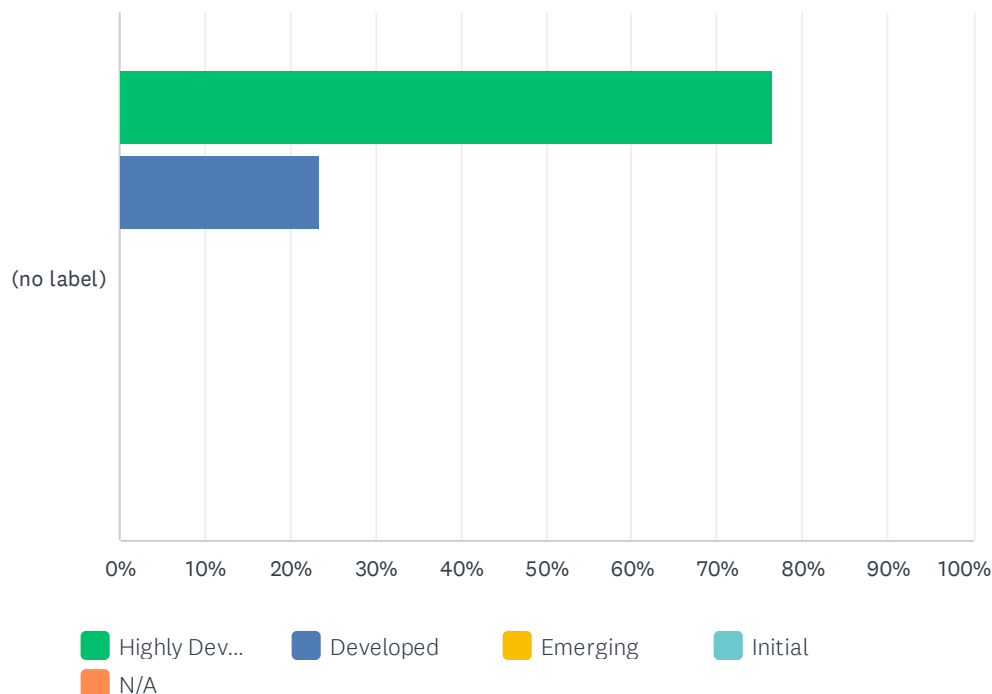


Q1 ACCOMPLISHMENTS IN ACHIEVING GOALS

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: 17 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	76.47%	23.53%	0.00%	0.00%	0.00%	17	3.76
	13	4	0	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Met and exceeded goals	3/16/2022 8:04 AM
2	Clear, specific, data driven benchmarks that align with institutional strategic initiatives and link to broader student centered career outcomes.	3/15/2022 9:43 PM
3	Good goals and targets. Plans in place to achieve and measure targets.	3/15/2022 4:06 PM
4	Goals were met, and established for each program.	3/15/2022 2:04 PM
5	Department demonstrates an excellent understanding of its mission to its students, the college, and the community by setting definable goals and exceeding them. The department is a standard of excellence for the college.	3/14/2022 4:07 PM
6	The nursing program has made great progress in goal setting, meeting four out of five stated goals and intentionally placing the remaining goal on hold while waiting for state-level policy decisions to be finalized. The program prioritizes KCC students, and the good of the community in its goals.	3/7/2022 5:11 PM
7	Thoughtful goals have been set and the program has attained or exceeded goals. Excellent	2/26/2022 8:47 AM

work!

8	Goals were clearly laid out and achieved.	2/25/2022 11:05 AM
9	Great structure in the passed few years.	2/22/2022 11:02 AM

Q2 DISCIPLINE DESCRIPTION AND OVERVIEW

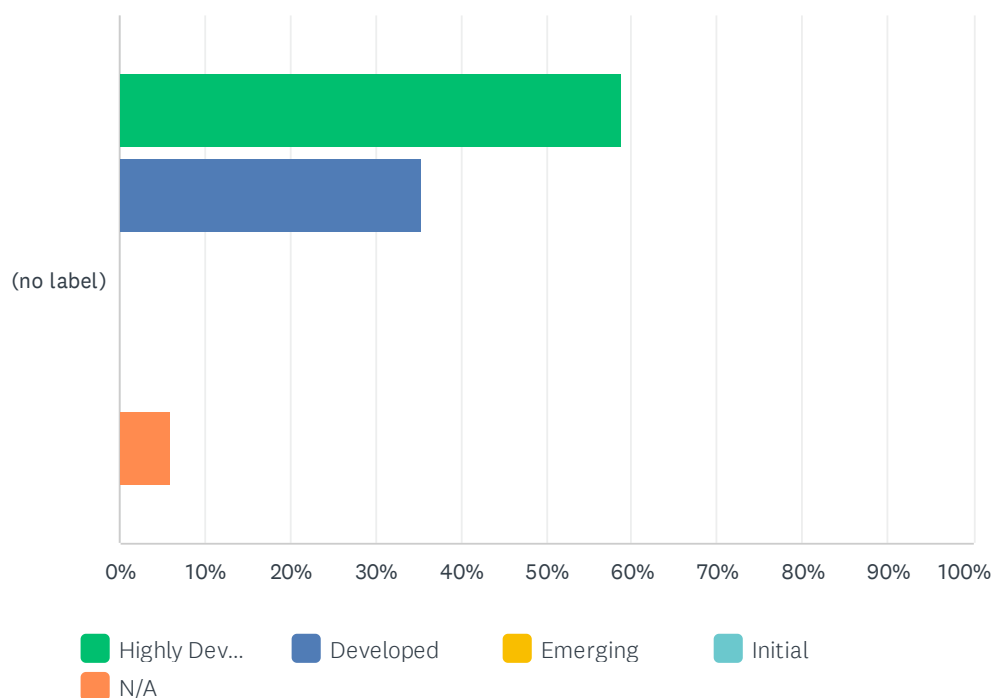
Highly Developed: Thoroughly explains how the discipline's courses match the state transfer map along with outcomes and how the discipline has changed courses to meet demand and transferability.

