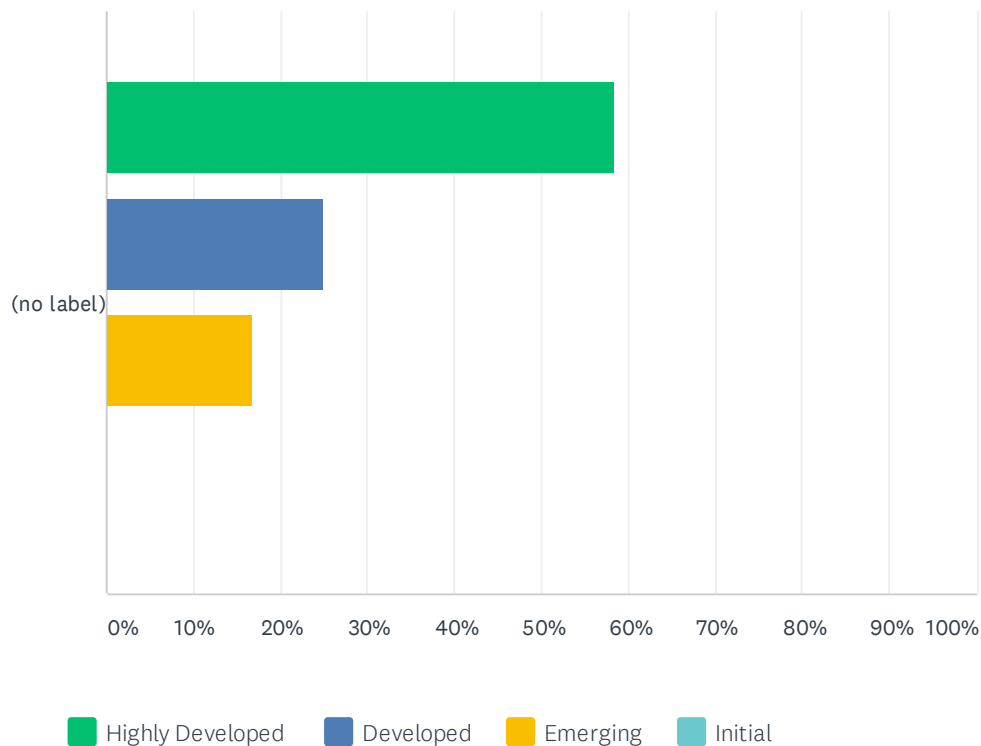


**Q1 SUPPORT OF THE COLLEGE MISSION** Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection 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: 12 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	58.33%	25.00%	16.67%	0.00%	12	3.42
	7	3	2	0		

## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	The college mission includes Community Education. Any and all KCC students regardless if they are taking courses for academic credit should be served by "Student Services", particularly when or if the department becomes fully staffed.	11/10/2020 11:57 AM
2	Considering the changes in the last year, they have adapted admirably to support the college's mission.	11/9/2020 11:18 AM
3	Goals and activities are clearly aligned with the mission.	11/6/2020 10:28 AM
4	First contact is important and Student Services does an amazing job connecting with the students and helping them achieve their goals.	11/6/2020 9:16 AM
5	The Student Services Department is adaptable in providing a wide range of high-impact and vital supports for all of KCC's students.	11/3/2020 5:02 PM
6	1D Maybe I'm off base. I am more interested in number of visits / interactions per day, numbers that attend orientation, some of your involvement events, and how often you connect with students. Retention efforts etc.	11/2/2020 4:23 PM
7	A clear plan detailing a range of goals into action items.	10/26/2020 2:59 PM

**Q2 ACCOMPLISHMENTS IN ACHIEVING STRATEGIC GOALS**

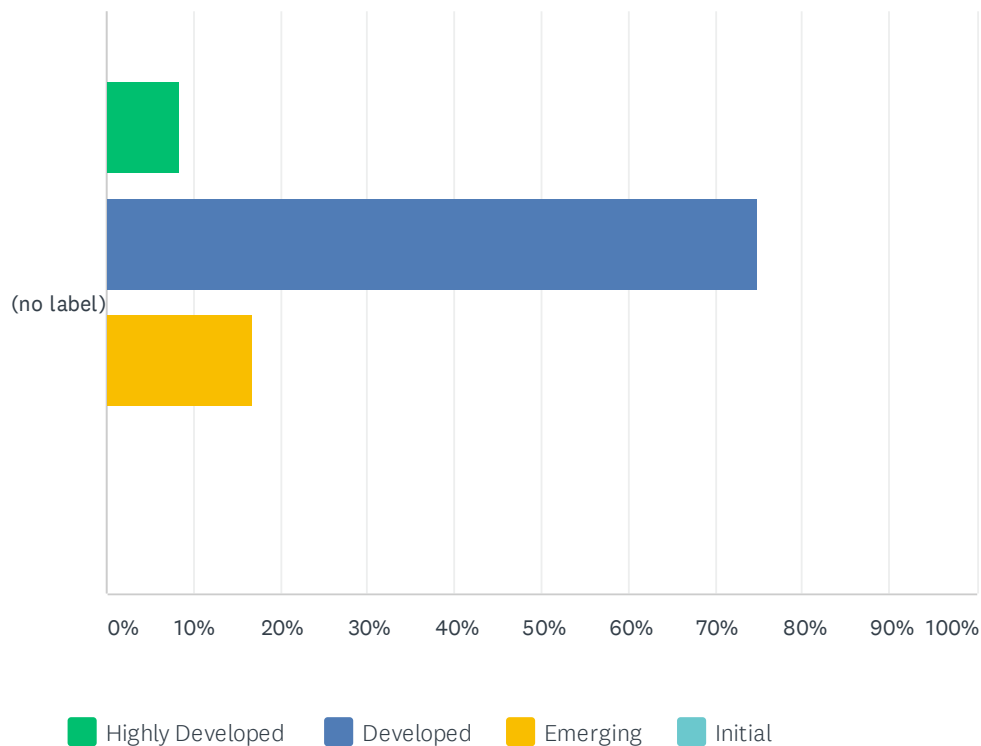
**Highly Developed:** Exhibits ongoing and systematic evidence of goal achievement.

