



**KLAMATH**  
Community College

2022-23

Non-Instructional  
Department Review  
Veterans Services

Tracy Heap & John Appolonio

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## 1. SUPPORT OF THE COLLEGE MISSION

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

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

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

Key responsibilities within the department are as follows:

- Director of Veteran's Services – Responsible for GEM/CCAF program, Budget management, external partnership agreements, advising on and off campus veterans, admissions/registration actions for all veterans, marketing outreach, catalog approvals, compliance.
- Veteran's Representative – Responsible for advising on and off campus veterans, certifying veterans using the G.I. Bill, and admissions/registration actions for all veterans.
- Veteran's Outreach Coordinator – Responsible for outreach, marketing, advising and advocacy for all student issues.

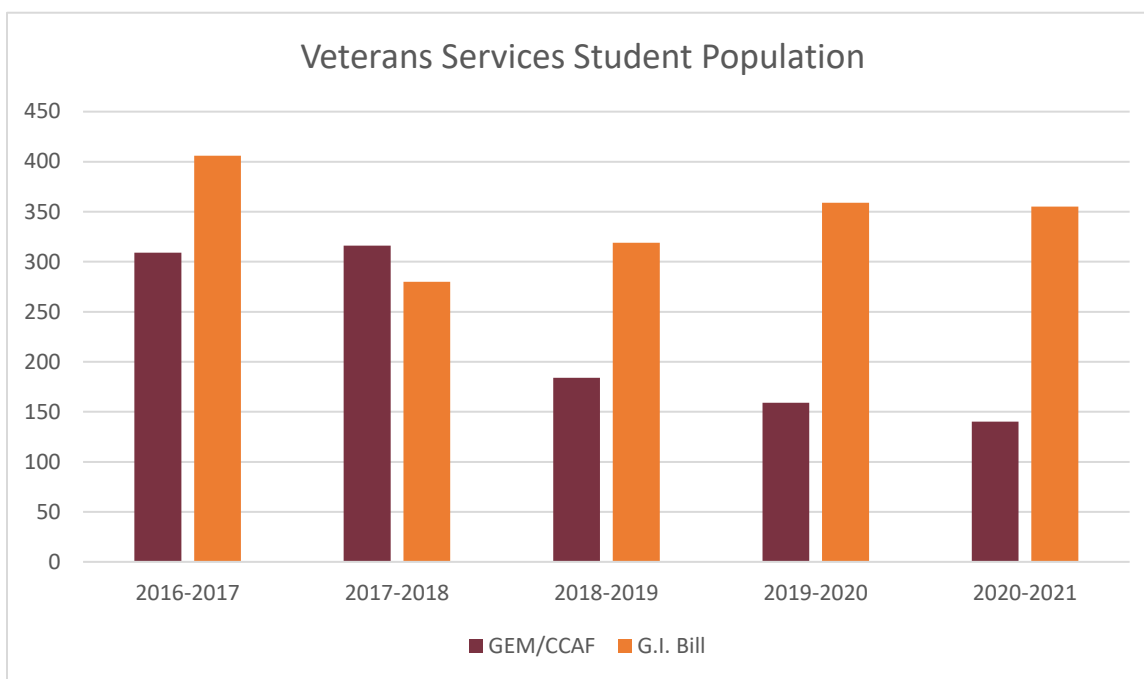
### 1B. DESCRIBE HOW THE DEPARTMENT SUPPORTS THE OVERALL MISSION OF THE COLLEGE AS ADOPTED BY THE BOARD OF EDUCATION.

