
klamathcc.edu/gem
541.880.2214

First 25 students to register, receive MyMathLab (\$100 value) free!

MILITARY FRIENDLY SCHOOL

The grant will also pay for furniture and other office equipment that will be necessary to run the Veterans Resource Center. This will provide state of the art furniture and also save Klamath Community College over \$12,000.

5C. DESCRIBE PLANS FOR FUTURE CHANGES IN SUPPORT FACILITIES OR EQUIPMENT.

The department will be moving to a new building which is part of Klamath Community College's Phase II construction project. Coinciding with the Phase II build, KCC will also be utilizing funds from a grant issued by the Oregon Department of Veterans' Affairs for facilities and equipment.

Many students use tuition assistance funding programs through the United States Air Force and are not given compensation for text books. The Veterans Services department will purchase bookshelves and textbooks to create a lending library for local veteran students; this should help offset costs for veteran students.

The grant funding will also be used to help online veteran students purchase an interactive education program called MyMathLab. The department will use the Oregon Department of Veterans' Affairs grant funding for computers and furniture.

6. BUDGET

6A. PROVIDE A FINANCIAL REPORT. EXPLAIN DEVIATIONS FROM BUDGET EXCEEDING 10% OF ANY LINE ITEM.

There have been no line items exceeding 10%, nor is it anticipated that this will occur.

6B. PROVIDE FIVE-YEAR COST MARGIN DATA AND ANALYSIS.

Appendix C shows the cost margin analysis (CMA) over the last three years because a program review has not been previously conducted, and the CCAF/GEM program was not developed until the 2014-2015 academic year. The graphs show the margin for each term as well as the yearly total. The CCAF/GEM margin has steadily increased from term-to-term. The annual margin has improved from year-to-year. The revenue generated from enrollment over the last two years covers the department budget.

The on-campus (GI Bill) chart shows a decrease in the margin as registrations increase. That population is growing as well. However, the cost to the College associated with these classes is high as well. The on-campus veteran population is federally mandated, and the price of increasing enrollment results in a lower margin, but this is a required service.

6C. PROVIDE PREVIOUS ANNUAL DEPARTMENT VIABILITY STUDY RESULTS.

There have been no official viability studies completed for Veterans Services other than annual budget requests. The CCAF/GEM courses have a positive margin as shown in the CMA and have covered the department's budget through tuition revenue. (See [Appendix C.](#))

6D. DESCRIBE BUDGETARY CHALLENGES.

The Veterans Services department is not facing any budgetary challenges. Grant funding and the budget will provide the equipment, marketing effort, and staffing requirements that will enable the department to meet its goals and to provide professional services for veteran students.

As stated previously, by meeting future goals of increasing enrollments in the B2B and CCAF programs, the results could force a "tipping point" where additional full-time employment positions may need to be added.

7. CONCLUSION

7A. DESCRIBE DEPARTMENT STRENGTHS.

The department's strengths are intensive advising and strong customer service along with the ability to develop partnerships with external organizations, thereby increasing student success through transfer to other colleges and universities. External partnerships have also led to increasing the prosperity of KCC. Veterans Services regularly visits airbases and collaborates with EOU representatives at marketing/transfer events.

7B. DESCRIBE DEPARTMENT WEAKNESSES.

The space of the current Veterans Services department has been an obstacle to implementing a tutoring program, but the Phase II construction project will solve that issue.

Upon review, the department could benefit by doing more cross training on common tasks (particularly in Jenzebar) that are generally specific to the job position of the individual. Also, the school certifying official should do the bulk of the work on the next catalog approval and compliance (excluding aviation) audit in order to better familiarize that person with these processes.

The department has also identified a need to better inform faculty and staff on issues that veteran students have that might be endemic to that population. There is a limited amount of funding through the Oregon Department of Veterans' Affairs that could be used to invite a speaker from White City's VA center to conduct an informational briefing.

7C. DESCRIBE SUPPORT NEEDED.

It will take a concerted effort between the administration, Registrar's Office, and the Veterans Services in order to make the B2B articulation with EOU a more viable option for airmen seeking to advance their postsecondary education.

Shared transcripts, a greater variety of degree options, and a fully engaged marketing effort by KCC and EOU are components of this program that can't be ignored. Through discussions with KCC's Information Services department, it is reasonable to say the ability exists at this time to share transcripts electronically with EOU, but no agreements or processes are in place.

