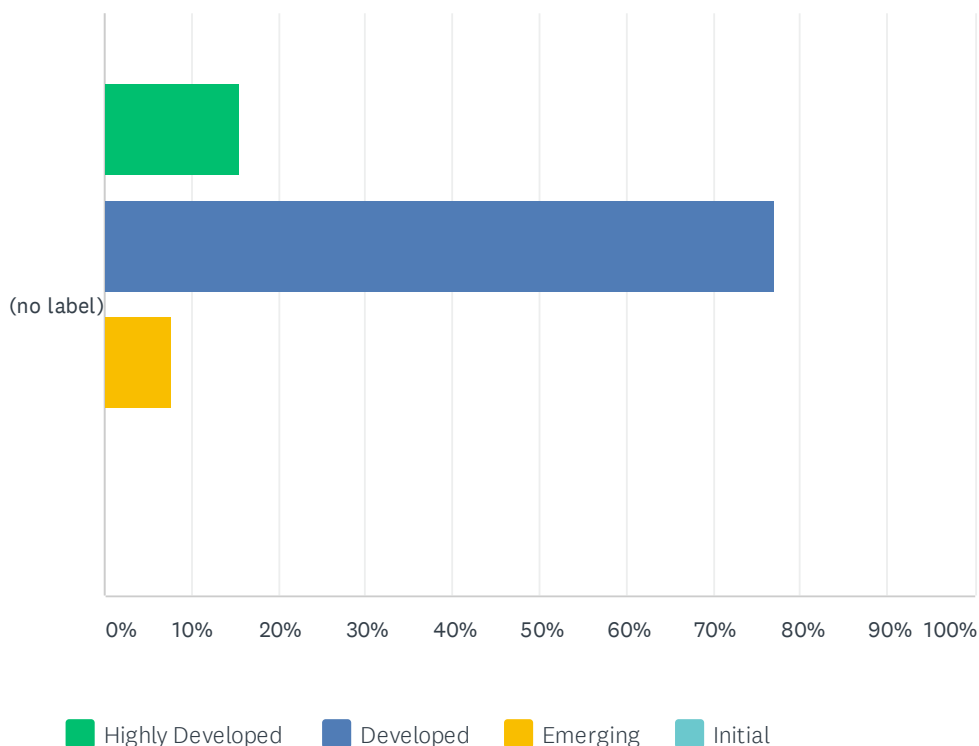


Q1 SUPPORT OF THE COLLEGE MISSION Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection of services to support the college's mission. Initial: Minimal evidence that plans inform selection the of services to support the college's mission.

Answered: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	76.92%	7.69%	0.00%	13	3.08
	2	10	1	0		

#	FEEDBACK:	DATE
1	Minimal data to verify the statements made.	4/1/2021 9:28 AM
2	They pay the bills, collect revenue, develop paychecks.... and many more tasks. Without their work we couldn't even keep the doors open let alone fulfill our mission. Their work is essential to the college mission.	3/10/2021 1:48 PM
3	The department is an integral part of meeting the KCC mission.	3/5/2021 9:30 AM
4	Key aspects of department functions are not included in this report. Mission achievement should link to core themes and strategic initiatives. Lacks specific detail. Number of full time employees, part time employees, students workers, grant funded positions. Metrics should be included.	3/3/2021 10:08 AM
5	Supports mission thru accurate financial accounting.	3/1/2021 3:12 PM

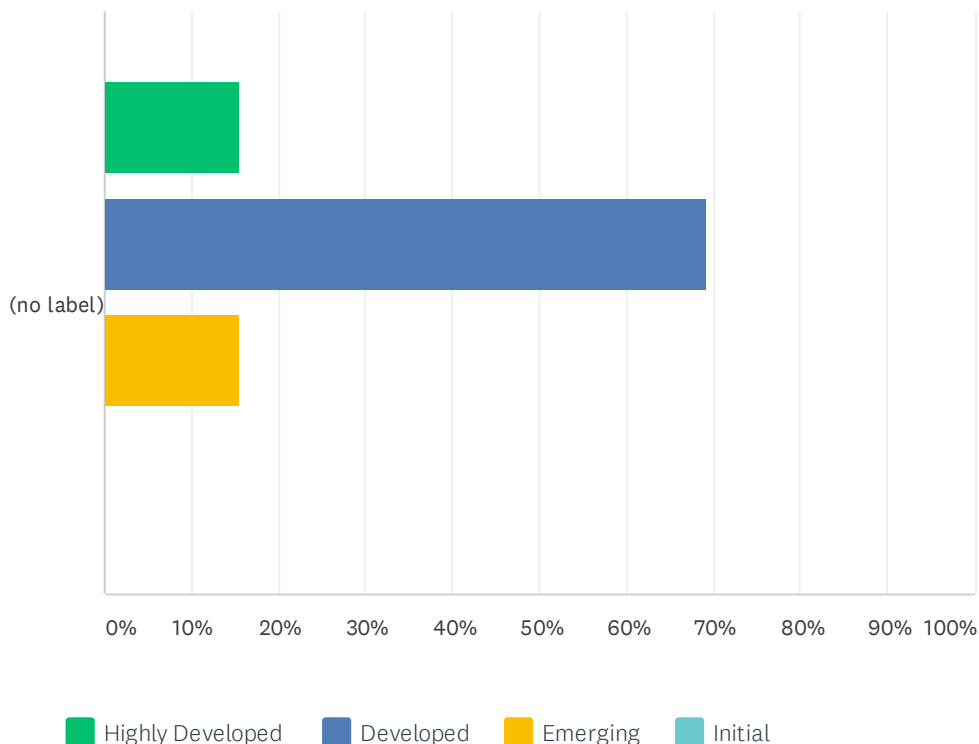
Business Office Department Program Review Feedback