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

### 1C. DESCRIBE THE POPULATION SERVED BY THE DEPARTMENT

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

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

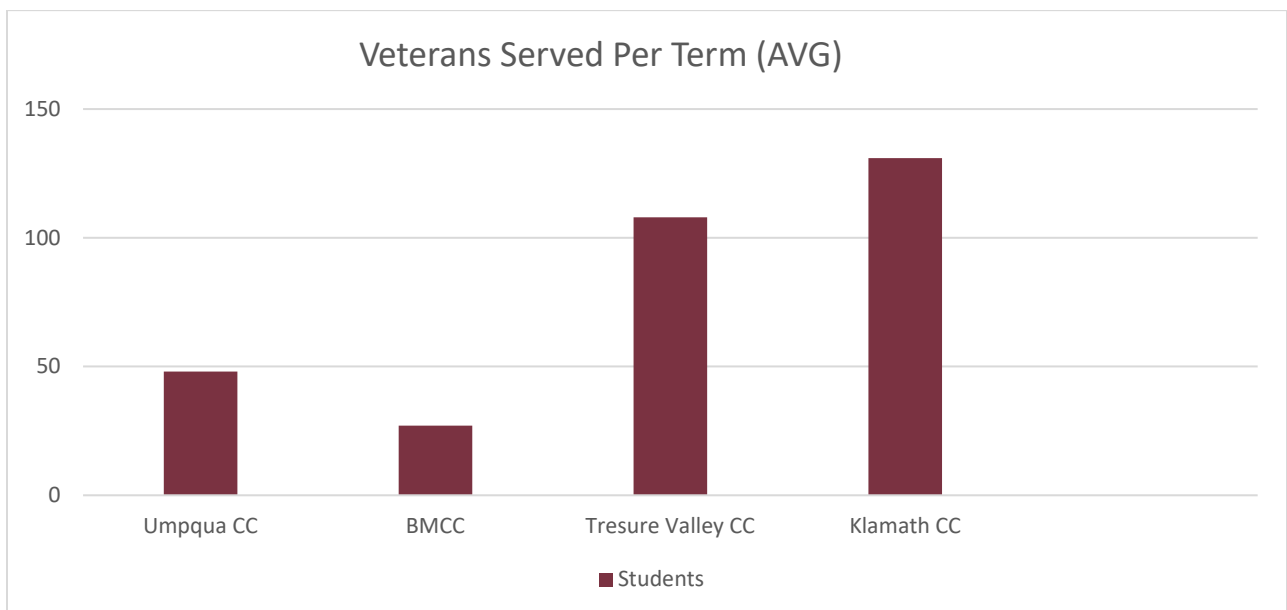
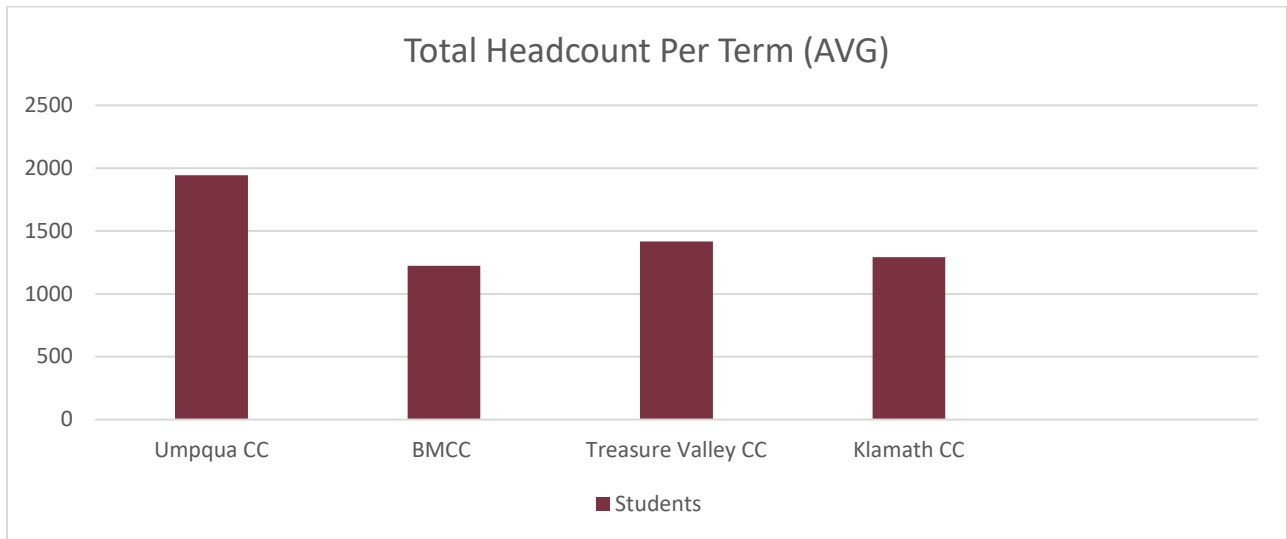