Developed: Explains how the discipline's courses match the state transfer map along with outcomes and how the discipline has changed courses to meet demand and transferability.

Emerging: Minimally explains how the discipline's courses match the state transfer map along with outcomes and how the discipline has changed courses to meet demand and transferability.

Initial: Presents how the discipline's courses match the state transfer map along with outcomes and how the discipline has changed courses to meet demand and transferability.

Answered: 17 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	58.82%	35.29%	0.00%	0.00%	5.88%	17	3.63
	10	6	0	0	1		

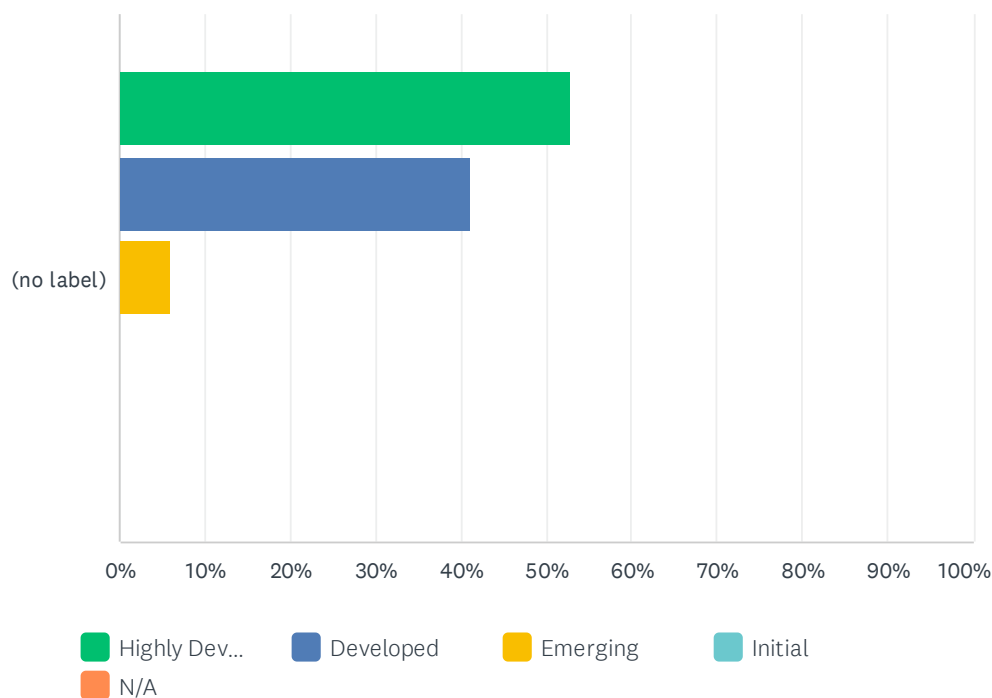
#	COMMENTS/FEEDBACK:	DATE
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Nursing Program Review Survey -

1	Careful attention to how the KCC program fits with the other programs in the state, and how it leads to the BSN	3/16/2022 8:04 AM
2	Understanding the comment regarding positions always having been in high demand, it would still have been interesting to see some pandemic informed data trends. Great job info data and historical program context.	3/15/2022 9:43 PM
3	Through. Compliance with regulations and requirements.	3/15/2022 4:06 PM
4	Well documented with data to back up the claims.	3/15/2022 2:04 PM
5	Shows evidence of building the program based on transfer requirements for other colleges in the state and national standards.	3/14/2022 4:07 PM
6	The main purpose of the RN AAS degree program, to graduate qualified individuals and place them into practice, is explained well, as are KCC's BSN goal, and agreement with Linfield.	3/7/2022 5:11 PM
7	Very clear.	3/3/2022 3:10 PM
8	Good explanation of the course and shows the opportunities and positive results for students entering the workforce with this licensing.	2/26/2022 8:47 AM
9	Seems spot on.	2/22/2022 11:02 AM

