

**Q1 ACCOMPLISHMENTS IN ACHIEVING GOALS**

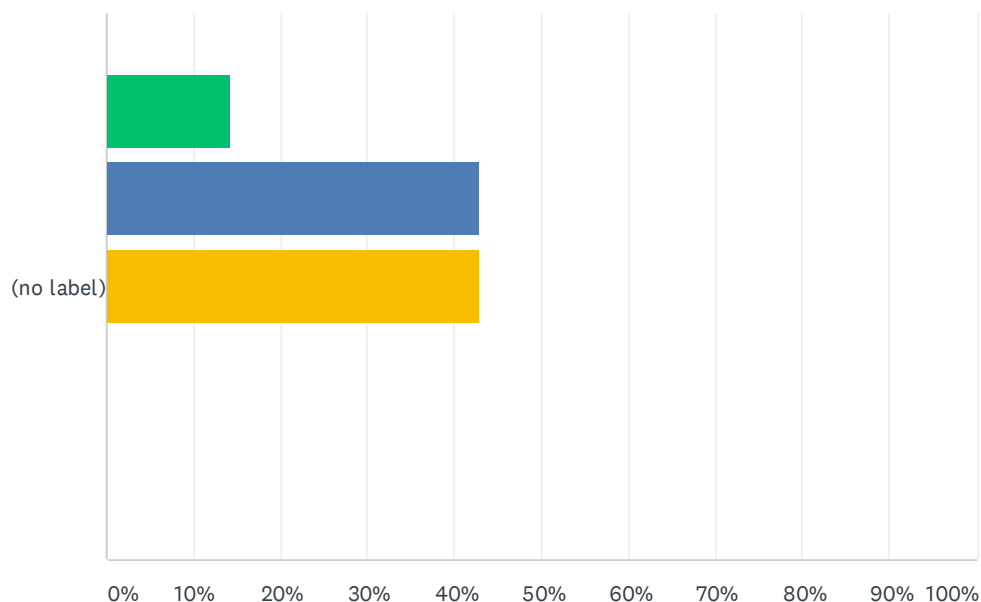
**Highly Developed:** Exhibits ongoing and systematic evidence of goal achievement.

**Developed:** Exhibits evidence of goal achievement.

**Emerging:** Exhibits some evidence that some goals have been achieved.

**Initial:** Minimal evidence that progress has been made toward achieving goals..

Answered: 14 Skipped: 0



■ Highly Developed
 ■ Developed
 ■ Emerging
 ■ Initial
 ■ N/A

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	42.86%	42.86%	0.00%	0.00%		
	2	6	6	0	0	14	2.71

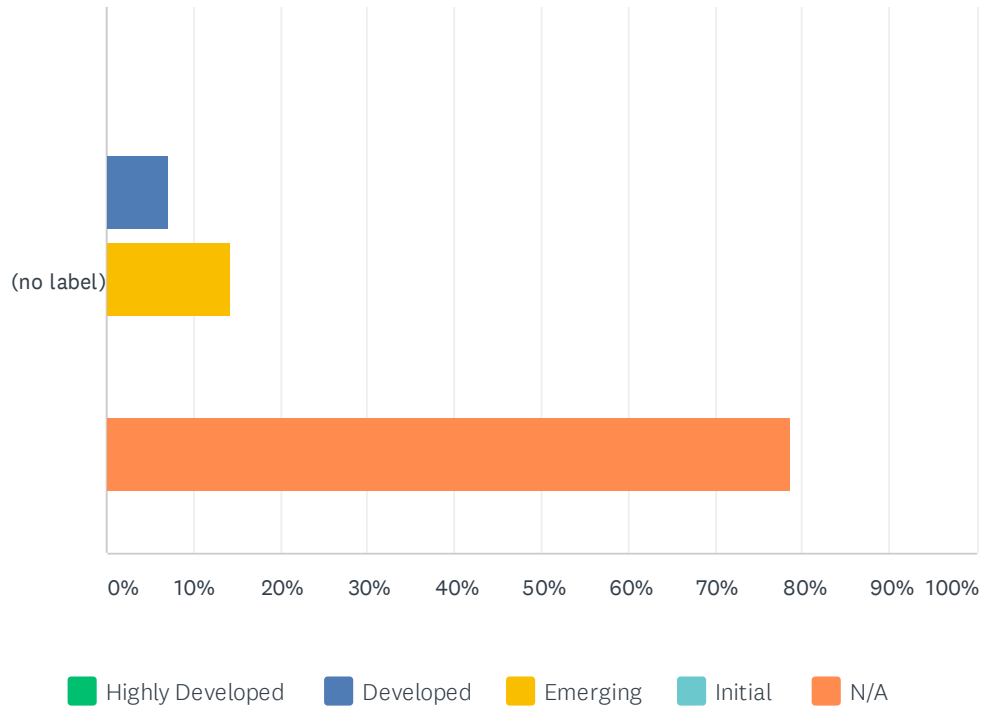
## Instructional Program Review - Arts & Letters

#	COMMENTS/FEEDBACK:	DATE
1	There have been some setbacks but it looks like they are working towards adjusting to them.	2/17/2021 3:52 PM
2	Evidence of an effective understanding of the department's destination; hopefully, the department will be able to retain continuing leadership.	2/17/2021 2:42 PM
3	Work to be done in this area and it is called out in the review.	2/17/2021 2:24 PM
4	Seems to be a struggle to meet goals. Are the goals achievable? Is the scope of goals too broad? How do they align with overall campus needs?	2/17/2021 11:47 AM
5	Working towards goals but has not met all.	2/17/2021 9:19 AM
6	Recognizing there is a current reassessment of goals taking place, it was still clear there was infrastructure for internal review, assessment, and metrics analysis.	2/16/2021 5:02 PM
7	online strategy appears the most effective. Studio art classes in person are still a high-demand item, and pursuing this goal more fully is recommended.	2/16/2021 3:16 PM
8	Developing courses to meet strategic plans. Improving offerings to High Schools for dual credit. Improved the Art room, adding kiln ventilation. Adding on-line art options has increased enrollment.	2/12/2021 8:51 AM

**Q2 LABOR MARKET PROJECTION** Highly Developed: Thoroughly explains projected market demand and potential effects on program; presents highly developed plan to address projection. Developed: Explains projected market demand and discusses several possible actions to address projection. Emerging: Minimally explains projected market demand and lists one or two actions to address projection. Initial: Presents labor market demand without analysis/explanation and fails to list possible actions to address projection.