### 1D. DESCRIBE DEPARTMENT RESOURCES INCLUDING USAGE METRICS.

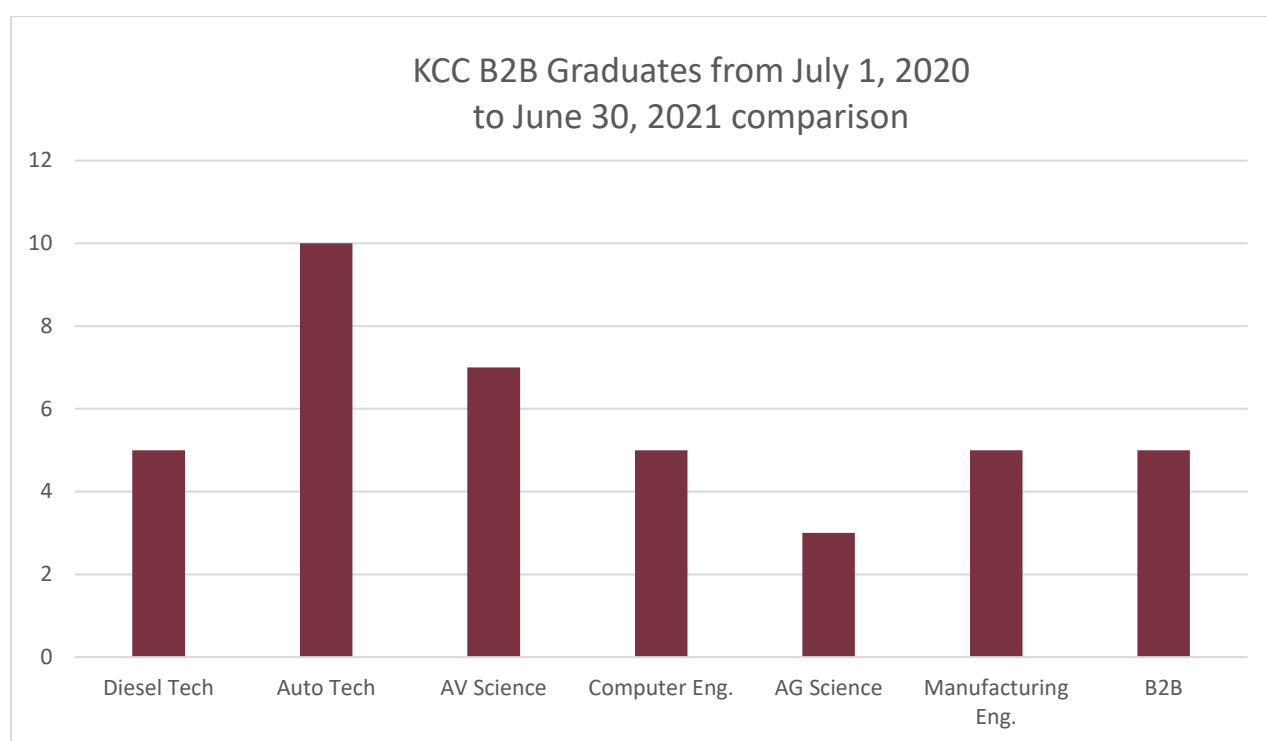
The department is basically a “one-stop shop” for veterans both in the Klamath Basin as well as the CCAF/GEM and B2B population. The department conducts admissions and registration activities as well as academic advising, academic program development, and liaises with external partners at air bases and other colleges/universities. Veterans Services is a small department historically staffed by a director, a veteran's representative (school certifying official), and intermittently, a Veterans Outreach Coordinator. The population of veterans at KCC had seen a significant increase over the course of the five years prior to the first program review. Enrollment began to decrease at the end of that five-year period due primarily to the funding model that the state of Oregon adopted for Airmen not using federal funding. Although it

is a great concept (Oregon was the last state to fund Air Guard personnel), the process has been a barrier to access.

Data obtained from school-certifying officials at Umpqua Community College, Blue Mountain Community College, and Treasure Valley Community College and IPEDS was gathered using schools with an overall enrollment comparable to Klamath Community College. These numbers are broken down as an average in the charts below. The metrics represented in the charts show that KCC serves a larger population of veterans comparable to institutions of a similar size.