6	This seems self evident. Fiscally supporting Administration, Faculty, and Staff is critical to the ongoing operation of the institution and how we continue to serve students. Navigating the myriad logistics of Federal, State, and local law, adhering to applicable (and often complex) best practices (i.e. GAAP Compliance), and the additional management of millions of dollars in grant resources and allied financial aid programs-all while ensuring staff are paid equitably, consistently and seamlessly (AND consistently receiving high marks/from external auditors and monitoring agencies) is a Herculean task that should be highly praised. Every process and program has its episodic "hiccups", but the KCC Business Office regularly delivers high quality services to its stakeholders.	2/27/2021 1:55 PM
7	Follows GAAP, IRS, GFOA, ORS- Creates Budget which allows the college to operate and completes the CAFR required to operate as a college as well.	2/26/2021 5:02 PM

Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALS

Highly Developed: Exhibits ongoing and systematic evidence of goal achievement.
 Developed: Exhibits evidence that planning guides services selection that supports goal achievement.
 Emerging: Evidence that planning intermittently informs some selection of services to support the goal achievement.
 Initial: Minimal evidence that plans inform selection of services to support goal achievement.

Answered: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	69.23%	15.38%	0.00%	13	3.00
	2	9	2	0		

#	FEEDBACK:	DATE
1	How do these relate to your strategic plan?	4/1/2021 9:28 AM

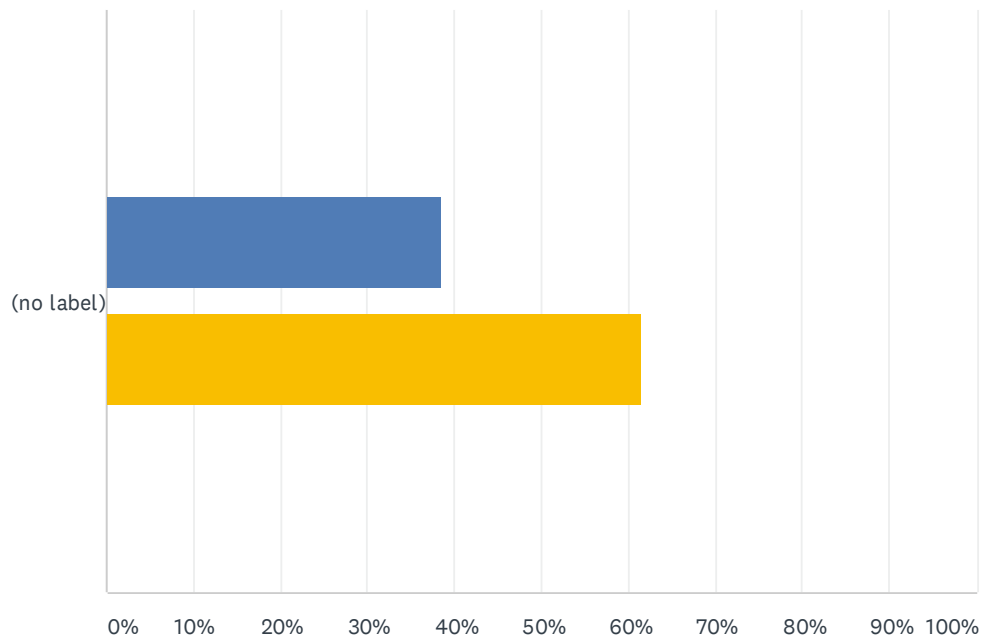
Business Office Department Program Review Feedback

2	Seems most previously determined goals have been met.	3/10/2021 1:48 PM
3	Grant accountant is a great addition. Students appreciate the help with creating payment plans.	3/8/2021 12:49 PM
4	Good work taking place on meeting goals.	3/5/2021 9:30 AM
5	Strategic plan should have been included as an appendixes. A summary of strategic goals, metrics supporting progress toward meeting the goals, and progress should have been included. Links to strategic initiatives should have been provided.	3/3/2021 10:08 AM
6	Progressing on some difficult complex goals.	3/1/2021 3:12 PM
7	Applications of expanding technology (ADP), expanding capacity in critical areas (i.e. dedicated grants accountant to help monitor the more than \$2 Million in annual grants revenue- especially from highly regulated state/federal agencies), friendly, dynamic "frontline" engagement, and ongoing "process review" will ensure continued success in meeting goals	2/27/2021 1:55 PM
8	Payroll is completed, W-2's are completed, 1098-T's are sent as required, etc. Tuition billing is calculated. etc.	2/26/2021 5:02 PM

Q3 PERSONNEL SUMMARY Highly Developed: 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. Developed: 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. Emerging: 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. Initial: Staffing is insufficient to meet the needs of the program.