**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: 12 Skipped: 0



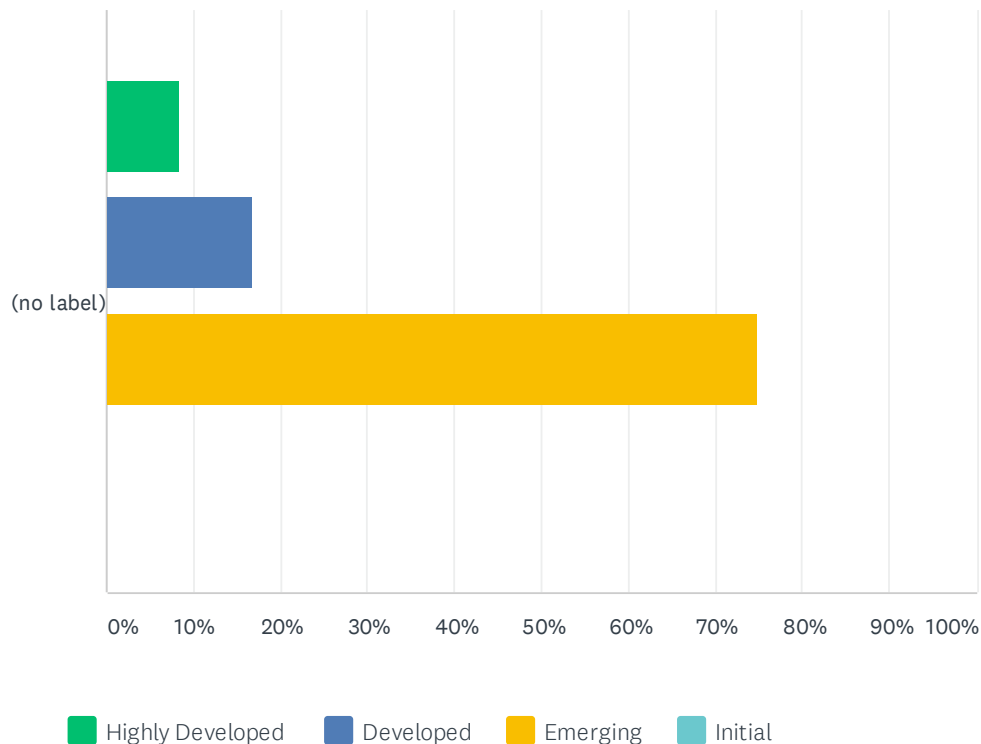
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	75.00%	16.67%	0.00%	12	2.92
	1	9	2	0		

## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	This area was generalized. Where did we start and what is the annual goal for achievement? I appreciate the sentiment that the goals will never be fully actualized, more actual metrics should be utilized to demonstrate progress or lack thereof. How many of the "action items" were actually implemented?	11/10/2020 11:57 AM
2	Great move to holistic advising and teaching students how to increase their own academic planning skills.	11/9/2020 11:18 AM
3	Developed and moving to highly developed. The Students Services team has been transitioning from an advising model of Academic focus and transactional to holistic and relational. This transition is proceeding on pace it seems.	11/6/2020 10:28 AM
4	Glad to see Divisional VP and Leadership involved in the Title III/Student Career Success efforts-it feels like there should be a LOT of overlap with that effort and Goal 2 of the department's strategic efforts (holistic planning)	11/4/2020 11:45 AM
5	Implementation of best practices from training, along with developing new ways of counseling and communicating with students is proving effective.	11/3/2020 5:02 PM
6	Goals are clear. 2B needs to be clearer on what is working and where struggle and plan lies.	11/2/2020 4:23 PM
7	Goals are ongoing, some percentage increases have been met. Goals are stated in a way that there isn't really an end point, just a measure of progress.	10/26/2020 2:59 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: 12   Skipped: 0