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: 17 Skipped: 0



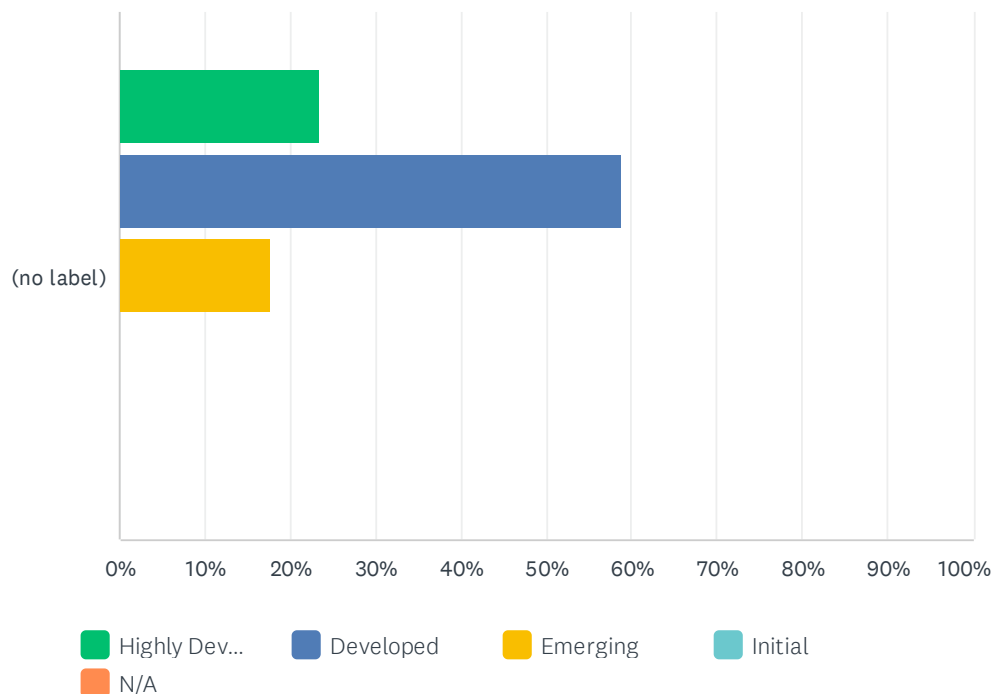
Nursing Program Review Survey -

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	52.94%	41.18%	5.88%	0.00%	0.00%	17	3.47
	9	7	1	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Good, detailed listing of qualifications.	3/15/2022 9:43 PM
2	Fully qualified. Ongoing training..	3/15/2022 4:06 PM
3	Professional development was broken down by Faculty.	3/15/2022 2:04 PM
4	Extensive evidence of professional development.	3/14/2022 4:07 PM
5	The program review provides ample evidence of professional development, as well as a critical eye toward continuous improvement.	3/7/2022 5:11 PM
6	The program is meeting current needs in professional development and is prepared to update professional development opportunities to address needs as changes arise.	2/26/2022 8:47 AM
7	Maybe could have some more targeted focus.	2/22/2022 11:02 AM

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.

Answered: 17 Skipped: 0



Nursing Program Review Survey -

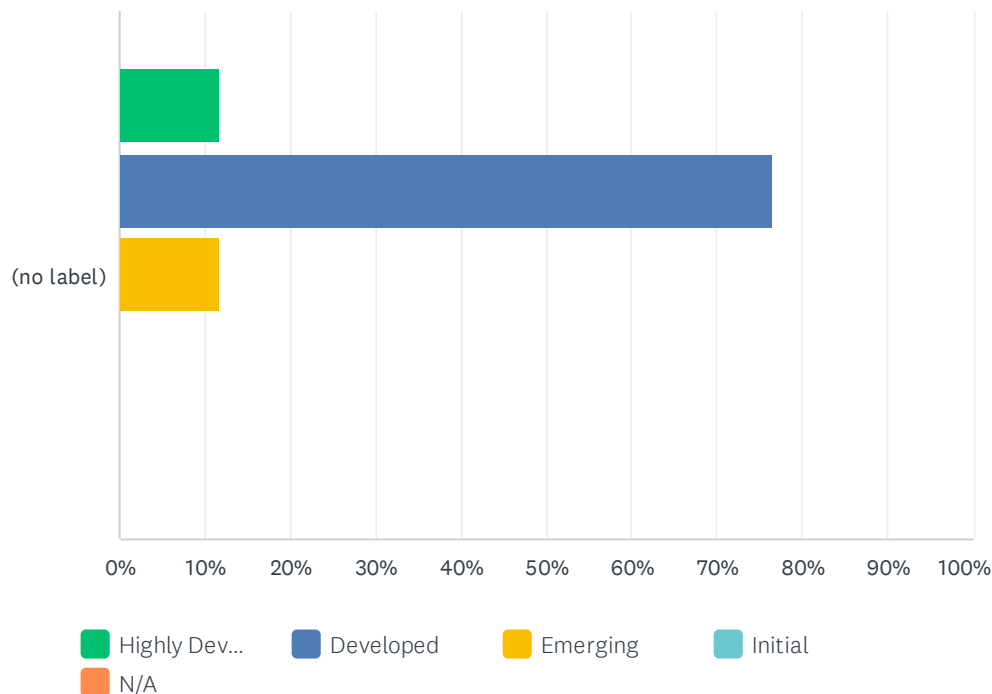
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	23.53%	58.82%	17.65%	0.00%	0.00%		
	4	10	3	0	0	17	3.06

#	COMMENTS/FEEDBACK:	DATE
1	Identified a need for additional .5 staff	3/16/2022 8:04 AM
2	Requesting added faculty. Added office and materials. The BIG question is how does KCC pay for all this is in a program that is already subsidized?	3/15/2022 4:06 PM
3	Some staff increase is needed.	3/15/2022 2:04 PM
4	The biggest challenge for this program will be employing enough qualified faculty to meet student needs.	3/15/2022 1:51 PM
5	Regulations put the bar high on this category.	3/15/2022 12:51 PM
6	The department could and should expand, but it needs resources to attract additional nursing educators to the community.	3/14/2022 4:07 PM
7	The program is adequately staffed currently, but with plans to expand for RN, RN BSN, and PN students, additional faculty will be required. The program is to be applauded for adapting the number of cohorts, and degree offerings to meet community employment needs.	3/7/2022 5:11 PM
8	It is very apparent there is a need for additional instructors.	3/3/2022 3:10 PM
9	The faculty is meeting current needs.	2/26/2022 8:47 AM
10	There is an upcoming need for additional faculty.	2/23/2022 11:09 AM
11	New degree will require more.	2/22/2022 11:02 AM