Answered: 13 Skipped: 0

Business Office Department Program Review Feedback



■ Highly Developed
 ■ Developed
 ■ Emerging
 ■ Initial

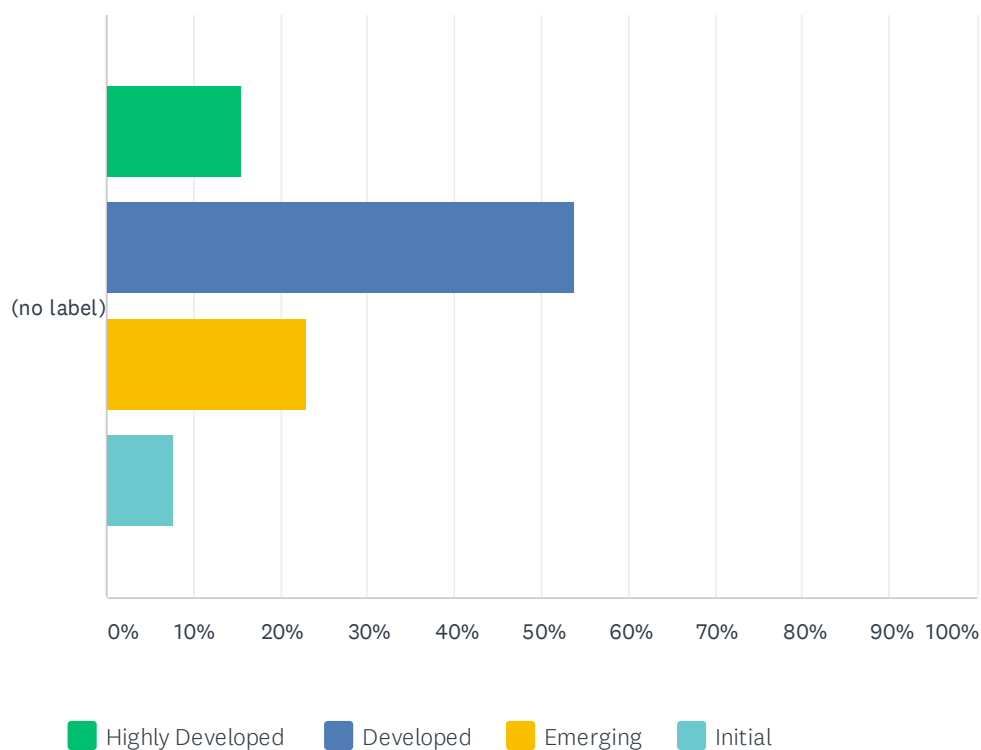
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	38.46%	61.54%	0.00%		
	0	5	8	0	13	2.38

#	OTHER (PLEASE SPECIFY)	DATE
1	You have some great staff that are very customer service oriented, but it seems that they each have many functions and may not have time to cover for other employees. Why are you moving from Jenzabar to ADP and back to Jenzabar?	4/1/2021 9:28 AM
2	With retirements in this department it seems necessary to support the Business Office in making the important new hires.	3/29/2021 2:29 PM
3	I would recommend comparing other institutions (our size) Business Office personnel structure. While we may seem lean you may find that the current structure is at industry standard for small colleges. Does the VP Admin Services assist in the business operations (development of financial reports, etc.) at all? It was not apparent in the report what her level of involvement is. Smaller colleges often require some assistance of the VP to fill in the gaps. Reviewing job descriptions (VP, Business Manager, Accountant, Grant Accountant, AP, AR, cashier) from various similar institutions might be helpful when considering a reasonable work flow in the department.	3/10/2021 1:48 PM
4	Quite a number of organizational changes were identified, which will improve department performance.	3/8/2021 12:49 PM
5	More work to do in this area but the office is effectively managing most current needs with the available personnel.	3/5/2021 9:30 AM
6	Should include usage metrics to support work being provided and loading challenges. How does the business office staffing compare to other community colleges in the state? May want to review metrics provided in the LRC, tutoring and testing center that provide comparable data from other CCs.	3/3/2021 10:08 AM
7	This report clearly spells out the complicated and layered duties of this department and the need for well-trained staff for current stability and anticipated need in the near future.	3/2/2021 9:52 AM
8	Evaluation of roles and tasks ongoing. Identifying need for staff for operational improvement. Identifying issues and solutions. .	3/1/2021 3:12 PM

9	The division has experienced significant turn over in the past few years (through retirement, departure, and termination). While challenging, they look to have found significant stability with current CFO and Controller leadership-though (like like many programs reviewed by CIIC in recent months), investment in additional staffing capacity would likely continue to improve efficiency and effectiveness-especially with regards to integrated electronic management systems and regular budget process/review.	2/27/2021 1:55 PM
10	Needs additional people to further make improvements - systematically.	2/26/2021 5:02 PM

Q4 STAFF 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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	53.85%	23.08%	7.69%	13	2.77
	2	7	3	1		