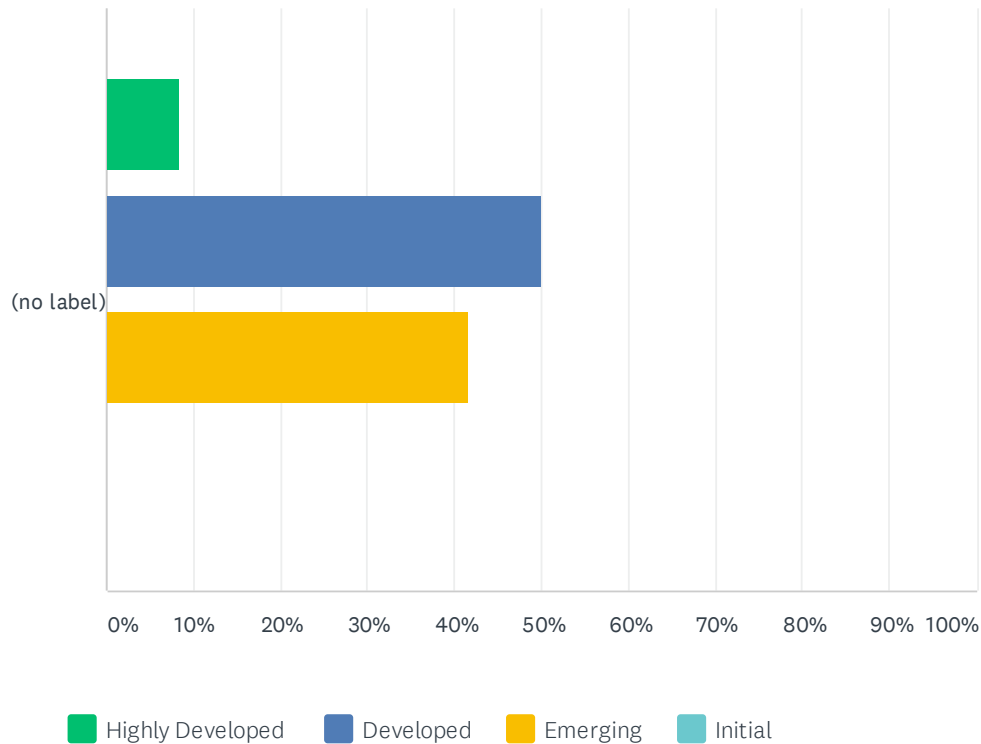
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	16.67%	75.00%	0.00%	12	2.33
	1	2	9	0		

## Non-Instructional Department Review: Student Services

#	OTHER (PLEASE SPECIFY)	DATE
1	There are positions that need to be hired, in particular for student advising. The department has a plan for hiring, it seems retention is the issue.	11/13/2020 3:45 PM
2	The department has been running understaffed according to the organizational chart. Either fully fund the department or reconsider the organizational chart and work required of the department.	11/10/2020 11:57 AM
3	Employee recruitment and retention is a recognized problem in this department at every level.	11/9/2020 11:18 AM
4	I think this is "Emerging" as KCC adjusts to the pandemic reality of a mixed bag of budget concerns, additional student barriers, and changing focuses. I believe the VP of Student Affairs has identified the weaknesses and has a plan to respond as KCC works through the issues.	11/6/2020 10:28 AM
5	Due to Covid 19 and the loss of key personnel, there has been an experience of bottlenecks during registration time. This will be resolved after reps are hired .	11/6/2020 9:16 AM
6	The need to fill vacant positions (and add new?) is evident. Long term staff sustainability/retention may be an added focus area in addition to the student focused elements	11/4/2020 11:45 AM
7	Filling vacant positions is critical at this point.	11/4/2020 8:57 AM
8	This is a department both in organizational transition, and coping with ongoing changes due to Covid-19 restrictions. Consideration by administration should be taken as to how best to staff this department in order to meet the ever-important needs of the students and inspire longevity in staff to reduce turnover while providing for personal and professional growth.	11/3/2020 5:02 PM
9	The change of adding a Director should be noted and explained. Maybe the reasoning behind that and reasons and expectations. I don't think you have addressed the open positions fully.	11/2/2020 4:23 PM
10	It is urgent to hire additional advisors. New advisors have a learning curve and can't take the full load initially. They also have a heavy dependence on the experienced advisors, which takes time from them. So, it is urgent to get new people in as soon as possible.	10/26/2020 2:59 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: 12 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	50.00%	41.67%	0.00%		
	1	6	5	0	12	2.67