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: 17 Skipped: 0

Nursing Program Review Survey -



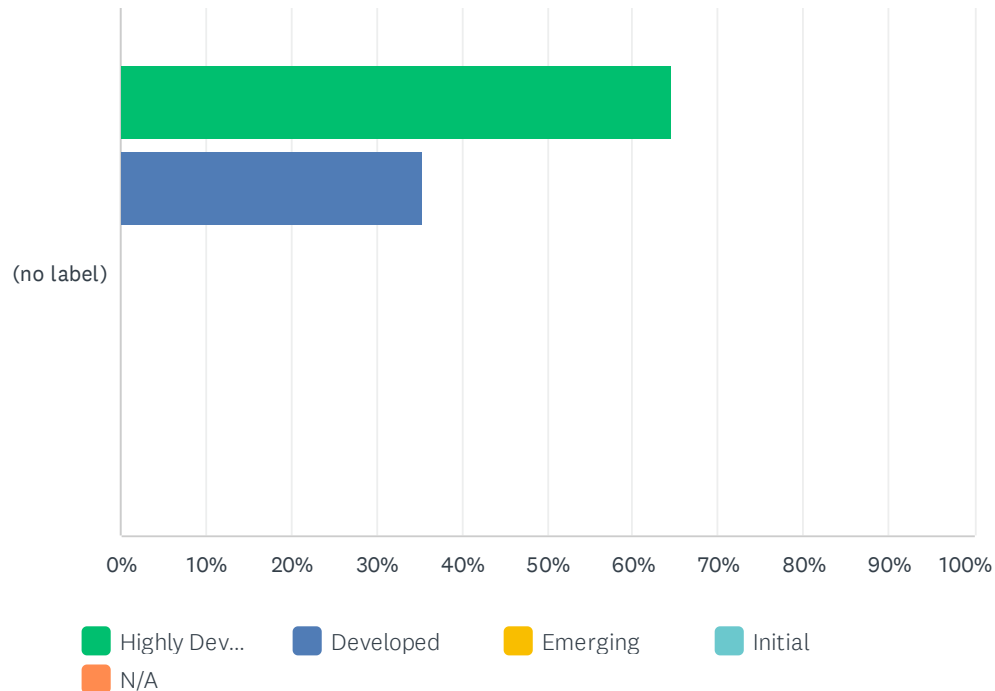
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.76%	76.47%	11.76%	0.00%	0.00%	17	3.00
	2	13	2	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Identified a need for additional equipment	3/16/2022 8:04 AM
2	Certain identified equipment needs (SIM family replacement/procurement) may offer potential for grant funded support.	3/15/2022 9:43 PM
3	Office need and material upgrades.	3/15/2022 4:06 PM
4	Some additional equipment and space was listed.	3/15/2022 2:04 PM
5	Although the nursing program identified some upcoming needs, they are aware of them and have a plan to fill them as necessary.	3/15/2022 1:51 PM
6	Some resources are identified as in need of updating. Office space will always be in high demand.	3/15/2022 12:51 PM
7	Shows a good evaluation of future needs for equipment as the current equipment becomes outdated and used.	3/14/2022 4:07 PM
8	Having cutting edge, functional equipment (newer versions of IV pumps, a PCA pump, and a new Sim Man) is critical to providing the best education possible for KCC's students.	3/7/2022 5:11 PM
9	Office space for additional staff will need to be addressed in the near future. The program is tracking and addressing equipment replacement needs at this time and has a plan to include upcoming needs in budget presentations.	2/26/2022 8:47 AM
10	Needs a better handle on needs for future.	2/22/2022 11:02 AM

Q6 EFFECTIVENESS: STUDENT LEARNING OUTCOMES ASSESSMENT
 Highly Developed: Exhibits ongoing and systematic student learning outcomes (SLO) assessment with regular adjustments to

instruction. Developed: Exhibits evidence of SLO assessment and uses results to change instruction. Emerging: Sporadic participation in assessment of SLOs assessment with some changes to instruction. Initial: Minimal evidence of SLO assessment.

Answered: 17 Skipped: 0



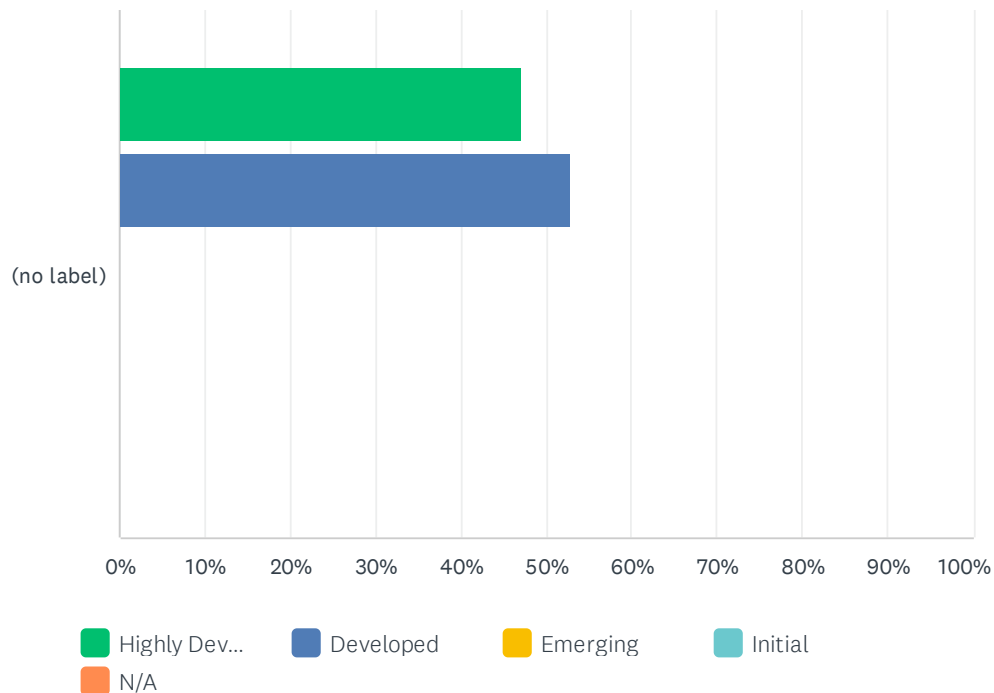
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	64.71%	35.29%	0.00%	0.00%	0.00%	17	3.65
	11	6	0	0	0		