7D. OUTLINE NEW GOALS INCLUDING TIMELINESS FOR COMPLETION, MEASURES FOR EVALUATING ACHIEVEMENT OF SUCH GOALS, AND A PROCESS FOR IMPLEMENTING IMPROVEMENTS.

As outlined previously, the goals set for the strategic plan include:

- Increase enrollment in CCAF/GEM courses
 - Metrics: term-to-term and annual enrollment data
- Increase enrollment in the B2B program
 - Metrics: term-to-term and annual enrollment data

The department has also set an increase for total FTE generated through both programs from 75 for the 2016-17 academic year to 87 for 2017-18. The measureable terms for the Oregon Veterans' Administration grant are:

- An average increase of veterans enrolled at KCC and attending courses each term (5% increase)
- Increase the number of students veterans served in an 18-month period (5% increase)
- (65%) student veterans continue their enrollment at KCC each term
- (40%) student veterans complete KCC programs and/or transfer to a university

Veterans Services provides cyclical interventions and recruiting, advisement processes to promote strategic planning initiatives. In addition, Veterans Services provides active outreach events and opportunities, revises and revamps marketing materials and uses social media to recruit potential students.

The goals within the strategic plan, the enrollment strategy plan, and the terms of the ODVA grant are all within the department's capabilities with help from the administration, Registrar's Office and marketing. The grant was awarded following initial strategic plan goals, and goals of the grant will be integrated into the department's overall goals.

Customer service improvement will be a continued focus, and the department will seek to develop partnerships with other institutions, which will improve the prospects of being selected as a military-friendly school in 2019. The addition of a veterans resource center will not only increase the odds of being selected as a military-friendly school, it will also enable the department to meet the goal of developing an on-site tutoring program. The outcomes of veteran students will be supported through the veterans clubs interface and support through projects for the community as well as tutoring to increase individual student success.