Answered: 14   Skipped: 0

## Instructional Program Review - Arts & Letters



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	7.14%	14.29%	0.00%	78.57%	14	2.33
	0	1	2	0	11		

#	COMMENTS/FEEDBACK:	DATE
1	Per self assessment, there are aren't necessarily direct linkages to a specific industry sector, but there are potential impacts for cultural competencies, with activities centered in allied skills development, the value of critical thinking, working collaboratively, and other components applicable to academic and career success	2/16/2021 5:02 PM
2	However, there SHOULD be data in the labor market analysis area, especially in graphic arts, content writers, etc. This department should consider developing a Communications degree and/or a graphic design + Web design degree. Quote: The median wage for graphic designers in Oregon was \$54,329 per year in 2020, which was 28 percent higher than the statewide median of \$42,307.	2/16/2021 3:16 PM

**Q3 RESOURCES: PROFESSIONAL DEVELOPMENT**

**Highly Developed:** Exhibits ongoing and systematic support of professional development opportunities.

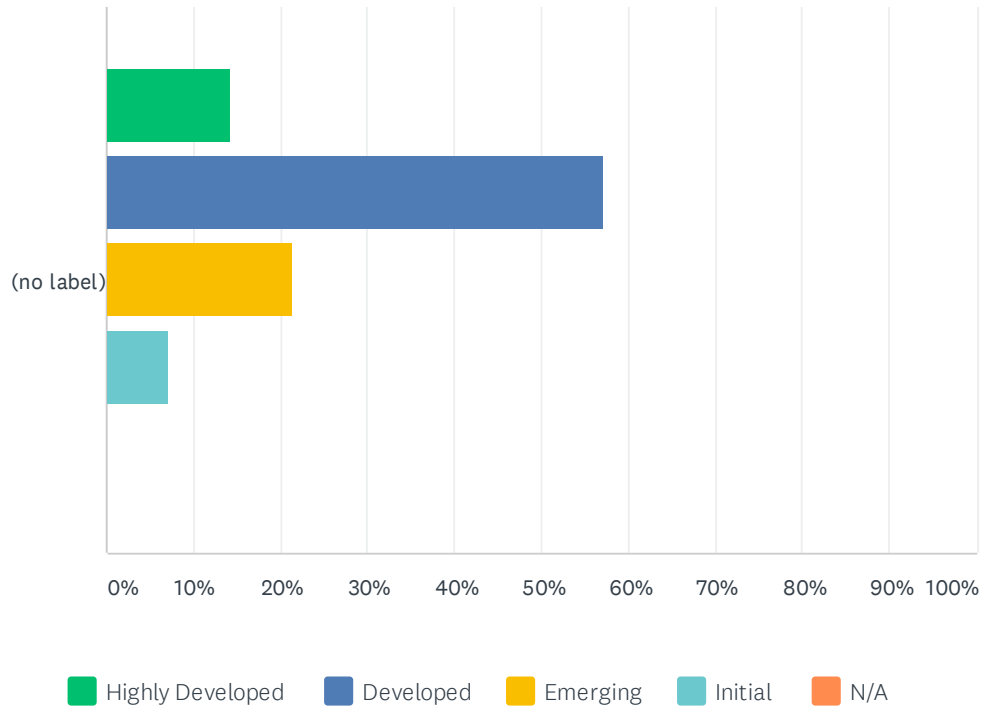
**Developed:** Exhibits support of regular professional development opportunities.

**Emerging:** Evidence of intermittent professional development opportunities.

**Initial:** Minimal evidence of professional development opportunities.

Answered: 14 Skipped: 0

## Instructional Program Review - Arts & Letters



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	57.14%	21.43%	7.14%	0.00%	14	2.79
	2	8	3	1	0		

#	COMMENTS/FEEDBACK:	DATE
1	Lots of professional development from part time faculty! It is difficult to identify specific professional development activities FT faculty engaged in while attending conferences.	2/18/2021 1:09 PM
2	The Arts and Letters seems to have worked hard towards improving their employees	2/17/2021 3:52 PM
3	Consider more robust PD than Zoom training and required in-services, especially now that many PD resources and conferences do not require travel. Each faculty member should participate in at least one in-depth PD conference per year relevant to the courses they teach at KCC and many of the other resources offered by the CTL.	2/17/2021 2:42 PM
4	There are a variety of professional development opportunities that faculty are not taking advantage of.	2/17/2021 9:19 AM
5	There are many cross campus/team learning opportunities and collaborations (i.e. with CTL)- especially those originating from Covid Age course delivery.	2/16/2021 5:02 PM
6	Arts and letters adjunct faculty may want to broaden their professional development trainings. Monies are available to expand opportunities.	2/16/2021 2:14 PM