#	COMMENTS/FEEDBACK	DATE
1	Hitting certification goals.	3/15/2022 4:06 PM
2	The nursing program is one of the leaders in scaffolding and assessing learning outcomes.	3/15/2022 1:51 PM
3	Regularly reviewed and contains multiple course samples.	3/15/2022 12:51 PM
4	Excellent evidence of KCC's assessment and overall comprehensive assessment and integration of those findings into improving the program.	3/14/2022 4:07 PM
5	There is evidence throughout the report of analysis of student performance, and adjustments to curriculum to fit students' needs.	3/7/2022 5:11 PM
6	Allot of work went into compliance with 3rd party.	2/22/2022 11:02 AM

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: 17 Skipped: 0

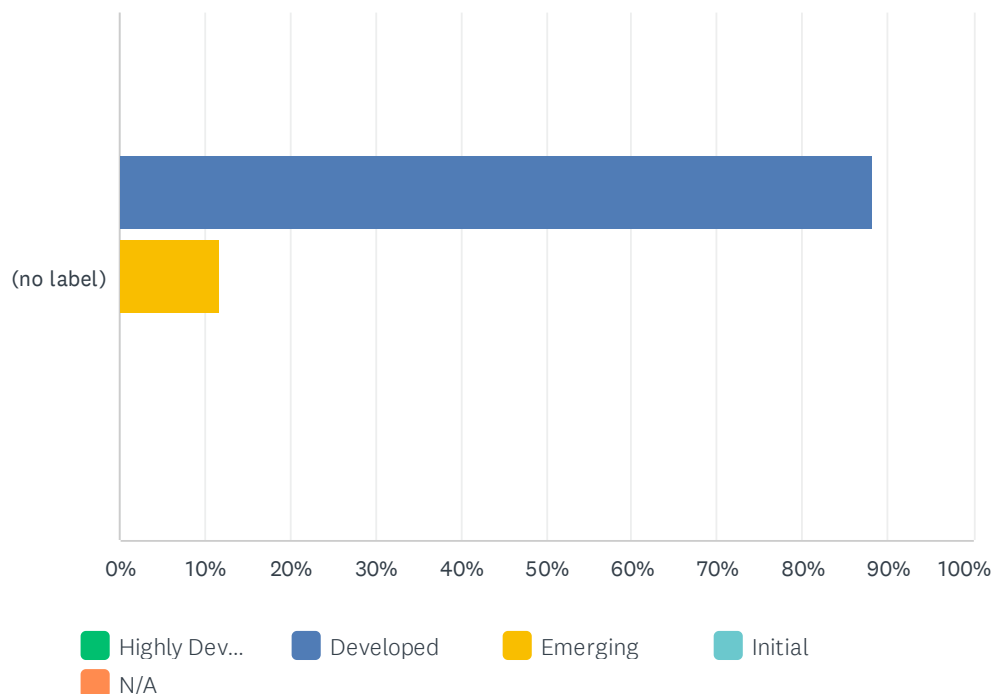


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	47.06%	52.94%	0.00%	0.00%	0.00%	17	3.47
	8	9	0	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	excellent overview and solutions based strategy to addressing low/declining enrollment in the Nursing Assistant program. demonstrated portability/transfer to other institutions (+alignment w/dual enrollment efforts w/K12 partners)	3/15/2022 9:43 PM
2	Strong program that moves students to finish.	3/15/2022 4:06 PM
3	Good completion rates.	3/15/2022 2:04 PM
4	This is largely NA because the program is competitive and attracts students who have are very likely to succeed.	3/15/2022 1:51 PM
5	Completion levels are very high.	3/15/2022 12:51 PM
6	Looking forward to the nursing program being the first 4-year program at KCC.	3/14/2022 4:07 PM
7	Incredible record of job placement throughout the local job market, which speaks well to the quality education KCC's Nursing Program students receive.	3/7/2022 5:11 PM
8	Good analysis and planning taking place.	2/26/2022 8:47 AM
9	Only program with student surveys.	2/22/2022 11:02 AM

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: 17 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	88.24%	11.76%	0.00%	0.00%	17	2.88
	0	15	2	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Some costs covered by LDH	3/16/2022 8:04 AM
2	Program runs at a deficit. There is some offset from LDH. Any ideas, plans, grants, or solutions to make up shortfall?	3/15/2022 4:06 PM
3	This is a costly program.	3/15/2022 2:04 PM
4	This program is fiscally viable due to contributions from Lakeview; however, the necessity of paying nursing faculty more than other faculty will likely cause issues with the CMA.	3/15/2022 1:51 PM
5	Staffing ratio regulations will always make the budget a challenge along with equipment that will need updating regularly.	3/15/2022 12:51 PM
6	The program needs additional funds to attract nursing educators to our community. If we do not have enough nurses, our community will not be able encourage companies relocating to the Basin.	3/14/2022 4:07 PM
7	The nursing program faces budgetary challenges common to all nursing programs. Creating financial partnerships with regional medical providers is a step in the right direction, as is	3/7/2022 5:11 PM