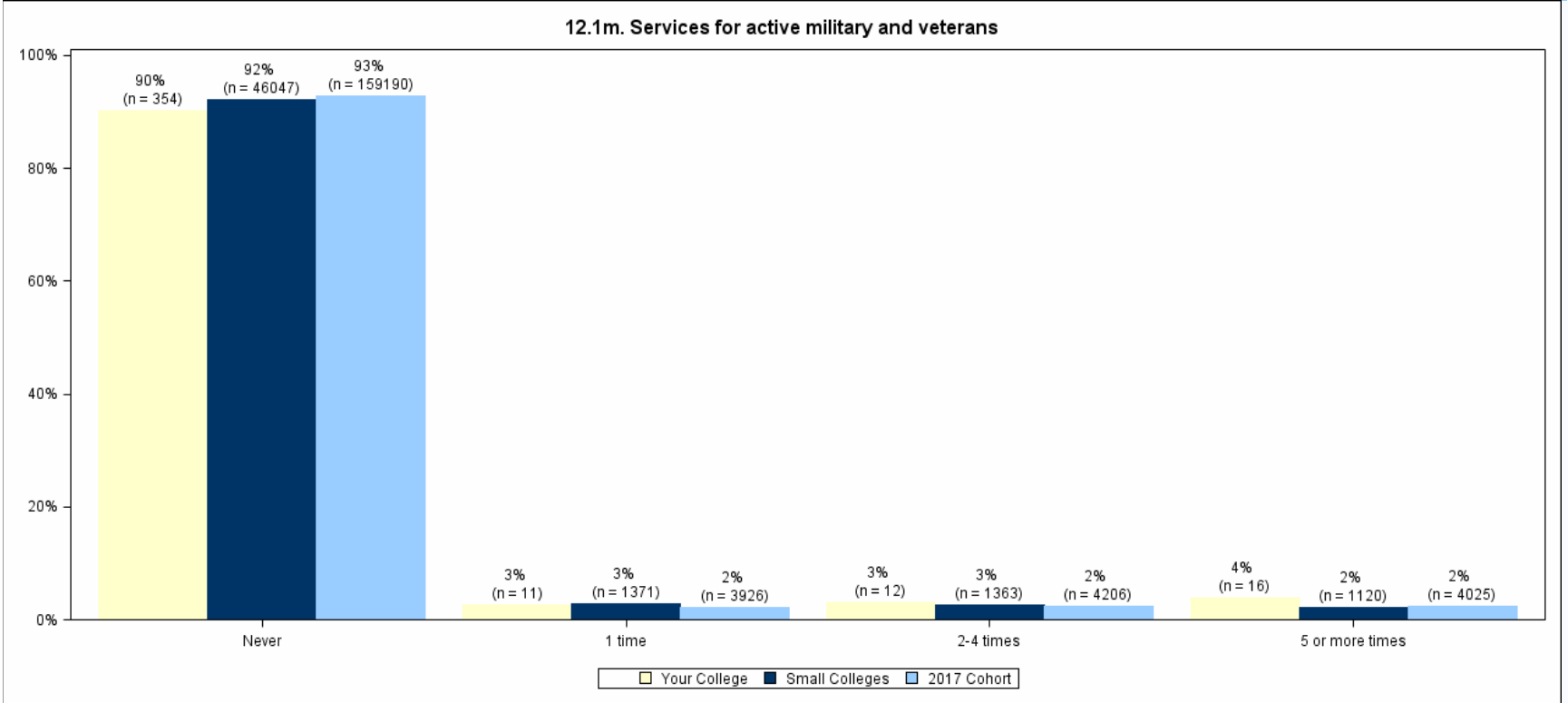
8. APPENDICES

8A. GRANT FROM THE OREGON DEPARTMENT OF VETERANS' AFFAIRS

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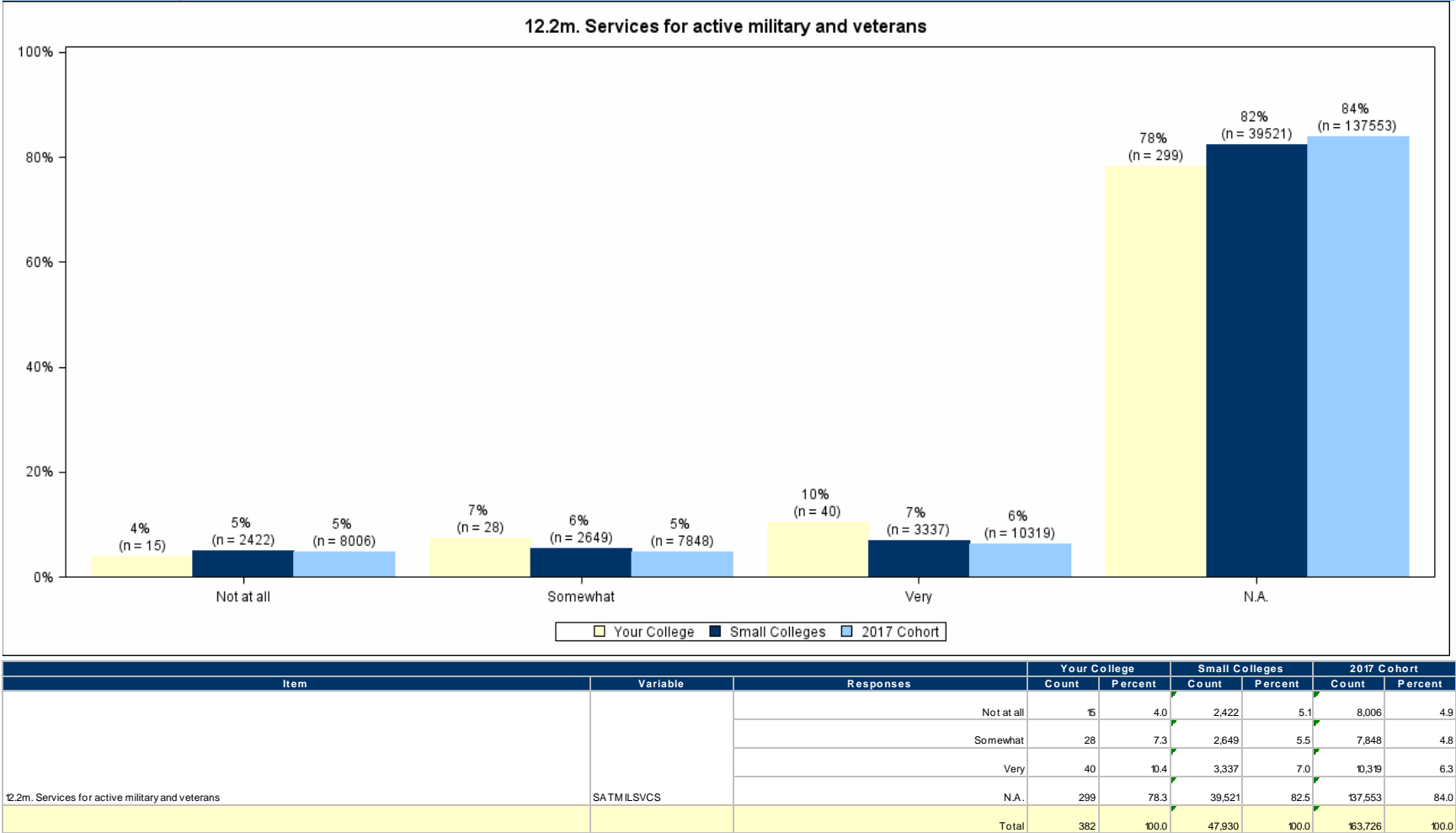
8B. CCSSE DATA