As shown in the graph in section 1C “Veterans Services Student Population,” we have expanded the services from the normal G.I. Bill population of veterans to include the CCAF/GEM population of students not only in Oregon, but nationally as well. We are still working through the intricacies of how to retain CCAF/GEM students through our Base to Bachelor articulations with Eastern Oregon University and Oregon Tech. The addition of a Psychology degree with EOU and adding Oregon Tech as a partner have helped, but we would like to expand offerings to current partners and possibly add additional partner schools. We feel like the B2B program is holding up fairly well considering that the bulk of the work done on developing, partnering, marketing and recruiting for these degrees has been done through the department and has possibly not received the attention that other traditional programs typically do. To expand any further we feel like it will need a more invested interest by the college.



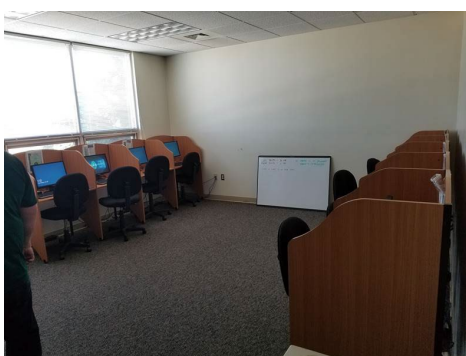
In addition to processing admissions applications, academic advising, registration and outreach, the department is proactive in assisting students financially by purchasing course materials for both GEMS/CCAF courses and textbooks, and access codes for other classes taken here. Over the course of the most recent ODVA grant’s life, we purchased \$15,449.00 in access codes/books for 147 students.