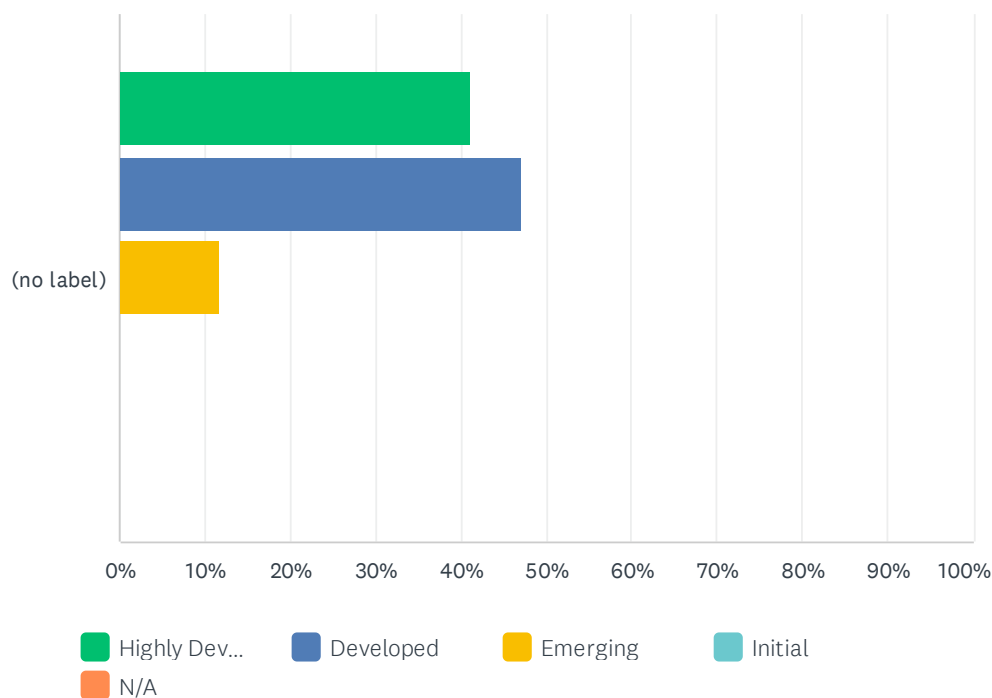
Nursing Program Review Survey -

legislative change toward subsidizing nursing faculty salaries.

8	It is very expensive to run the nursing program and the requirement of a 1:8 student ratio makes it almost impossible for the program to pay for itself.	3/3/2022 3:10 PM
9	A very expensive program that will always be adjusting resources to meet current needs, challenges, and changes to educational requirements and regulations. They are prepared to do so.	2/26/2022 8:47 AM

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: 17 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	41.18%	47.06%	11.76%	0.00%	0.00%	17	3.29
	7	8	2	0	0		

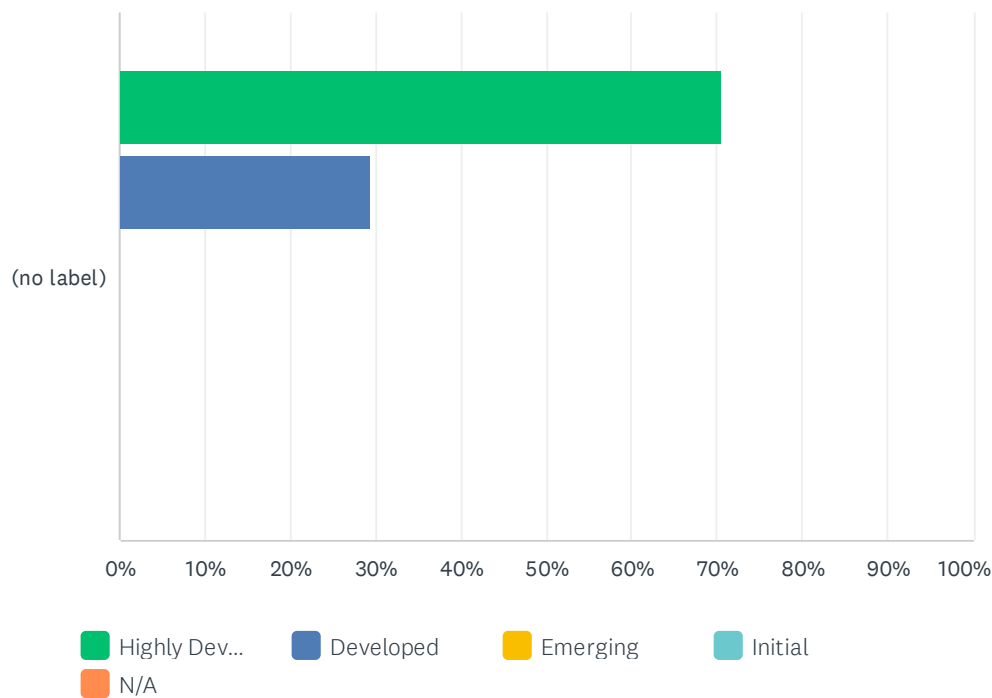
#	COMMENTS/FEEDBACK:	DATE
1	Nursing and CNA programs are high need jobs in Klamath county. The decreasing enrollment in the CNA program is a concern. Costs are high and Faculty are perhaps not compensated for hours worked in reality	3/16/2022 8:04 AM
2	Well run program with high retention and student success, strength. Financially difficult to run due to requirements on cohort size and instructor qualifications. Does that short fall get worse or better with the proposed program expansion?	3/15/2022 4:06 PM

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3	Dedicated staff, high quality program.	3/15/2022 2:04 PM
4	The review makes unsupported statements about "most general education labs." This is not an entirely accurate description.	3/15/2022 1:51 PM
5	highly dedicated staff	3/15/2022 12:51 PM
6	The report exhibits a comprehensive understanding of the strengths and weaknesses.	3/14/2022 4:07 PM
7	So many strengths to this program! Weaknesses could be partially addressed through increased staffing, which in turn would increase FTE.	3/7/2022 5:11 PM
8	The team is constantly focusing on internal reviews and addressing weakness or building on strengths regularly.	2/26/2022 8:47 AM

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: 17 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	70.59%	29.41%	0.00%	0.00%	0.00%	17	3.71
	12	5	0	0	0		