**Q4 RESOURCES: FACULTY MEETING INSTRUCTIONAL NEEDS**

**Highly Developed:** Employs a sufficient number of highly qualified faculty to meet instructional needs.

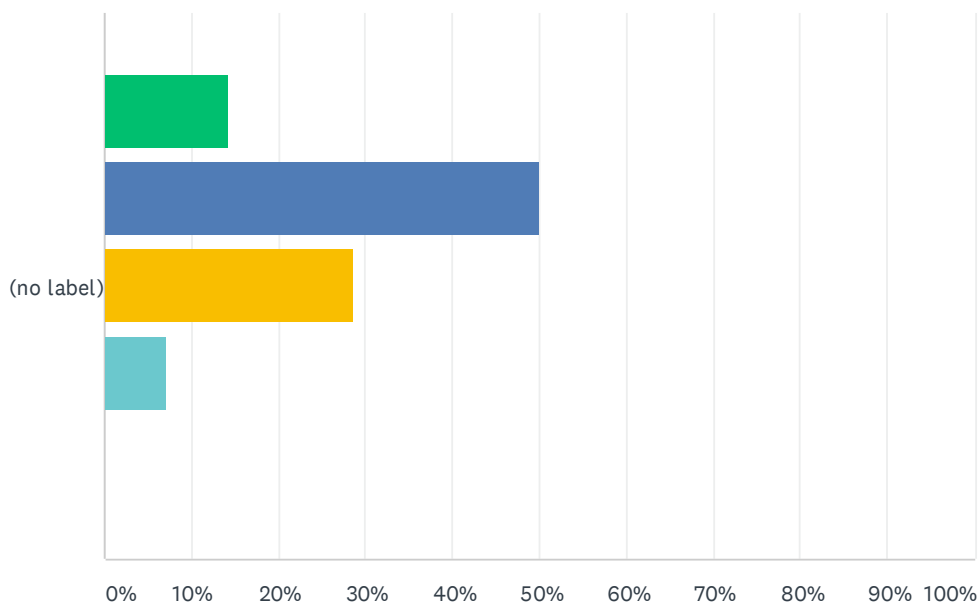
**Developed:** Employs an adequate number of qualified faculty to meet instructional needs.

**Emerging:** Has a plan to employ an adequate number of qualified faculty to meet instructional needs.

**Initial:** Faculty numbers and/or qualifications are insufficient to meet instructional needs.

## Instructional Program Review - Arts & Letters

Answered: 14 Skipped: 0



Highly Developed Developed Emerging Initial N/A

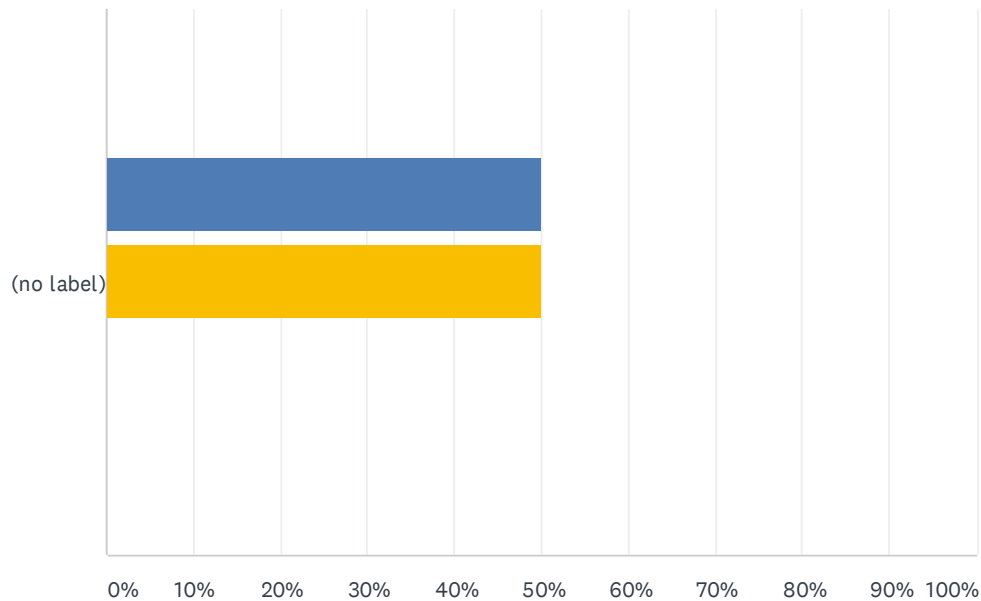
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	50.00%	28.57%	7.14%	0.00%	14	2.71
	2	7	4	1	0		

#	COMMENTS/FEEDBACK:	DATE
1	Appreciate that our FT faculty teach most of the WR courses. So essential our students get excellent writing instruction.	2/18/2021 1:09 PM
2	They say in 3A.IV that they are meeting instructional needs but earlier in the report they said that they have had to make multiple changes to scheduling classes because of their high turnover rate. That makes me assume that they don't have sufficient employees that meet the needs of the students.	2/17/2021 3:52 PM
3	Consistent leadership in the future from an A&L discipline lead should help the department meet instructional needs.	2/17/2021 2:42 PM
4	Seems like there is kind of a mix and patch approach.	2/17/2021 11:47 AM
5	Art classes are suffering due to lack of space and equipment.	2/17/2021 9:19 AM
6	The department could grow substantially if given the opportunity/vision for degree(s) and faculty with energy to implement and market the vision. The Literature AOT is a first step; KCC should provide the vision for additional growth and thus full-time faculty. Part-time faculty are great for maintaining a program.	2/16/2021 3:16 PM
7	Arts and Letters instruction is made up of a mix of both full and part time faculty.	2/16/2021 2:14 PM

**Q5 RESOURCES: FACILITIES AND EQUIPMENT**  
 Highly Developed: Facilities and resources meet current and future needs.  
 Developed: Facilities and resources meet current needs.  
 Emerging: Evidence of a plan to have facilities and resources meet current and future needs.  
 Initial:

## Minimal evidence that facilities and resources meet current and future needs.

Answered: 14 Skipped: 0



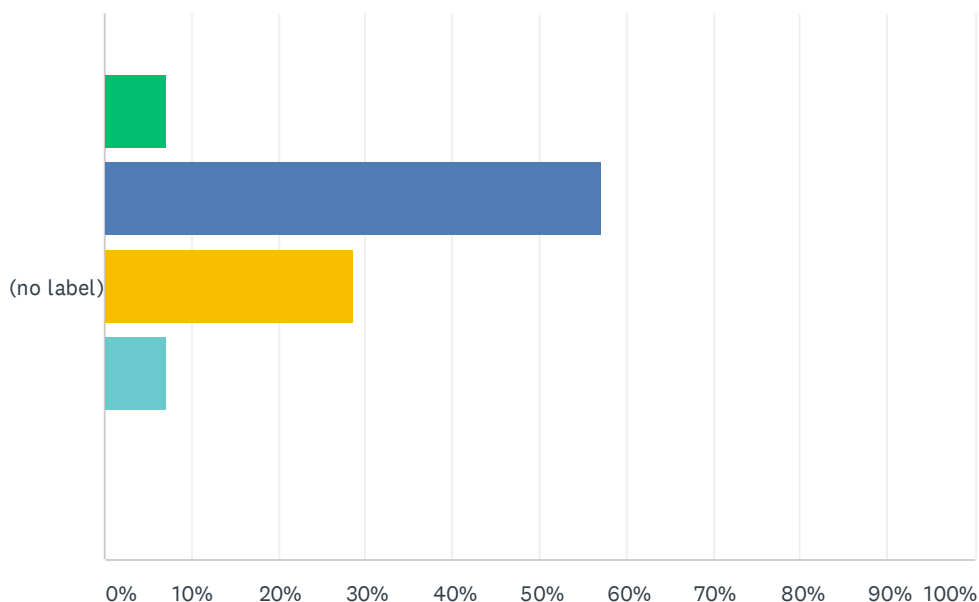
■ Highly Developed 
 ■ Developed 
 ■ Emerging 
 ■ Initial 
 ■ N/A

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	50.00%	50.00%	0.00%	0.00%	14	2.50
	0	7	7	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Art room needs some attention.	2/18/2021 1:09 PM
2	They don't have the equipment and space they need. If they can get what they are needing though their budget then it will be taken care of but I would suggest that they look in to other possible solutions.	2/17/2021 3:52 PM
3	There seems to be a plan for remodeling the art classroom.	2/17/2021 2:42 PM
4	It is being worked on.	2/17/2021 2:24 PM
5	What are the low cost high impact things that could be done in art lab room? Is the room specific to draw and paint or other art classes as well? Might be best to focus on most impactful changes.	2/17/2021 11:47 AM
6	Art classes are suffering because the equipment available does not meet the needs.	2/17/2021 9:19 AM
7	Division has identified some utilities needs to make program delivery more effective, but continues to adapt to what's available (i.e. in studio space).	2/16/2021 5:02 PM
8	Art lab resources work for now but a plan for future development is needed	2/16/2021 3:16 PM
9	The arts and letters discipline need improved facilities and resources to meet the needs of our students. Need improved facilities to support art studio labs.	2/16/2021 2:14 PM

**Q6 EFFECTIVENESS: STUDENT LEARNING OUTCOMES ASSESSMENT**  
 Highly Developed: Exhibits ongoing and systematic SLO assessment to adjust instruction.  
 Developed: Exhibits student learning outcomes assessment and uses results to change instruction.  
 Emerging: Has a plan to engage in ongoing and systematic SLO assessment, including using results to change instruction.  
 Initial: Minimal evidence of SLO assessment.

Answered: 14 Skipped: 0



■ Highly Developed 
 ■ Developed 
 ■ Emerging 
 ■ Initial 
 ■ N/A

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	7.14%	57.14%	28.57%	7.14%	0.00%	14	2.64
	1	8	4	1	0		

#	COMMENTS/FEEDBACK	DATE
1	I do not see much data from the writing courses - assessment outcomes and adjustments related to the assessment metrics. I would recommend reviewing student evaluations every term to quickly identify and address any trends.	2/18/2021 1:09 PM
2	Please report on ILO performance, since they are applicable to your discipline.	2/17/2021 2:42 PM
3	I'm kind of lost in the materials provided. Effective or not?	2/17/2021 11:47 AM
4	Enrollment in core courses (i.e. WR121) seems to remain consistent, with tutoring resources provided as needed. Solid outcomes (greater than 80% proficiency in most in cases) are evident.	2/16/2021 5:02 PM
5	Regular assessment of student learning outcomes occurs. Adjustments to instruction happen regularly to promote student success.	2/16/2021 2:14 PM

**Q7 EFFECTIVENESS: STUDENT SUCCESS**

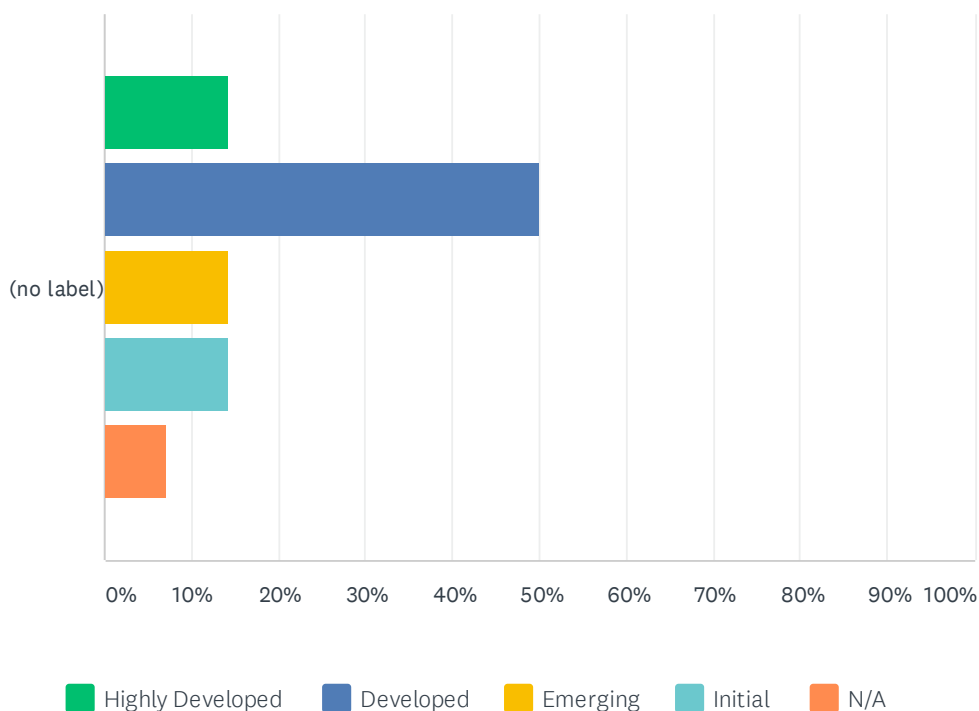
**Highly Developed:** Thoroughly analyzes trends in enrollment, degrees awarded, time-to-completion rates, and formulates comprehensive plans to address them.