## 2. DEPARTMENT MISSION/GOALS AND LINK TO STRATEGIC PLAN

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

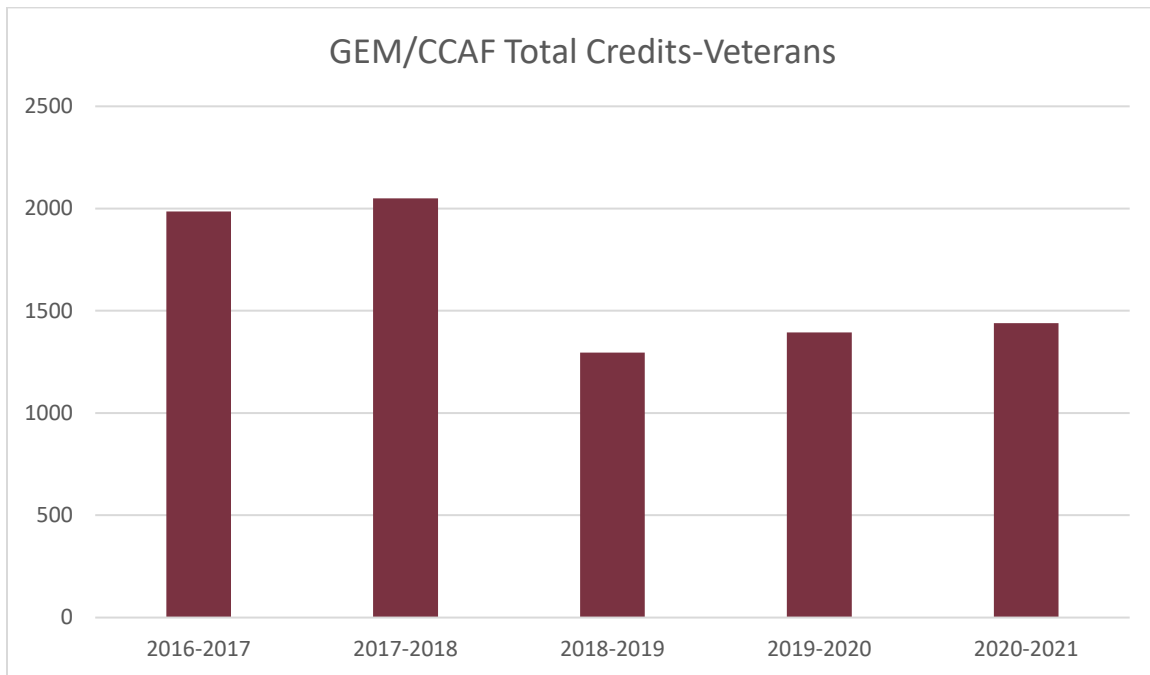
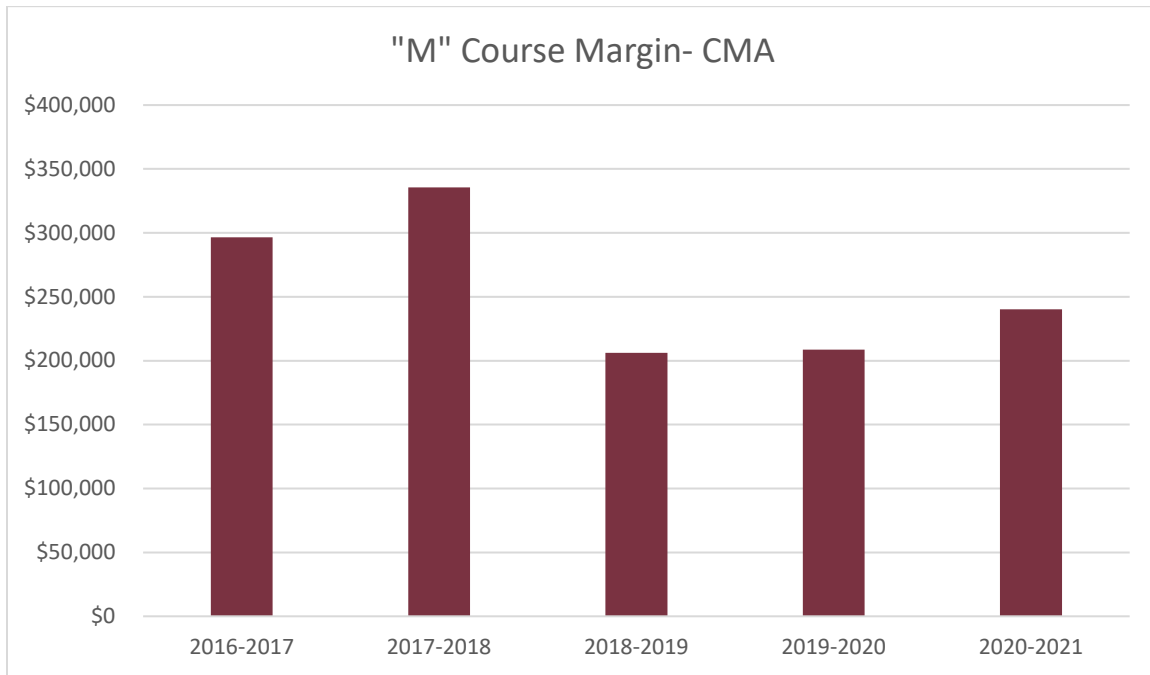
One of the goals from the previous program review's action plan was to establish a separate Veteran's Resource Center on campus. The college provided a 638 square foot space in Founders Hall as the designated space for the resource center. Veterans Services provided in excess of \$18,000 from an Oregon Department of Veterans Affairs (ODVA) grant to purchase all of the furniture, computers and printers in the center, thereby saving funds earmarked for the center to be re-allocated to other projects in the "new construction" done at that time. Grant funding was also used to hire a .5 position as the Veterans Outreach Coordinator. Other funding was used to establish a book lending library that has saved students on campus thousands of dollars.

Veterans Services proposed the goals of strengthening and expanding partnerships with both Oregon Air National Guard units (the 173<sup>rd</sup> Fighter Wing and the 142<sup>nd</sup> Wing) as well as the partnership with Eastern Oregon University, and developing new partnerships with other colleges/universities. Along those lines, the department has re-established contact with the command groups at both Kingsley Field and Portland. Veteran's Services was granted a space at the Family Readiness center at Kingsley field for the purpose of advising/enrollment visits. We also have helped develop a testing center at the 142<sup>nd</sup> Wing in Portland for the purpose of administering CLEP testing and advising visits. The pictures included here were taken when the testing/advising center was being set up.