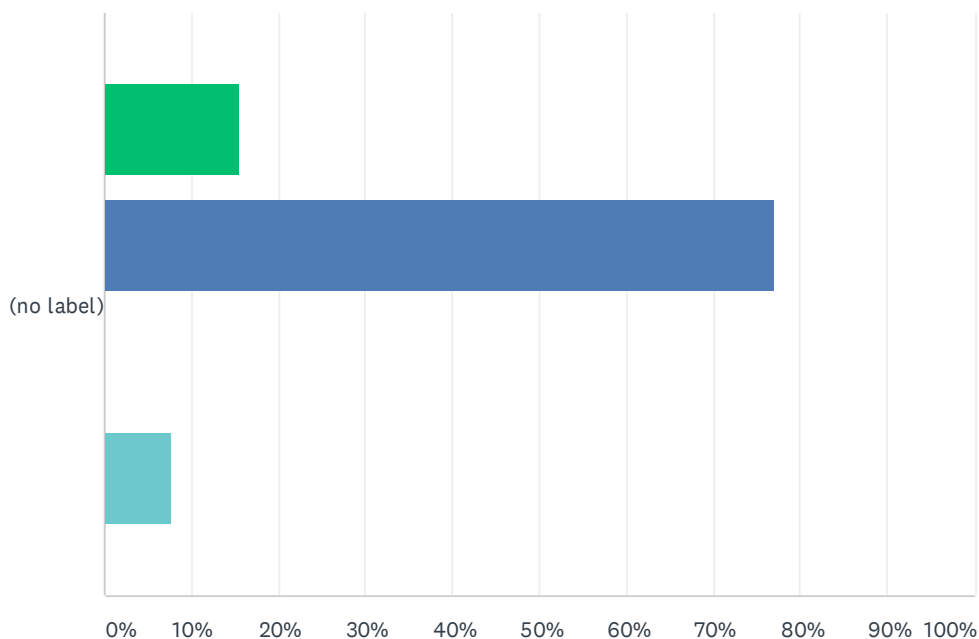
#	FEEDBACK:	DATE
1	Who attended these trainings?	4/1/2021 9:28 AM
2	Who did what? The report was not clear which positions have participated in professional development. Recommend that annual evaluation findings link with requested and recommended professional development activities for a thoughtful and deliberate approach.	3/10/2021 1:48 PM
3	Staff are regularly receiving training and updates in their areas of specialization.	3/8/2021 12:49 PM

Business Office Department Program Review Feedback

4	Lacks depth, breadth, detail. The list of professional development activities is nominal.	3/3/2021 10:08 AM
5	A challenge for professional development in a department that never has down time.	3/1/2021 3:12 PM
6	Understanding the identified trainings are ongoing and sufficient to maintain "maintenance of key efforts", I would like to see more of a structured plan for future development. For instance, are there additional credentials that could be obtained beyond mandatory "CE" or "refresher" trainings?	2/27/2021 1:55 PM
7	Staff take classes and PD.	2/26/2021 5:02 PM

Q5 FACILITIES AND EQUIPMENT Highly Developed: Facilities and resources meet current and future needs of the college. Developed: Facilities and resources meet current needs of the college. Emerging: Evidence of a plan to have facilities and resources meet current and future needs of the college. Initial: Minimal evidence that facilities and resources meet current and future needs of the college.

Answered: 13 Skipped: 0



■ Highly Developed
 ■ Developed
 ■ Emerging
 ■ Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	76.92%	0.00%	7.69%	13	3.00
	2	10	0	1		

#	FEEDBACK:	DATE
1	Good to hear you have adequate facilities for expansion numbers of personnel.	4/1/2021 9:28 AM
2	Current facilities and equipment are sufficient.	3/8/2021 12:49 PM
3	Seems okay at the moment.	3/5/2021 9:30 AM
4	No specifics included. Square footage? Offices? Storage? Technology. Nothing included.	3/3/2021 10:08 AM