**Developed:** Describes trends in enrollment, degrees awarded, time-to-completion rates, and formulates plans to address them.

**Emerging:** Describes trends in enrollment, degrees awarded, time-to-completion rates, and makes an attempt to plan to address them.

**Initial:** Minimal description of trends and/or fails to formulate plan to address them.

Answered: 14 Skipped: 0



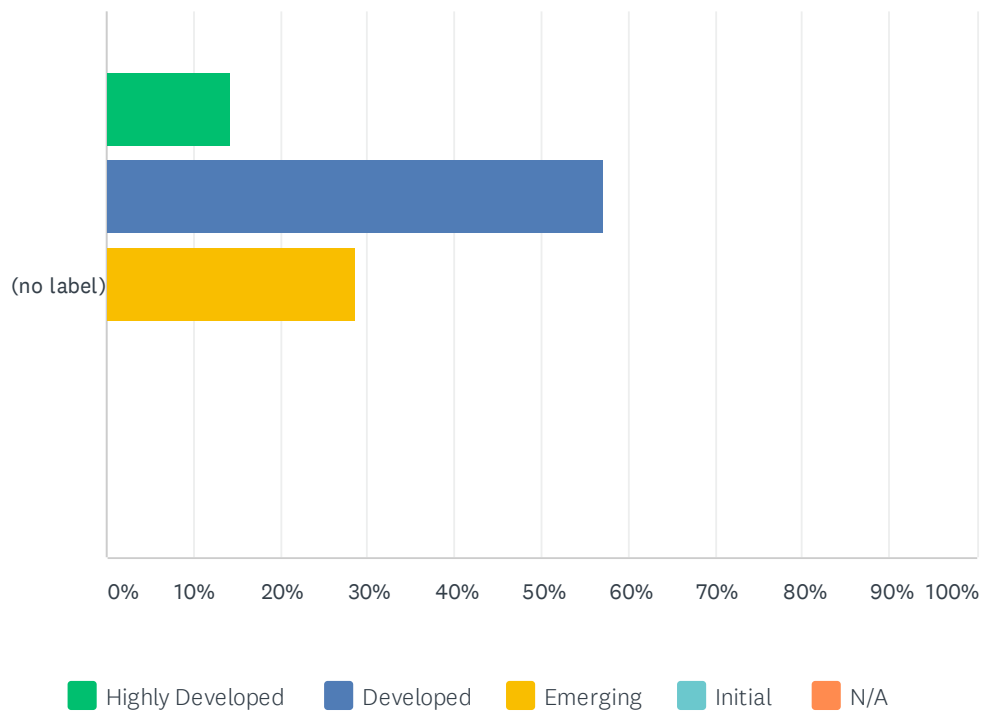
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	50.00%	14.29%	14.29%	7.14%	14	2.69
	2	7	2	2	1		

#	COMMENTS/FEEDBACK:	DATE
1	Other than over-all registrations in Arts and Letters courses I do not find specific data to fully evaluate this category.	2/18/2021 1:09 PM
2	There is a rather large variation in total student registration in a five-year period, why is registration declining? What are the DFW rates for A&L? Please track data in the future (4C.I).	2/17/2021 2:42 PM
3	Thoughtful changes made to meet student needs.	2/17/2021 2:24 PM
4	Arts and Letters courses are required components of every degree, so enrollment is driven by student need to complete requirements. Distance Education options are provided each term. A focus on transferability is maintained. Note: Prior year enrollment is provided, but no projection/goal for AY 20.21 or 21.22.	2/16/2021 5:02 PM
5	some analysis of student success should have been provided in this report.	2/16/2021 2:14 PM



**Q8 BUDGET** Highly Developed: Financial resources meet current needs and are projected to meet future needs. Developed: Financial resources meet current needs. Emerging: Evidence of a plan to acquire financial resources to meet current needs. Initial: Minimal evidence that financial resources meet current needs.