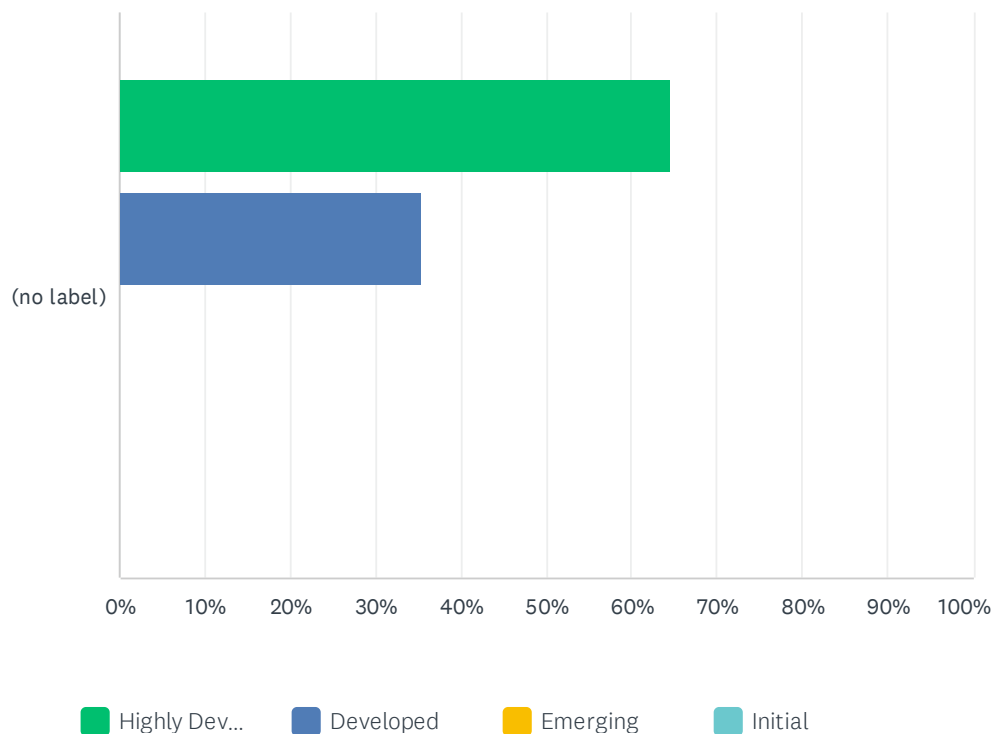
#	COMMENTS/FEEDBACK:	DATE
1	Clear picture of needs and how to solve shortfalls	3/16/2022 8:04 AM
2	Aggressive list of new goals.	3/15/2022 4:06 PM
3	Well documented goals.	3/15/2022 2:04 PM

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4	Well developed plan of action for next steps in nursing courses exist.	3/15/2022 12:51 PM
5	After reading the program review, I get the impression the program focuses on its goals and moves towards them on a daily basis.	3/14/2022 4:07 PM
6	Very ambitious and well-calculated goals! There is so much need in our community for medical professionals, and these goals reflect the need for program advancement.	3/7/2022 5:11 PM
7	I'm excited for the new degrees that are being planned.	2/25/2022 11:05 AM

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: 17 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	64.71%	35.29%	0.00%	0.00%	17	3.65
	11	6	0	0		

#	COMMENTS/FEEDBACK:	DATE
1	Great program. The big challenge is funds..	3/15/2022 4:06 PM
2	There was a considerable amount of time and energy spent in creating this program review. It	3/15/2022 2:04 PM

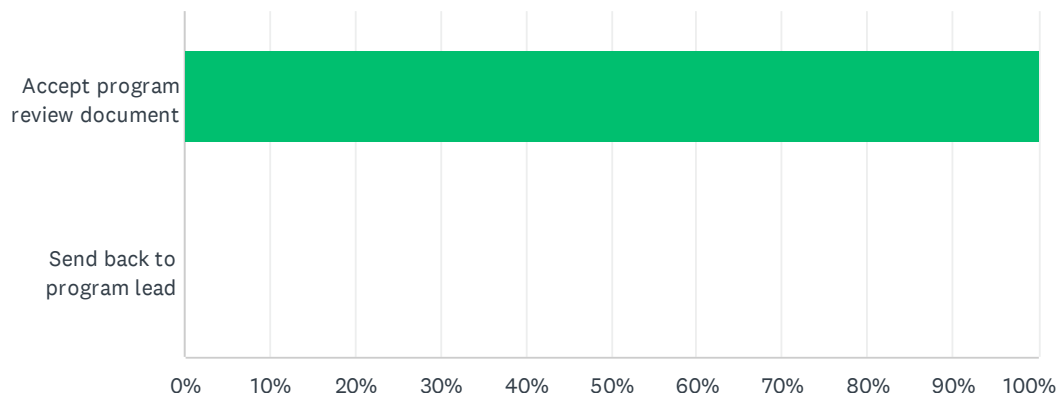
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is obvious that this information was created over time, and was not documented just for the program review.

3	Excellent.	3/14/2022 4:07 PM
4	Excellent work being done in evaluation and planning.	2/26/2022 8:47 AM

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

Answered: 17 Skipped: 0



ANSWER CHOICES	RESPONSES	
Accept program review document	100.00%	17
Send back to program lead	0.00%	0
TOTAL		17

Q13 Please highlight the strengths of the program.