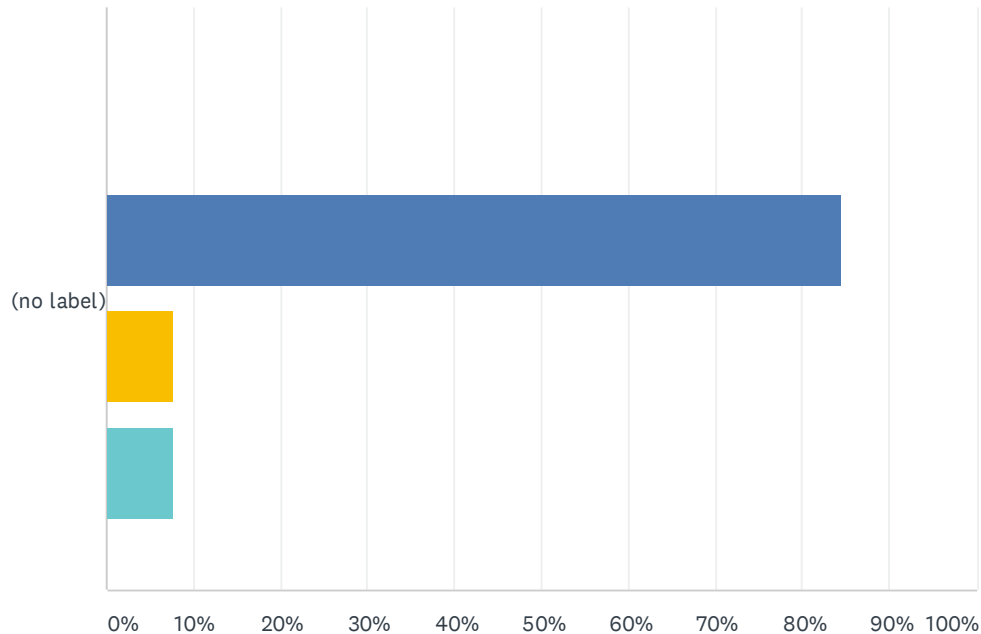
5

Department seems to have the space and key equipment it needs

2/27/2021 1:55 PM

Q6 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: 13 Skipped: 0



■ Highly Developed
 ■ Developed
 ■ Emerging
 ■ Initial

	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	84.62%	7.69%	7.69%		
	0	11	1	1	13	2.77

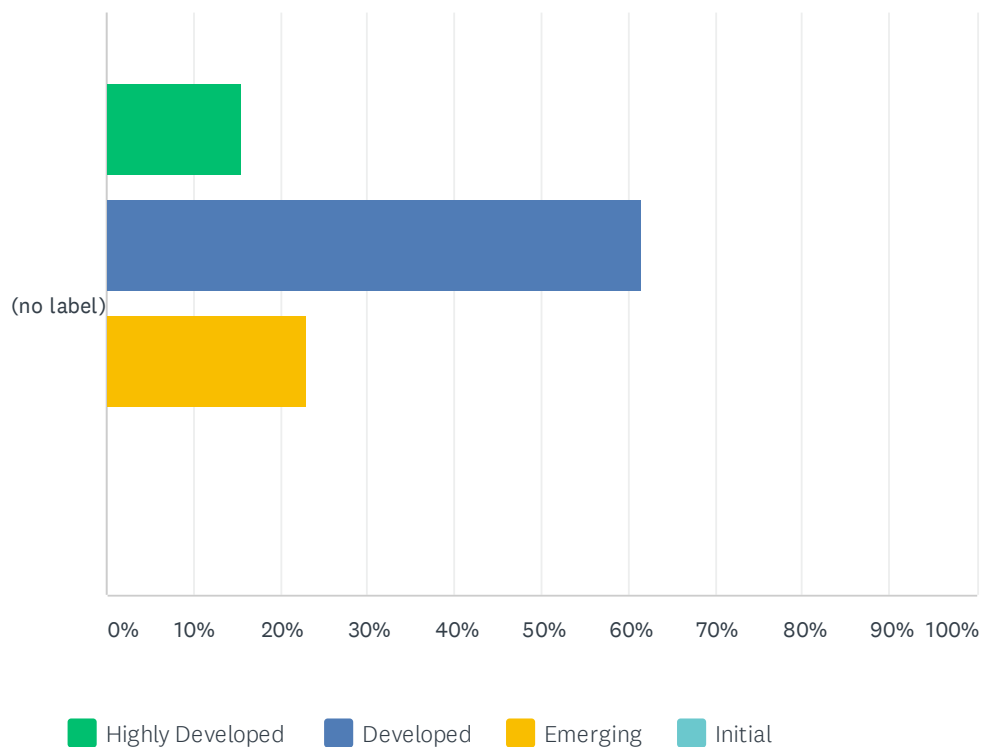
#	FEEDBACK:	DATE
1	Needs a better description of the budget and changes over time.	4/1/2021 9:28 AM
2	They were under budget last year by 11,000, but need an additional staff member. They will need a budget increase to cover that expense	3/8/2021 12:49 PM
3	While "developed" I am concerned about future needs being met.	3/5/2021 9:30 AM
4	Could provide annual budget presentations for background information. Little or no explanation provided.	3/3/2021 10:08 AM
5	The department will need to increase the number of personnel, and reevaluate the need for new software and systems processes -- which will require more funding for personnel, and potentially software/programming, but has potential to create efficiencies and cost savings in the long run.	3/2/2021 9:52 AM
6	Working within the budget.	3/1/2021 3:12 PM

Division maximizes its institutional resources through staff cross training and cost management. Prior year overage seems to be an anomaly due to implementation of new process/software/payroll services.

2/27/2021 1:55 PM

Q7 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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	15.38%	61.54%	23.08%	0.00%	13	2.92
	2	8	3	0		

#	FEEDBACK:	DATE
1	Difficult to tell, the only strengths and weaknesses discussed are personnel.	4/1/2021 9:28 AM
2	Make sure to include identified department weaknesses as a goal to improve.	3/10/2021 1:48 PM
3	More staff needed, and an increase in the budget to cover that expense.	3/8/2021 12:49 PM
4	Perhaps you might want to survey staff in the business office to develop a more comprehensive list of office strengths and challenges. No evidence provided to support the need for additional staff. Staffing is not compared to other colleges. Staff loading is not examined. Staff efficiencies and inefficiencies were not explored.	3/3/2021 10:08 AM
5	You might have gone into the issue that the directors position has been left open for extended periods of time and that it has been a revolving door when filled. This has lead to some neglect	3/1/2021 3:12 PM