Item 12.1: How often have you used the following services during the current academic year?



Item	Variable	Responses	Your College		Small Colleges		2017 Cohort	
			Count	Percent	Count	Percent	Count	Percent
12.1m. Services for active military and veterans	FREQMILSVCS	Never	354	90.2	46,047	92.3	159,190	92.9
		1time	11	2.7	1,371	2.7	3,926	2.3
		2-4 times	12	3.1	1,363	2.7	4,206	2.5
		5 or more times	16	4.0	1,120	2.2	4,025	2.3
		Total	393	100.0	49,902	100.0	171,347	100.0

Item 12.2: How satisfied are you with the services?



8C. CMA AND BUDGET DATA

[Link to original file](#) (DOCX) Requires login

8D. NON-INSTRUCTIONAL DEPARTMENT REVIEW RUBRIC

	Highly Developed	Developed	Emerging	Initial
1—Support of the College Mission	Exhibits ongoing and systematic evidence of mission achievement.	Exhibits evidence that planning guides program and services selection that supports the College's mission.	Evidence that planning intermittently informs some selection of services to support the College's mission.	Minimal evidence that plans inform selection the of services to support the College's mission.
2—Accomplishments in Achieving Goals	Exhibits ongoing and systematic evidence of goal achievement.	Exhibits evidence that planning guides services selection that supports goal achievement.	Evidence that planning intermittently informs some selection of services to support the goal achievement.	Minimal evidence that plans inform selection of services to support goal achievement.
3—Personnel Summary	Employs a sufficient number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect duties, responsibilities and authority of the position.	Employs an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Has a plan to employ an adequate number of qualified personnel to maintain its support and operations functions, and job duties accurately reflect the majority of job duties, responsibilities and authority of the position.	Staffing is insufficient to meet needs.
4—Staff Development	Exhibits ongoing and systematic support of professional development opportunities.	Exhibits support of regular professional development opportunities.	Evidence of intermittent professional development opportunities.	Minimal evidence of professional development opportunities.
5—Facilities and Equipment	Facilities and resources meet current and future needs of the College.	Facilities and resources meet current needs of the College	Evidence of a plan to have facilities and resources meet current and future needs of the College.	Minimal evidence that facilities and resources meet current and future needs of the College.

6—Budget	Financial resources meet current needs and are projected to meet future needs.	Financial resources meet current needs.	Evidence of a plan to acquire financial resources to meet current needs.	Minimal evidence that financial resources meet current needs.
7—Strengths and Weaknesses	Strengths and weaknesses are described accurately and thoroughly.	Most strengths and weaknesses are described accurately and thoroughly.	Some strengths and weaknesses are described accurately and thoroughly.	Minimal evidence that strengths and weaknesses are described accurately and thoroughly.
8—New Goals and Plan	Multiyear planning process with evidence of use of assessment data in planning.	Multiyear planning process with some assessment data.	Short-term planning process recently implemented.	Minimal evidence of planning process.
9—Overall Evaluation	Evidence of ongoing systematic use of planning in selection of programs and services.	Exhibits evidence that planning guides program and services selection that supports the College.	There is evidence that planning intermittently informs some selection of services to support the College.	Minimal evidence that plans inform selection the of services to support the College.
	Highly Developed	Developed	Emerging	Initial