Answered: 14 Skipped: 0



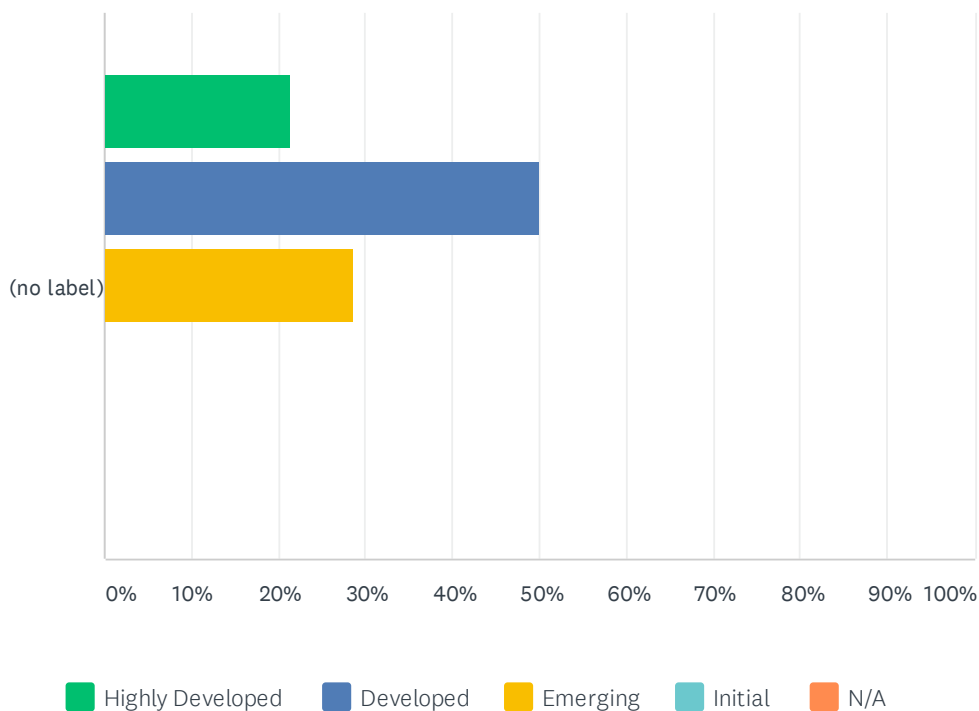
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	57.14%	28.57%	0.00%	0.00%	14	2.86
	2	8	4	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Again there is a plan to meet their needs but they need to consider what to do if they don't have their budget plan okayed.	2/17/2021 3:52 PM
2	Great to hear you have one of the highest CMAs.	2/17/2021 2:42 PM
3	Over all income generation due to the required nature of the courses.	2/17/2021 11:47 AM
4	Art budget meets the needs of day to day operations. Improved facilities for art studio classes would be helpful to promote and support on-going art efforts. Facilities are available for art performance classes (building 7). A music club has been developed. Musical instruments have been donated. Curriculum has been developed for art performance classes.	2/16/2021 2:14 PM

**Q9 STRENGTHS AND WEAKNESSES** Highly Developed: Strengths and weaknesses are described accurately and thoroughly. Developed: Most strengths and weaknesses are described accurately and

thoroughly. Emerging: Some strengths and weaknesses are described accurately and thoroughly. Initial: Minimal evidence that strengths and weaknesses are described accurately and thoroughly.

Answered: 14 Skipped: 0

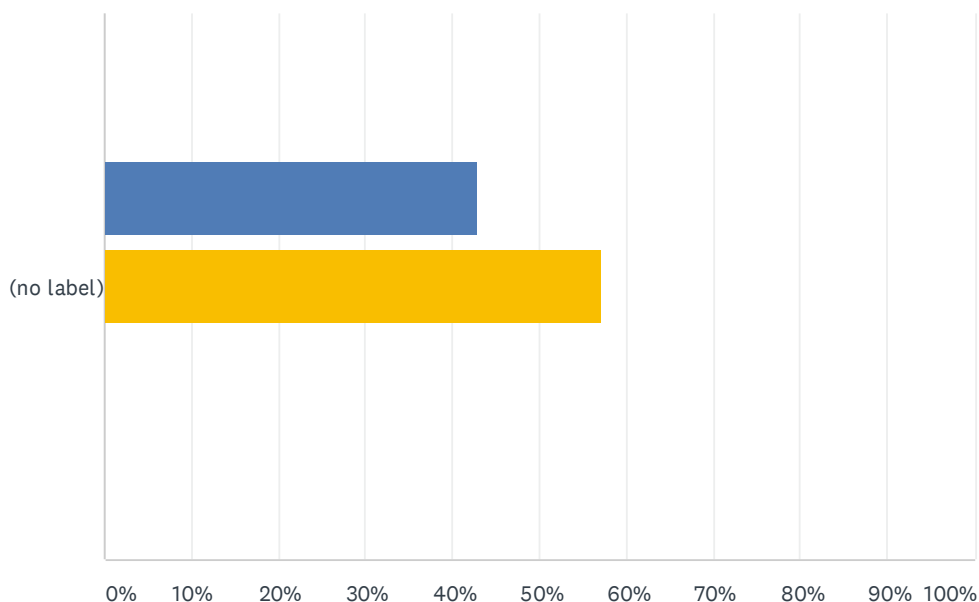


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	21.43%	50.00%	28.57%	0.00%	0.00%		
	3	7	4	0	0	14	2.93

#	COMMENTS/FEEDBACK:	DATE
1	Anecdotal, I tend to agree with the strengths as listed but there isn't much data in this program review to back that up.	2/18/2021 1:09 PM
2	Not sufficient data to support some of these conclusions regarding program strengths. Looking forward to the development that will be required to complete a, "reasoned evaluation whose goal is to hone the course offerings down to a solid diverse core of courses that continue to meet the needs of students, General Education, degree transfer, and KCC's Outcomes (ILO, PLO, CLO)"	2/17/2021 2:42 PM
3	Good assessment and detailed evaluation.	2/17/2021 2:24 PM
4	Weakness identified, leadership and focus.	2/17/2021 11:47 AM
5	Transitions in division leadership were identified as a challenge-with "adjustment" time identified as a limiting factor. Continuity and Sustainability over time is a need. Strong program content, and the professionalism of allied faculty/staff are identified as key strengths.	2/16/2021 5:02 PM
6	Student learning outcome assessment occurs on a regular basis. Eng lit courses have been expanded on and developed. Music performance classes have been added. Weakness: lack of art studio facilities.	2/16/2021 2:14 PM

**Q10 NEW GOALS AND PLAN** Highly Developed: Multiyear planning process with evidence of use of assessment data in planning. Developed: Multiyear planning process with some assessment data. Emerging: Short-term planning process recently implemented. Initial: Minimal evidence of planning process.