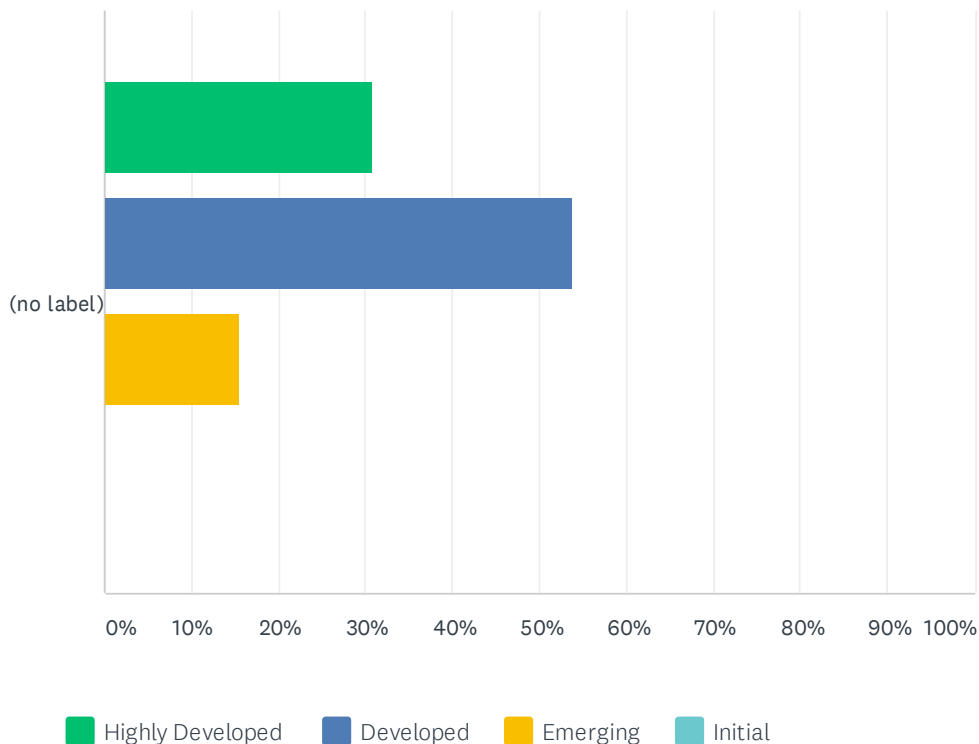
Business Office Department Program Review Feedback

and pressure on staff. You noted issues with Jenzbar with the budget process. Possibly it should be noted that the Jenzabar software is deficient and not liked.

6	I believe these are reasonably laid out in the review document.	2/27/2021 1:55 PM
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Q8 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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	30.77%	53.85%	15.38%	0.00%	13	3.15
	4	7	2	0		

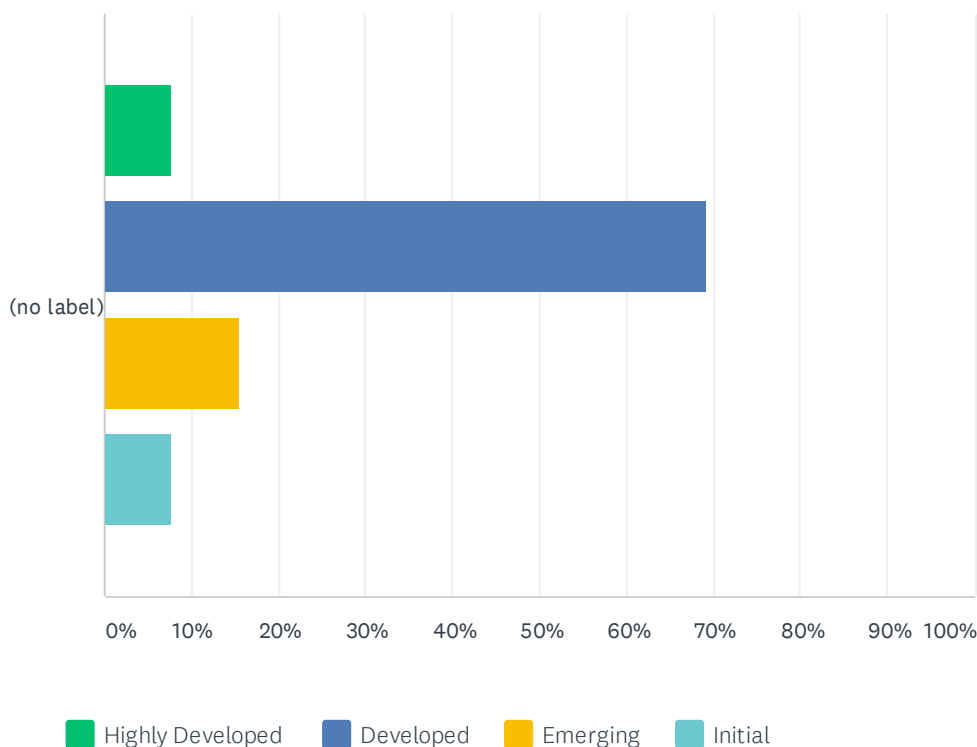
#	FEEDBACK:	DATE
1	Nice basic outline of future projects.	4/1/2021 9:28 AM
2	I did not see any particular assessment data, but it appears that needs have been identified and a plan is in place to achieve the new goals that seem very pertinent. Report indicated: "[The Accountant and Business Office Director] are positions particularly concerning. There need to be more written procedures for each position and better training for backing up the position". Encourage you to place this goal as a high priority.	3/10/2021 1:48 PM
3	They have a clear picture of how they would like to improve, and what they need to achieve their goals	3/8/2021 12:49 PM
4	Good planning is taking place and the department is focused on continued efficiencies and systems development.	3/5/2021 9:30 AM