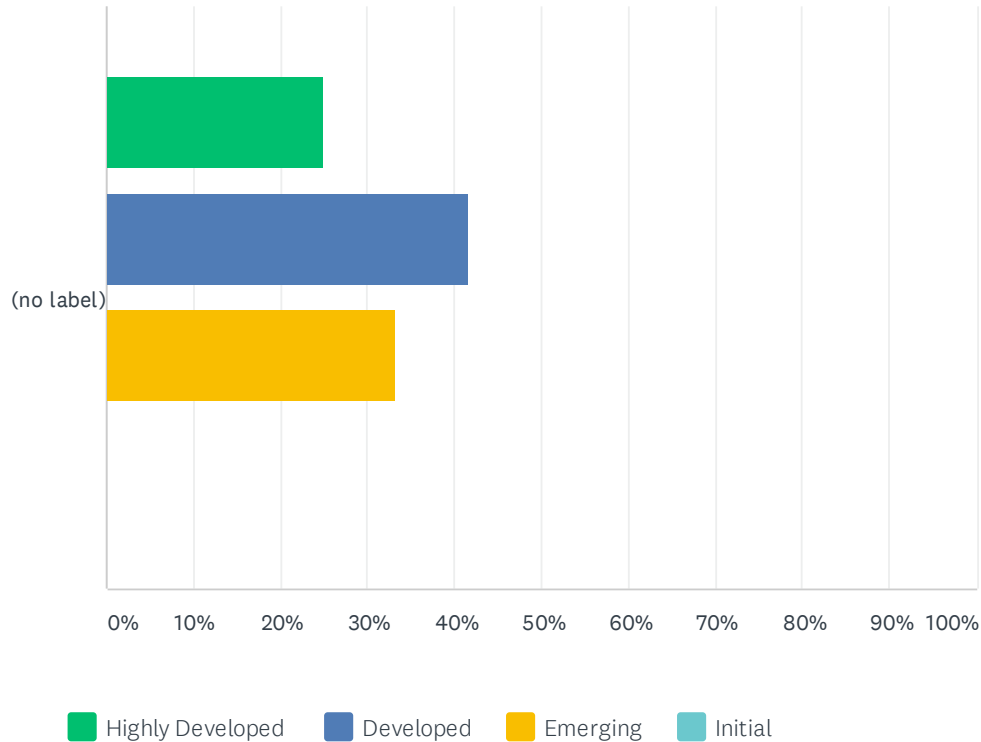
## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	Since holistic advising in the aim (Goal #1), I would recommend more focused professional development to train the student success reps on that model of advising. A training manual for new advisors is a great idea, and the good news is it is in process.	11/10/2020 11:57 AM
2	PD is always an issue when a busy department is understaffed. Please utilize online PD through LinkedIn and other sources.	11/9/2020 11:18 AM
3	Impacted by the pandemic but still an effective staff development plan in place. I am very supportive of developing a reference training manual and think this project should be fully supported with needed resources.	11/6/2020 10:28 AM
4	Dept. is doing what it can...seems like there are additional opportunities to "reboot" one on one check ins, cross campus training/informational sessions, and better coordinate onboarding processes with HR. Understanding that Covid19 is severely limiting, it would also be good to identify specific conferences, assigned LinkedIn training modules, etc.	11/4/2020 11:45 AM
5	Weekly team meetings and NACADA demonstrate excellent ongoing professional development.	11/4/2020 8:57 AM
6	Pre-Covid staff development was very supportive. As suggested in the review, a Covid-era solution for inspirational team meetings and performance meetings should be developed and adopted. Finalization of the training manual, with staff supports should be a high priority. It will provide better services for our students, reduce stress for staff, lower frustration, and boost both accuracy and productivity.	11/3/2020 5:02 PM
7	Good plan to evaluate and create training since the department has turnover. Maybe additional info on what NACADA training brings to the table.	11/2/2020 4:23 PM
8	Jenzabar training manual is not available, which is the major tool for students and advisors for registration. I am also aware that the disability coordinator was not able to attend the national conference, which is a major source of information and updates.	10/26/2020 2:59 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: 12   Skipped: 0



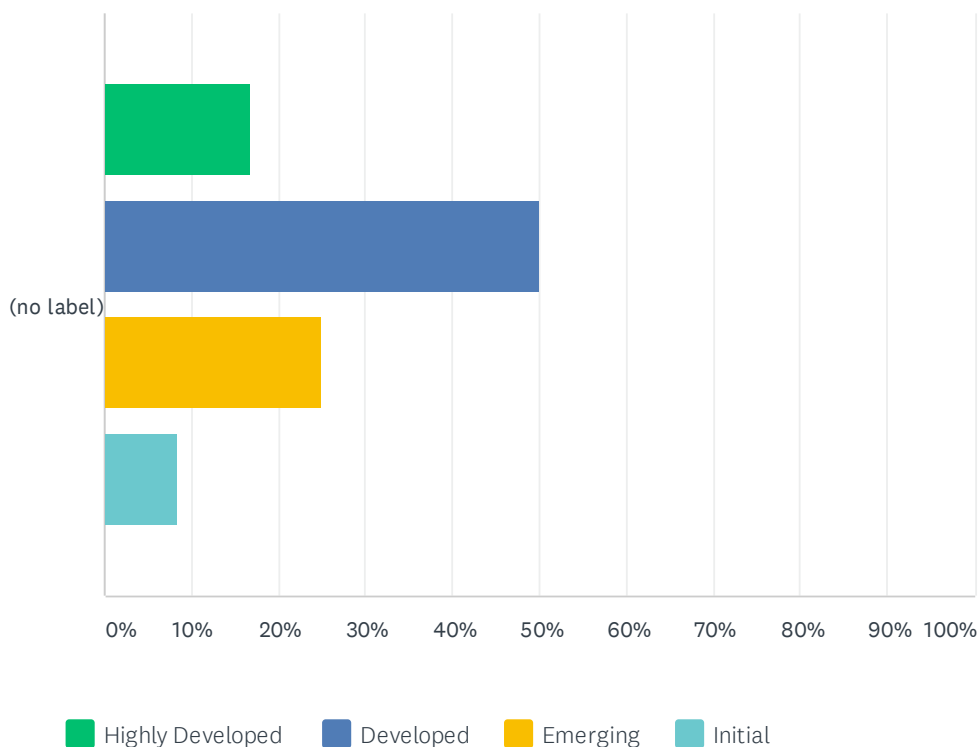
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	25.00%	41.67%	33.33%	0.00%		
	3	5	4	0	12	2.92

## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	Perfect set -up to assist students to become more self-sufficient with registration. Computers for student use with 1:1 guidance for registration are available and should be heavily utilized with the goal of assisting students to become more self-sufficient with the registration process. Perhaps after receiving advisement from a Student Success Rep, student workers can assist to teach fellow students how to register themselves.	11/10/2020 11:57 AM
2	We all thought thought this issue was fixed with the move to Founder's Hall and then COVID 19 happened. Lots of balancing ahead.	11/6/2020 10:28 AM
3	Interesting feedback during the meeting. Covid 19 made a definite impact in understanding the space and its functionality.	11/6/2020 9:16 AM
4	Although COVID is currently causing some issues, normally, this area is highly developed.	11/4/2020 8:57 AM
5	As this department is in transition from both the effects of Covid-19, and changes in staffing, modifications in facilities should be a priority. Appropriate facilities provide an excellent first impression of KCC for new students, superior student services and a high level of student confidentiality.	11/3/2020 5:02 PM
6	You addressed covid modifications, but didn't give feedback on anything else.	11/2/2020 4:23 PM
7	All staff have laptops, and are able to work at the office and remotely.	10/26/2020 2:59 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: 12 Skipped: 0