Answered: 14 Skipped: 0



■ Highly Developed 
 ■ Developed 
 ■ Emerging 
 ■ Initial 
 ■ N/A

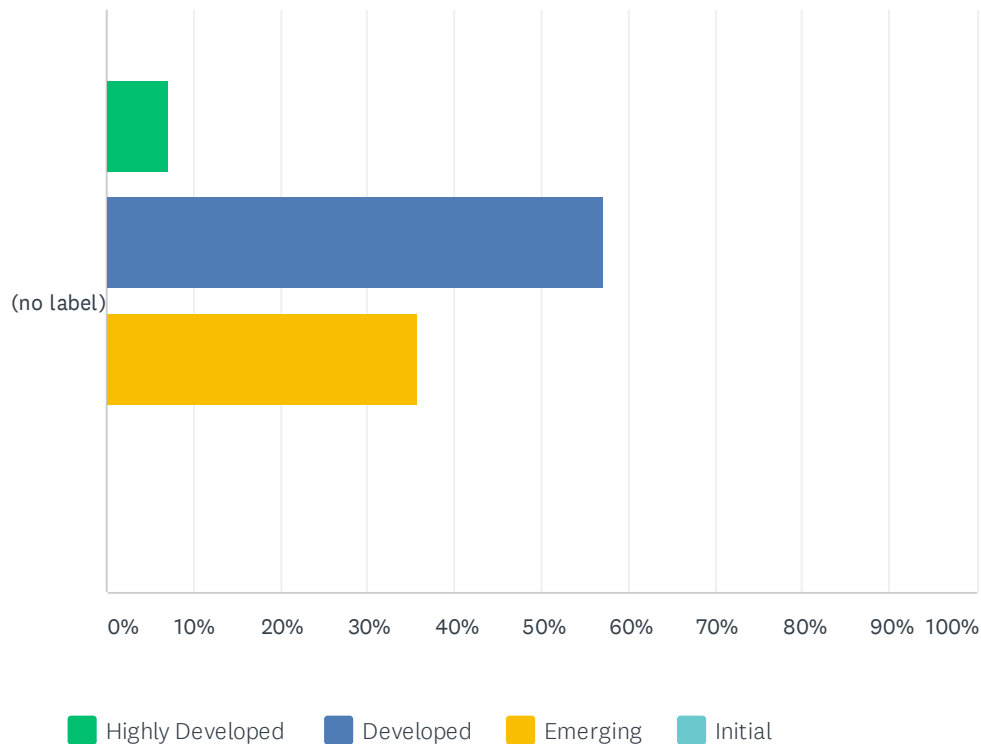
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	42.86%	57.14%	0.00%	0.00%		
	0	6	8	0	0	14	2.43

#	COMMENTS/FEEDBACK:	DATE
1	A bit brief.	2/17/2021 2:42 PM
2	Need some additional depth to goals and plan.	2/17/2021 11:47 AM
3	Two new goals were identified but no implementation process.	2/17/2021 9:19 AM
4	I would like to have seen an associated goal for each Strategic Initiative. Only 2 New goals seems too little, somehow?	2/16/2021 5:02 PM
5	The department should revisit the goals stated and re-formulate a long-term vision for growth with shorter-term action items.	2/16/2021 3:16 PM
6	Need more short term and long term planning regarding art and letters offerings.	2/16/2021 2:14 PM

**Q11 OVERALL PROGRAM EVALUATION** Highly Developed: Evidence of ongoing systematic use of planning in selection of programs and

services. Developed: Program exhibits evidence that planning guides program and services selection that supports the college. Emerging: There is evidence that planning intermittently informs some selection of services to support the college. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 14 Skipped: 0



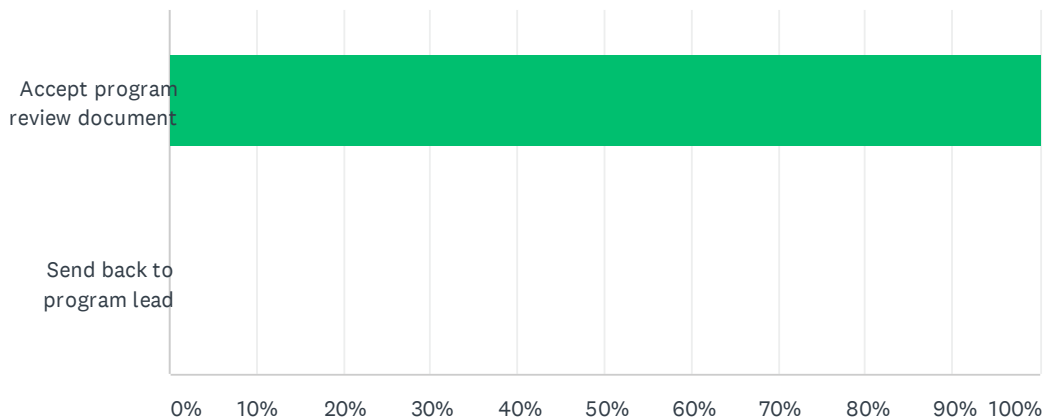
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	7.14%	57.14%	35.71%	0.00%	14	2.71
	1	8	5	0		

#	COMMENTS/FEEDBACK:	DATE
1	Rather than assure ALL A&L course scratch the surface of cultural competency I recommend a more strategic approach to develop a small set of carefully designed A&L courses that dive deep into cultural competency and then require all of our students to take a course or two (part of gen. ed. core) for every degree that really focuses specifically on developing cultural competence. This is the approach I see more commonly in higher education.	2/18/2021 1:09 PM
2	This department is broad and varied in scope. It appears to be in state of flux due to changes in leadership and focus. There seems to be a need for some reflection and assessment to move forward.	2/17/2021 11:47 AM

Q12 Should this academic program review be accepted by CIIC or sent back to the program lead for further work?