Business Office Department Program Review Feedback

5	charts, graphs, data should be provided to examine loading, efficiencies and inefficiencies.	3/3/2021 10:08 AM
6	Five big goals outlined.	3/1/2021 3:12 PM
7	Identified goals seem reasonable, though I think there are additional opportunities to clarify linkage to Strategic Plan, think about "mid range"/long term divisional needs/impacts, and elaborate on cross divisional collaborative potential	2/27/2021 1:55 PM
8	New staff= new goals	2/26/2021 5:02 PM

Q9 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: 13 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	7.69%	69.23%	15.38%	7.69%	13	2.77
	1	9	2	1		

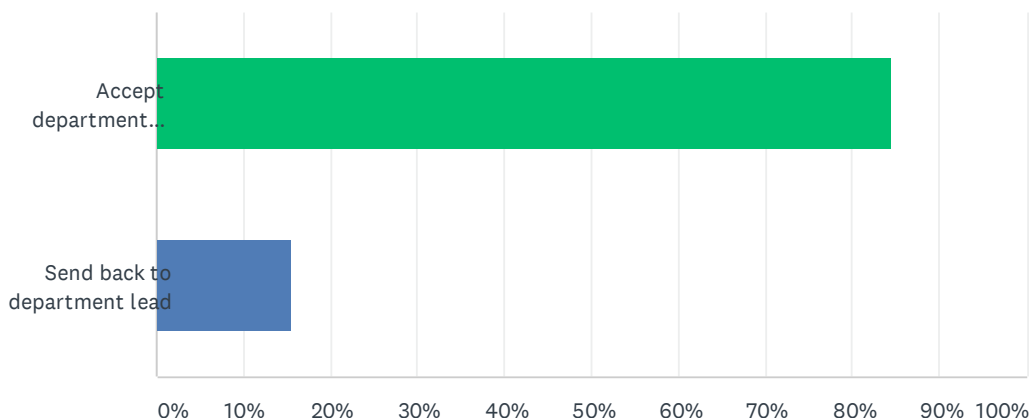
#	FEEDBACK:	DATE
1	A bit too concise.	4/1/2021 9:28 AM
2	With a fairly new director it will take some time to get on top of everything to even be able to comprehensively evaluate their department. Anticipate this to become more developed as tenure in the position and time to complete projects increase.	3/10/2021 1:48 PM

Business Office Department Program Review Feedback

3	this program review lacks depth, breadth, detail, data, charts, and background information.	3/3/2021 10:08 AM
4	The Business Office has systems in place and works hard to keep KCC finances compliant and legal. It might help if KCC community would follow those rules.	3/1/2021 3:12 PM
5	What I know is that my paycheck has been direct deposited on time and without fail since I started. I also know, from 13 years of prior Community College Board service (the start of which involved working through a post embezzlement finance office restructuring), what's expected from an annual budget, the necessity of clear fiscal processes & procedures-and the importance of presenting a transparent picture of institutional finances for highly engaged Board Members, external stakeholders/community, and detail oriented Auditors. I believe this team has done a good job of maintaining consistency and accuracy with its combined technical knowledge/skills, dedicated service, and existing resources.	2/27/2021 1:55 PM

Q10 Should this non-instructional department review be accepted by CIIC or sent back to the department lead for further work?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Accept department review document	84.62%	11
Send back to department lead	15.38%	2
TOTAL		13

Q11 Please highlight the strengths of the department.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	The employees.	4/1/2021 9:28 AM
2	A strength in this department is the training and development of staff.	3/29/2021 2:29 PM
3	Dedicated and hard-working Business Office staff. They have ALL been a pleasure to work with. And, the receipt of "real time" informal financial reports that are easier for a non-accountant to understand have been very helpful and appreciated.	3/10/2021 1:48 PM
4	Great job on 20 straight years of receiving the CAFR Award.	3/10/2021 11:12 AM
5	Many improvements made, and good goals for further improvements.	3/8/2021 12:49 PM

Business Office Department Program Review Feedback

6	The people and the planning are real strengths.	3/5/2021 9:30 AM
7	Positive, supportive, long term staff. A stakeholder survey could be helpful to review satisfaction of services being provided. Difficult to identify. Program review lacks specification, detail, or any kind of measurable data.	3/3/2021 10:08 AM
8	Personnel are cross trained and highly adaptable and work well together. The current abilities, future needs and development of the department are well thought out.	3/2/2021 9:52 AM
9	Strong knowledgeable staff. Systems in place. Audits always strong.	3/1/2021 3:12 PM
10	Knowledgeable, dynamic, dedicated staffing. Regular review/update of systems/processes. Updates to key required trainings. Consistency and quality customer service/response/support	2/27/2021 1:55 PM
11	Dedicated, hard working people.	2/26/2021 5:02 PM
12	The people are hardworking and good at their jobs. They make sure the fiscal and fiduciary responsibilities of the college are met.	2/26/2021 4:40 PM
13	Dedicated and qualified staff	2/22/2021 6:01 AM