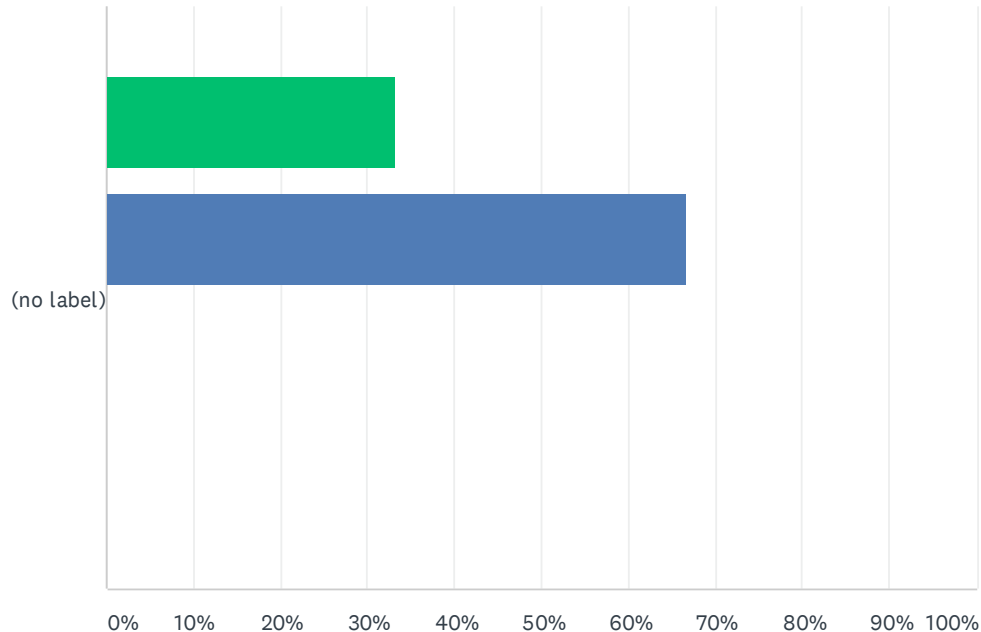


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	16.67%	50.00%	25.00%	8.33%	12	2.75
	2	6	3	1		

#	FEEDBACK:	DATE
1	Either fully fund the department or reconsider the organizational chart. Perhaps utilizing budgeted funds in alternate formats might also lead to strengthening systems, i.e. do we need 2 employees in students life/first year experience while we are down two Student Success Reps?	11/10/2020 11:57 AM
2	A couple challenges are identified in the review but for the most part the division is functioning well with the current restraints.	11/6/2020 10:28 AM
3	Setting and achieving a goal for budgeting stability – both in long-term software and supply needs, and in staffing – would strengthen this department's ability to provide excellent customer service to our students, with the corollary effects of increasing enrollment, retention, engagement and completion.	11/3/2020 5:02 PM
4	6B It looks like you lost funding for a position for FY 20 21. Is that temporary or permanent? How does that reconcile with Org Chart? Good observation on software. Seems a large software change is going to be more than 1K. So if there is a change its going to be a big hit.	11/2/2020 4:23 PM
5	Budget cuts from the state have limited the number of staff.	10/26/2020 2:59 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: 12   Skipped: 0



Highly Developed   Developed   Emerging   Initial

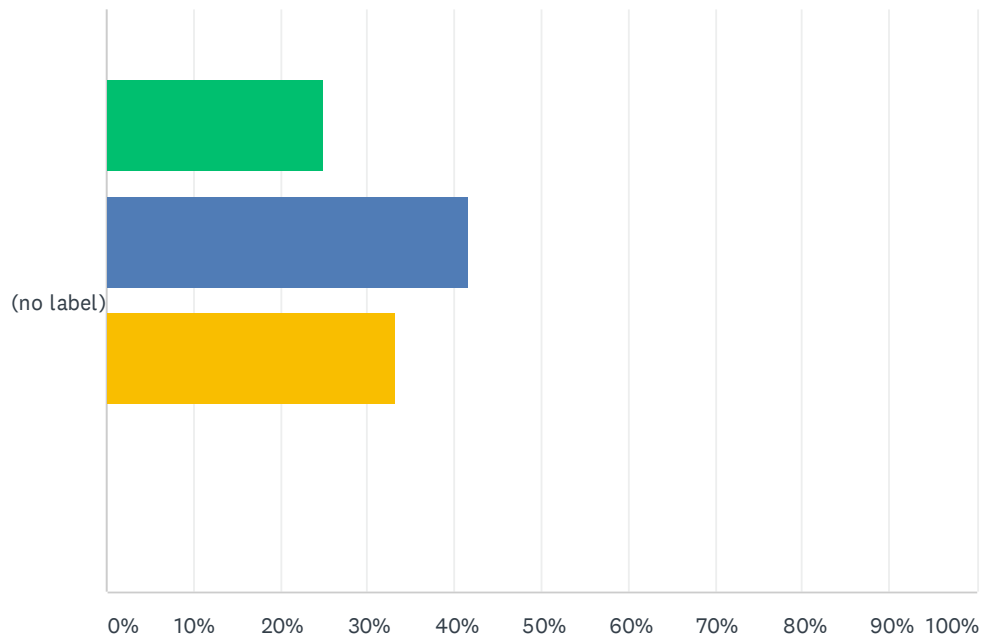
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	33.33%	66.67%	0.00%	0.00%		
	4	8	0	0	12	3.33

## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	Agree 100% with the strengths and most weaknesses. This is a department full of heart and good intention. KCC needs to work on the hire/recruitment/selection process over-all as high turnover is often mentioned in various non-academic program reviews as a source of weakness. All employees should at least meet the minimum qualifications for the position they are applying for, and wage should be commensurate with the qualifications required to do the job well. Last, a reconsideration of priorities in this department may be warranted if budget shortfalls will continue, or collaborating with other support services at KCC to spread out the workload of advising. I think it is also important to determine the leadership model for Student Services rather than continue with an interim. Big thanks to Bill Jennings for stepping up in the time of need. He, Oscar and the other employees have made good and steady progress with an understaffed department.	11/10/2020 11:57 AM
2	The review features a clear eyed view of the strengths and weaknesses. The turn over in leadership has negatively impacted the division over time and there is a need to solidify the VP position for the future. Other weaknesses and needed supports are well identified and being addressed as they can.	11/6/2020 10:28 AM
3	Great job of identifying the departments strengths and weaknesses.	11/6/2020 9:16 AM
4	The passion for students is evident and genuine. This team makes a tremendous impact every day! Consistency/stability of leadership and training/onboarding will help significantly. In terms of advising, it seems like EVERYONE on campus who has some interaction with students/provides guidance should have an element of the advising training. This would help mitigate case load, maintain the student relationship, and create a web of student intersects (Career Advisors are in line with Academic Advisors are in line with Faculty Advising are in line with ancillary program-e.g. TRIO/SNAP-advising, et al) that would seem to be a natural fit within the goals of KCC's Guided Pathways implementation efforts.	11/4/2020 11:45 AM
5	It sounds like this dynamic team is doing some of their best work – adapting, solving problems, and stepping up to challenges in order to best serve KCC's students.	11/3/2020 5:02 PM
6	7A well stated. 7B is thoughtful. If this is one of the key departments and positions then maybe staff retention and expertise is more important than an "entry level job". Continuity and highly experienced personnel need to be retained. Maybe evaluation of high turnover? Wages or ??? The receptionist is an import position. This is going to be the first person who makes contact with visitors, prospective students, students etc. They need to have a sound knowledge of KCC and systems in order to provide answers and guidance. Again, a position of importance.	11/2/2020 4:23 PM
7	There are several bi-lingual Spanish-- English staff members. The team has the students' best interest at heart and works holistically to help registration. Weaknesses: new staff need to be hired as soon as the budget allows. Training plans for on-boarding need to be organized and manuals put together so that students get professional staff help as soon as possible.	10/26/2020 2:59 PM

**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: 12 Skipped: 0



Highly Developed Developed Emerging Initial

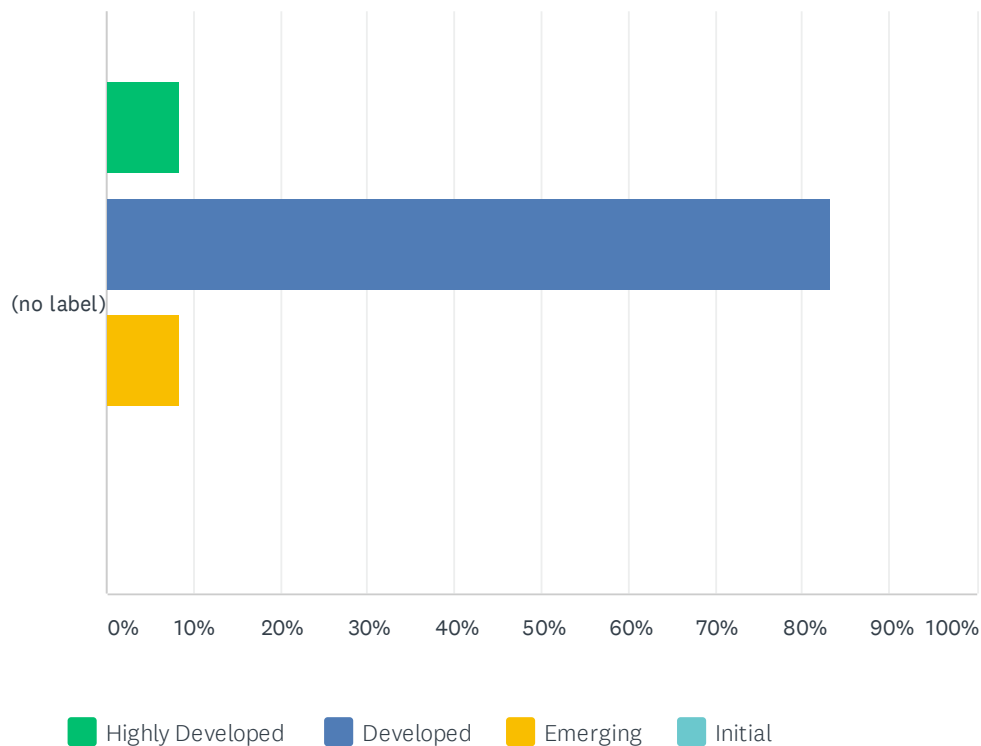
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	25.00%	41.67%	33.33%	0.00%		
	3	5	4	0	12	2.92

## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	This section explains what they have done already - which should have been documented as progress in meeting the goal established formerly ( Section 2). Are there new goals or benchmarks you wish to meet in the upcoming years?	11/10/2020 11:57 AM
2	Recent successes are supported by data and the new goals are outlined well and support the changes in advising and approach. I feel like there is a very good plan here.	11/6/2020 10:28 AM
3	Did not see new goals, just updates of previous goals.	11/6/2020 9:16 AM
4	Wondering if a section got transposed from another section? I see prior progress notes, but little (future tense) reference to FY 20.21 goals and associated metrics?	11/4/2020 11:45 AM
5	The Student Services department's new goals are excellent in scope, with student success and staff development in mind. However, new goals need to reflect a multi-year planning process (timeline) with milestones, and process for gathering data for assessment of the work completed.	11/3/2020 5:02 PM
6	The report on the current Strategic plan goals is complete. Each goal was impacted by Covid. It was important to note the impacts and difficulties. However KCC enjoyed some of the best numbers if not the best numbers in the state. That should be noted because this department did contribute to that. Since the department now has a Director it seems some new goals or measurement of existing goals needs to be revised and adjusted.	11/2/2020 4:23 PM
7	Planning is underway. Weaknesses have been identified generally, and overall it seems that new staff additions would greatly improve the ability to implement the strategies.	10/26/2020 2:59 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: 12 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	83.33%	8.33%	0.00%	12	3.00
	1	10	1	0		

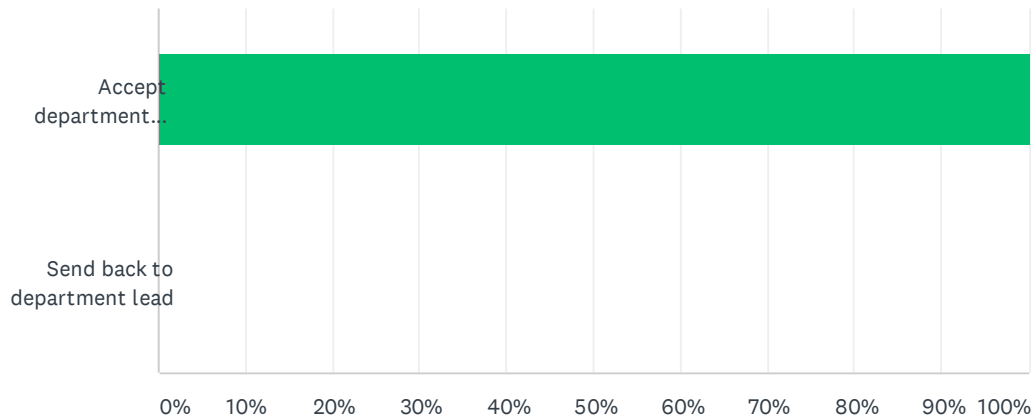


## Non-Instructional Department Review: Student Services

#	FEEDBACK:	DATE
1	I believe this department knows where it needs to go, but budget and turnover have hampered progress. With stable staffing from the top down, realistic workload and creativity and collaboration this department can realize its full potential.	11/10/2020 11:57 AM
2	Overall, there are areas with high development and challenges that are still being addressed. From my outside perspective, the division is on a good course and I expect the improvements to continue.	11/6/2020 10:28 AM
3	Its a little tough to say Developed or Emerging. There is an opportunity to evaluate the systems and focus with a hands on Director, so maybe some changes are in the works. I am concerned with staff turnover and open positions, is the department fully functional? I am not fully clear about the Advisor function. Some students are assigned to faculty and staff, others in student services. What are the pros and cons of this?	11/2/2020 4:23 PM
4	This team is short staffed and this is causing stress. Staff have a strong caring support for students and are currently doing their best to take care of all. The weaknesses are well identified. Goals are necessarily general and provide an overall direction for improvement.	10/26/2020 2:59 PM

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

Answered: 12 Skipped: 0



ANSWER CHOICES		RESPONSES	
Accept department review document		100.00%	12
Send back to department lead		0.00%	0
TOTAL			12

## Q11 Please highlight the strengths of the department.

Answered: 12    Skipped: 0

#	RESPONSES	DATE
1	Leadership and direction from the senior position.	11/19/2020 8:42 AM
2	The department has submitted a well written and supported program review while undergoing changes at the top level. While some may see this as uncertainty, the interim VP has brought clarity to the department's operations and planning.	11/13/2020 3:45 PM
3	Heart and good intentions, bilingual, dedicated and available leadership.	11/10/2020 11:57 AM
4	Service to the whole college by being the first contact for many to KCC. Providing a central resource for students.	11/9/2020 11:18 AM
5	Leadership is thoughtful and data driven. There is real teamwork taking place and everyone is mission focused and dealing with the current challenges well. A good plan to move forward is in place and developing.	11/6/2020 10:28 AM
6	Their diverse and knowledgeable team.	11/6/2020 9:16 AM
7	Staff passion for serving students and resiliency/responsiveness through the Covid19 Pandemic and associated response has been incredible-a great example for all!	11/4/2020 11:45 AM
8	The department is extremely flexible and responds to changing needs of students.	11/4/2020 8:57 AM
9	The department is motivated to enact informed and effective change in the interest of KCC students' success.	11/3/2020 5:02 PM
10	Committed Director. Covid response was strong, resulting in strong retention and registration.	11/2/2020 4:23 PM
11	Dedicated hardworking staff. Clear overall goals, which cover a range of issues. Well identified needs for improvement.	10/26/2020 2:59 PM
12	Dedicated, service orientated staff	10/22/2020 7:43 AM