Answered: 13 Skipped: 1

## Instructional Program Review - Arts & Letters



ANSWER CHOICES	RESPONSES	
Accept program review document	100.00%	13
Send back to program lead	0.00%	0
TOTAL		13

### Q13 Please highlight the strengths of the program.

Answered: 14 Skipped: 0

#	RESPONSES	DATE
1	High rates of student satisfaction based on the course evaluations shared. Anecdotally, from my personal perspective, overall, KCC students can write!	2/18/2021 1:09 PM
2	Parity of on campus and DE course quality	2/18/2021 8:17 AM
3	Good spectrum of courses offered	2/18/2021 6:04 AM
4	The strengths of the arts and letters program is the faculty wether full-time or adjunct.	2/17/2021 8:17 PM
5	They seem very student orriented	2/17/2021 3:52 PM
6	Determination to have courses transfer within Oregon. High CMAs.	2/17/2021 2:42 PM
7	Good work being done by dedicated staff.	2/17/2021 2:24 PM
8	Facilitates college course requirements..	2/17/2021 11:47 AM
9	One of the highlights of this program is the continued excellence in delivering these GenEd courses to students across the various disciplines.	2/17/2021 11:36 AM
10	Flexible courses that can be delivered online, face-to-face, or through a hybrid model	2/17/2021 9:19 AM
11	Quality of Instruction	2/16/2021 5:02 PM
12	This is a vital academic area and its impact is felt in every degree	2/16/2021 3:16 PM
13	Diversely skilled faculty	2/16/2021 2:14 PM
14	Faculty exceed the standards on evaluation, and are successful in transforming face to face with on line courses.	2/12/2021 8:51 AM

### Q14 Please outline weaknesses of the program.

Answered: 14 Skipped: 0

## Instructional Program Review - Arts & Letters

#	RESPONSES	DATE
1	Leadership and faculty turnover (most per retirement and unavoidable), small offering of A&L courses as noted in previously developed goal statements.	2/18/2021 1:09 PM
2	Time needed for new lead to season in that leadership role.	2/18/2021 8:17 AM
3	N/A	2/18/2021 6:04 AM
4	Leadership turnover appears to be the main weakness of the program, but does appear to be on the right path now.	2/17/2021 8:17 PM
5	they need better space and equipment	2/17/2021 3:52 PM
6	Lack of consistent leadership and vision over the past five years. A&L is not seen as a discipline among its members.	2/17/2021 2:42 PM
7	Changes in leadership have impacted growth and attaining goals.	2/17/2021 2:24 PM
8	Seems disjointed and difficult to manage with the wide spectrum of offerings. Continuity looks to be an issue.	2/17/2021 11:47 AM
9	One of the weaknesses of the program is having a program identity and presence. This is due to leadership turnover, over the last four years, and the diffuse number of courses in the program.	2/17/2021 11:36 AM
10	Multiple changes of leadership	2/17/2021 9:19 AM
11	Covid impacts, finding consistency in transition.	2/16/2021 5:02 PM
12	Turnover and loss of a forward vision to grow the program in ways attractive to students	2/16/2021 3:16 PM
13	Lacks full time designated faculty	2/16/2021 2:14 PM
14	Program leadership transitions have caused challenges. It is a multi-disciplinary program with diverse curriculum and facilities to keep track of.	2/12/2021 8:51 AM

**Q15 Please make recommendations for program improvement.**

Answered: 14    Skipped: 0

## Instructional Program Review - Arts & Letters

#	RESPONSES	DATE
1	See comments in # 11 above.	2/18/2021 1:09 PM
2	NA	2/18/2021 8:17 AM
3	N/A	2/18/2021 6:04 AM
4	I would recommend the continuation of small adjustments and continue to develop upon the leadership in its current course.	2/17/2021 8:17 PM
5	They should look into alternative methods of getting the equipment they are needing	2/17/2021 3:52 PM
6	Is the concept of an Arts and Letters discipline viable at KCC? Increase professional development and reevaluate using all adjuncts in the department.	2/17/2021 2:42 PM
7	Keep moving forward.	2/17/2021 2:24 PM
8	Evaluation of offerings. Figure out the strong effective classes. Weed out weaklings. Focus on impactful additions and changes.	2/17/2021 11:47 AM
9	Assess the GenEd goals and effectiveness of the program. A new English degree path and some of the state articulations of the AAOT and OTM will impact these courses offered. Once these factors are assessed then winnow the course offerings down to a reliable, consistent core that responds to needs for degrees and students.	2/17/2021 11:36 AM
10	NA	2/17/2021 9:19 AM
11	Identify additional goals in alignment with Strategic Initiatives, and student recruitment opportunities beyond the mandate for Arts and Letters course associated with degree.	2/16/2021 5:02 PM
12	Develop a plan for future growth, identify steps to get there, and anticipated results. This will enable budget and faculty asks.	2/16/2021 3:16 PM
13	Art studio space could be helpful	2/16/2021 2:14 PM
14	Add space for in person classes. Support for new Arts and Letters lead must be ongoing.	2/12/2021 8:51 AM

Q16 Please enter your name.

Answered: 14   Skipped: 0

# Instructional Program Review - Arts & Letters

#	RESPONSES	DATE
1	Allison Marie Sansom	2/18/2021 1:09 PM
2	Tracy Heap	2/18/2021 8:17 AM
3	Rick Ball	2/18/2021 6:04 AM
4	Ian Kautzman	2/17/2021 8:17 PM
5	Brad Baker	2/17/2021 3:52 PM
6	David Edgell	2/17/2021 2:42 PM
7	Charles Massie	2/17/2021 2:24 PM
8	Mike Homfeldt	2/17/2021 11:47 AM
9	Jo Cochran	2/17/2021 11:36 AM
10	EW	2/17/2021 9:19 AM
11	Peter Lawson	2/16/2021 5:02 PM
12	Thomas Nejely	2/16/2021 3:16 PM
13	Jamie Jennings	2/16/2021 2:14 PM
14	Janice Silvestri	2/12/2021 8:51 AM