Q12 Please outline weaknesses of the department.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Potentially overworking the employees, especially if any retire or quit.	4/1/2021 9:28 AM
2	A weakness in this department is they need more staff to support the business services and reporting needs of the college.	3/29/2021 2:29 PM
3	Potentially the work load - although would need to compare with other institutions our size to verify that. There need to be more written procedures for Accountant and Business Manager and better training for backing up the positions (according to this report - section: weaknesses).	3/10/2021 1:48 PM
4	Staff appears to be overworked and not taking vacation days in order to not fall behind.	3/10/2021 11:12 AM
5	They need more staff and a bigger budget to cover that expense.	3/8/2021 12:49 PM
6	Has not always adopted or developed highly efficient systems in the past. That is an added burden as the transition to improved systems is taking place.	3/5/2021 9:30 AM
7	Lacks explanation of flow, processes, and procedures.	3/3/2021 10:08 AM
8	The department has changes in personnel coming with future retirements. There is also need for an additional member for the department.	3/2/2021 9:52 AM
9	Staff is underappreciated, and taken for granted, by the KCC community. The job is difficult and made more so when it does not receive support. The rub comes when the KCC community tries to do things that are not legal, within procedures, or accounting practices.	3/1/2021 3:12 PM
10	Would likely benefit from additional staffing/capacity. Working through challenges of integrated systems upgrades, more flexibility, updated technologies (i.e. from multiple layers of excel sheets), and sustainability/ maintaining institutional knowledge during transition (i.e. retirements). Could face future challenges of recruitment/ retention of qualified staff (noting a recently posted City of Klamath Falls Payroll Accountant indicates a starting salary range of 54k of up to 75k DOE).	2/27/2021 1:55 PM
11	Need additional systems and staff	2/26/2021 5:02 PM
12	The department is far too lean, and staffing is insufficient to allow for changes that would make it run more smoothly.	2/26/2021 4:40 PM
13	Staff is overworked.	2/22/2021 6:01 AM

Q13 Please make recommendations for department improvement.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Employee training, cross-training, and helping them find a work/life balance if one doesn't exist.	4/1/2021 9:28 AM
2	Provide more staff for the Business Office, due to retirements and the expansion of business services, accounting and reporting for the college, this department needs more staff to provide timely service and depth to complete the necessary work of the department.	3/29/2021 2:29 PM
3	Compare business office staffing with other institutions of like size - adjust accordingly. Continue to identify areas for improved efficiency - sounds like this is already occurring. Compare JD from other institutions, including VP of Admin. Services to determine level of involvement in small colleges.	3/10/2021 1:48 PM
4	Look in to hiring more staff if/when the budget allows.	3/10/2021 11:12 AM
5	Give this important department the staff and budget needed to achieve its goals	3/8/2021 12:49 PM
6	Stay on the new planning and implementation track.	3/5/2021 9:30 AM
7	Survey the staff in the business office to provided more detailed information regarding the day to day operations and program strengths and weaknesses.	3/3/2021 10:08 AM
8	Proceed with the plan in place: hire an additional member to the department, cross train personnel and prepare for the upcoming retirements.	3/2/2021 9:52 AM
9	Department should have the final say in any software chosen. Evaluation of staff responsibilities and work load is needed.	3/1/2021 3:12 PM
10	Additional linkage in departmental goals to KCC Strategic Initiatives (think short/mid/long term). Professional Development goals could be enhanced around desired certifications, ideal skills capacity. Explore additional opportunities for cross campus interaction (example: updated electronic invoice submission training at a departmental Teams meeting or other governance committee meeting like Workforce)	2/27/2021 1:55 PM
11	Just keep swimming- be proud of the goals you have obtained!	2/26/2021 5:02 PM
12	The department should request another employee immediately.	2/26/2021 4:40 PM
13	Hire more staff. Reorganize and reassign tasks. Cross train personnel so department has redundancies in case of personnel loss.	2/22/2021 6:01 AM

Q14 Please enter your name.

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	David Edgell	4/1/2021 9:28 AM
2	Jo Cochran	3/29/2021 2:29 PM
3	Allison Marie Sansom	3/10/2021 1:48 PM
4	Ian Kautzman	3/10/2021 11:12 AM
5	Janice Silvestri	3/8/2021 12:49 PM
6	Charles Massie	3/5/2021 9:30 AM

Business Office Department Program Review Feedback

7	Jamie Jennings	3/3/2021 10:08 AM
8	Holly Owens	3/2/2021 9:52 AM
9	Mike Homfeldt	3/1/2021 3:12 PM
10	Peter Lawson	2/27/2021 1:55 PM
11	Tricia	2/26/2021 5:02 PM
12	Jeanne LaHaie	2/26/2021 4:40 PM
13	Rick Ball	2/22/2021 6:01 AM