## Q12 Please outline weaknesses of the department.

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	Communications	11/19/2020 8:42 AM
2	The weakness of the department at this time really is in the turnover rate of the student services representatives. These positions are integral to the functioning of the college and to student success.	11/13/2020 3:45 PM
3	Turnover, training, consistent understanding of job responsibilities, potentially an unrealistic workload.	11/10/2020 11:57 AM
4	Personnel - finding and keeping well-trained and caring personnel.	11/9/2020 11:18 AM
5	Staff reductions are impacting work and responsiveness at times. The reorganization is taking hold but it looks like more time is needed to fulfill the goals of the restructuring.	11/6/2020 10:28 AM
6	Personnel turnovers.	11/6/2020 9:16 AM
7	Significant opportunity to work on Staff retention, sustainability, and development infrastructure	11/4/2020 11:45 AM
8	Turnover - both at the leadership level and the success rep level - has been very problematic.	11/4/2020 8:57 AM
9	Developing data-driven aspects for goals could help inform effectiveness of goal-related work, and refine future efforts.	11/3/2020 5:02 PM
10	Staff, training ,and turnover seem to be a challenge. Stability in leadership.	11/2/2020 4:23 PM
11	Onboarding plan needs to be developed, and training manuals put together. Senior staff should be identified as coordinating training and as a point of contact for questions. New staff need to be hired.	10/26/2020 2:59 PM
12	Turn over which affects consistency and processes	10/22/2020 7:43 AM

## Q13 Please make recommendations for department improvement.

Answered: 12 Skipped: 0

#	RESPONSES	DATE
1	Develop communication plans internally and develop strategies to communicate with other departments effectively.	11/19/2020 8:42 AM
2	It is recommended that the department look at further approaches to retaining student services representatives. I am not fully informed on these positions but would recommend looking at: 1. Competitive compensation for the position 2. Enough levels within the position to allow for upward movement and increased employee incentive. 3. Assessing and adjusting workload to industry standard. Maybe the number of advisees each rep. has exceeds what is normal in similar positions at other Oregon community colleges. 4. Culture of the workplace. There may be some internal changes to the culture of the workplace in terms of communication, work flow, responsibilities, incentives that need to be revised or changed to empower employees more. 5. Recruiting. Maybe KCC needs to look to fill these positions in new ways. Recruiting at schools where students get degrees in fields where advisors would come from, looking at any regional or national conferences for student advising, or associations for advising etc... 6. These are entry level positions and it seems the employees see them as a place to gain experience and then leave, go back and interview some former employees and ask them what would make these positions more enticing for employees to stay and remain in. Interview people like Christina Robeaux, Sharman Blaustein and more recent folks who worked the position for more than two years. They might give some good insight. It seems the best advisors, who stay, have an investment in our students succeeding and in KCC itself even with all of the changes that happen in any given year.	11/13/2020 3:45 PM
3	Formalize the leadership structure. Advocate for fully funded department or prioritize services. Work smarter, not harder - explore ways to share the advising load. Hire right, pay right, train right, and retain.	11/10/2020 11:57 AM
4	Find a full-time receptionist for the college.	11/9/2020 11:18 AM
5	I have no recommendations for improvements but do offer "stay the course" as my advice.	11/6/2020 10:28 AM
6	No recommendations at this time. Student Services is an essential department and are doing a great job.	11/6/2020 9:16 AM
7	I would encourage re-implementation (maybe with some adaptation) of cross departmental information sharing, more specifics in professional development structuring, and to update/provide committee with 20.21 goals/metrics.	11/4/2020 11:45 AM
8	Working toward stability and getting all positions hired should be a priority.	11/4/2020 8:57 AM
9	An appropriate level of department staffing to serve KCC's students should be analyzed, as well as ways to encourage longevity (for the benefit of institutional knowledge in serving KCC's students) for the front desk receptionist, usually the first staff member representing KCC that a student meets.	11/3/2020 5:02 PM
10	I think the department would benefit from an evaluation of "how it does business" and what works and what needs adjustment. That will take some time.	11/2/2020 4:23 PM
11	Hire new staff as soon as possible. Appoint the Senior staff member to organize the onboarding process.	10/26/2020 2:59 PM
12	Stabilize the staffing and develop advising procedures that maintain quality advising when faculty is not on contract	10/22/2020 7:43 AM

## Q14 Please enter your name.

Answered: 12   Skipped: 0

#	RESPONSES	DATE
1	Tracy Heap	11/19/2020 8:42 AM
2	Jo W. Cochran	11/13/2020 3:45 PM
3	Allison Marie Sansom	11/10/2020 11:57 AM
4	David Edgell	11/9/2020 11:18 AM
5	Charles Massie	11/6/2020 10:28 AM
6	Edis	11/6/2020 9:16 AM
7	Peter Lawson	11/4/2020 11:45 AM
8	Jeanne LaHaie	11/4/2020 8:57 AM
9	Holly Owens	11/3/2020 5:02 PM
10	Mike Homfeldt	11/2/2020 4:23 PM
11	Janice Silvestri	10/26/2020 2:59 PM
12	Rick Ball	10/22/2020 7:43 AM