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	High need in Klamath for RN and CNA's. Well paid job opportunities. Strong links to state and national requirements. Strong qualified faculty	3/16/2022 8:04 AM
2	skilled staff, career prospects/demand	3/15/2022 9:43 PM
3	The availability of the nursing program faculty to students is a great strength and should be a continued area of focus for student success.	3/15/2022 5:12 PM
4	Instructors, student completion.	3/15/2022 4:06 PM
5	A quality program that fills a serious need in the rural part of Oregon.	3/15/2022 2:04 PM
6	High employability of students within the community with excellent salaries.	3/15/2022 1:51 PM
7	Quality Staffing	3/15/2022 1:15 PM
8	Dedicated and detailed staff. High level of documentation which is consistent with the expectation of the student outcome.	3/15/2022 12:51 PM

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9	The employees in the department and their dedication to their calling are the strengths of the program.	3/14/2022 4:07 PM
10	Appropriate goals and outstanding outcomes. Strong leadership, planning, and assessment.	3/10/2022 5:05 PM
11	The program is focused on student success and providing excellent training, above and beyond state standards.	3/7/2022 5:11 PM
12	Qualified and dedicated faculty and administrator.	3/3/2022 3:10 PM
13	On going assessment of student outcomes and on going evaluation of instructional needs.	3/2/2022 2:35 PM
14	The leadership and faculty are standouts!	2/26/2022 8:47 AM
15	This program is very well organized and very managed. They strive to meet the needs of the community and to update their materials to meet the ever changing medical landscape.	2/25/2022 11:05 AM
16	Detail-oriented, dedicated faculty.	2/23/2022 11:09 AM
17	Developed compliance structure	2/22/2022 11:02 AM

Q14 Please outline weaknesses of the program.

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	Budget was identified as a weakness. Salaries for instructors might be lower than average, prompting staff turnover. Some equipment is needed.	3/16/2022 8:04 AM
2	program expense, cost to student, ability to attract qualified instructors (vs high wages in the sector), availability of practicum sites.	3/15/2022 9:43 PM
3	An apparent weakness that needs to be somehow addressed is the difficulty found when recruiting and retaining faculty members.	3/15/2022 5:12 PM
4	Budget shortfall.	3/15/2022 4:06 PM
5	It is and expensive program, that has high instructor qualifications.	3/15/2022 2:04 PM
6	Nursing faculty are difficult to recruit and retain given the pay structure of community colleges.	3/15/2022 1:51 PM
7	N/A	3/15/2022 1:15 PM
8	The program will always have the perception of being expensive due to the staffing ratio requirements.	3/15/2022 12:51 PM
9	Lack of funding to hire more nurse educators which hinders the program from growing.	3/14/2022 4:07 PM
10	More of a challenge than anything; difficulty attracting and retaining qualified nurses into the classroom.	3/10/2022 5:05 PM
11	Financial compensation to attract well-qualified faculty is needed.	3/7/2022 5:11 PM
12	The need and cost for additional personnel. The difficulty in finding qualified additional faculty.	3/3/2022 3:10 PM
13	The addition of the LPN cohort may incur more cost than revenue generated. Also. in meeting salary increases to retain faculty there are challenges in accomplishing this goal.	3/2/2022 2:35 PM
14	None to offer.	2/26/2022 8:47 AM
15	Faculty is not compensated to meet current nursing salaries.	2/25/2022 11:05 AM
16	High costs and difficulty recruiting desired faculty.	2/23/2022 11:09 AM
17	Needs a better comparison of pay across the State.	2/22/2022 11:02 AM

Q15 Please make recommendations for program improvement.

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	Recommendations were identified in this well prepared report	3/16/2022 8:04 AM
2	I think overall, the program demonstrates a high degree of self-awareness, potential for adaptation, and understanding of potential/areas for future growth	3/15/2022 9:43 PM
3	No recommendations at this time.	3/15/2022 5:12 PM
4	NA	3/15/2022 4:06 PM
5	None	3/15/2022 2:04 PM
6	Given the high demand for nurses, one way to offer more compensation may be to pursue grants.	3/15/2022 1:51 PM
7	N/A	3/15/2022 1:15 PM
8	While it is being addressed with the addition of the LPN cohort for 8 more students, the demand for getting in is much higher than the number of seats available. Attempting to find a path for those who do not get in in addition to waiting to apply again next year.	3/15/2022 12:51 PM
9	The college needs to provide a tiered salary structure that would allow hiring nurse educators at a higher salary than regular faculty to attract more nurse educators and increase enrollment. Klamath and the surrounding area certainly needs more nurses.	3/14/2022 4:07 PM
10	None	3/10/2022 5:05 PM
11	Develop more financial, and educational partners in the region.	3/7/2022 5:11 PM
12	None	3/3/2022 3:10 PM
13	No further recommendations.	3/2/2022 2:35 PM
14	None to offer	2/26/2022 8:47 AM
15	None.	2/25/2022 11:05 AM
16	I think there was a strong argument made for examining the pay structure for nursing faculty. Increased pay would likely improve the program through faculty retention. With the RN to BSN program, there will be lots of room for growth and collaboration. Continue to reach out when support is needed, and keep up the great work!	2/23/2022 11:09 AM
17	Take time to outline equipment needs of the future.	2/22/2022 11:02 AM

Q16 Please enter your name.

Answered: 17 Skipped: 0

#	RESPONSES	DATE
1	Janice Silvestri	3/16/2022 8:04 AM
2	Peter Lawson	3/15/2022 9:43 PM
3	Ian Kautzman	3/15/2022 5:12 PM
4	Mike Homfeldt	3/15/2022 4:06 PM
5	Paul Breedlove	3/15/2022 2:04 PM

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6	Jeanne LaHaie	3/15/2022 1:51 PM
7	Rick Ball	3/15/2022 1:15 PM
8	Bill Jennings	3/15/2022 12:51 PM
9	David Edgell	3/14/2022 4:07 PM
10	Gail Grant Schull	3/10/2022 5:05 PM
11	Holly Owens	3/7/2022 5:11 PM
12	Kelley Fritz	3/3/2022 3:10 PM
13	Jo Cochran	3/2/2022 2:35 PM
14	Charles Massie	2/26/2022 8:47 AM
15	Joni Hansen	2/25/2022 11:05 AM
16	Rochelle Daniel	2/23/2022 11:09 AM
17	Chris Stickles	2/22/2022 11:02 AM