The goal to increase enrollment in both the Base to Bachelor's (B2B) and GEM/CCAF courses has not improved as we projected that it would. Due to the change in command leadership at both bases, the relationship we had with those units was lost. We have only re-established those relationships as of 2021 with the current command teams at the time of this report. Although we continued to enroll students regularly at both locations, the lack of a cohesive partnership with those units certainly affected our enrollment negatively. In addition, both units had to completely revamp the process for enrollment in and funding for college courses. The program is a state funded tuition assistance program that has unfortunately been a barrier to access for not only KCC but also all schools in the state. The process is not intuitive and the state and the units have not done a good job of educating the Airmen how to navigate the process. Obviously COVID has had a negative effect on all Oregon colleges/universities of any demographic sampling. Extensive deployments for firefighting and hospital support along with the unit's real-world deployments have added to the enrollment issues. Since re-establishing our relationships with both units our enrollment has started to see some modest improvement as shown in the graphs below.





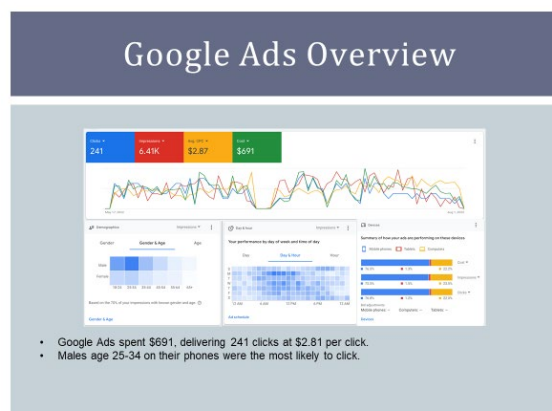
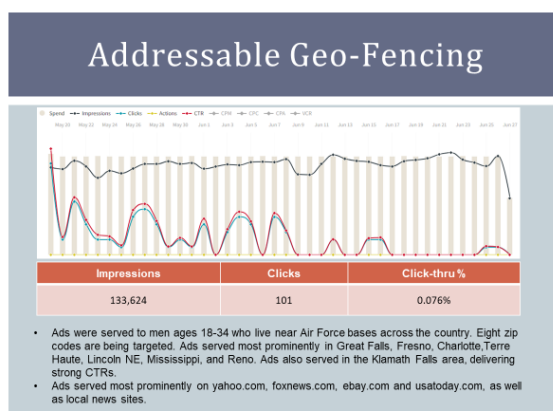
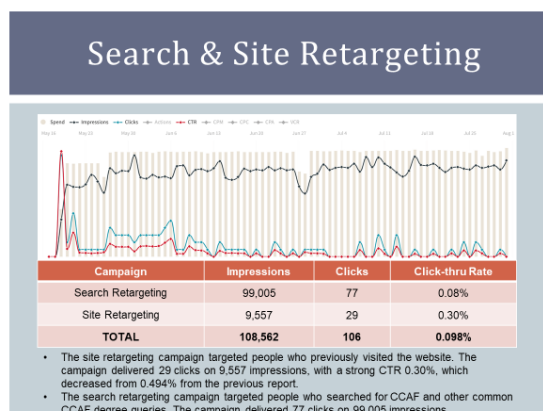
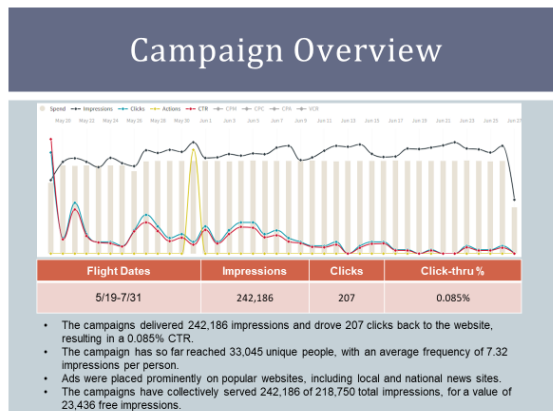
Another goal that was set by the department was to continue to be awarded the “Military Friendly” designation. We met this goal for the 2022-2023 cycle with a “Gold” designation, which is our highest award designation to date. KCC has been awarded the “MF” designation 10 years in a row. KCC was also designated a “Military Friendly Spouse School” for the 2022-2023 cycle.

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

☒ Yes

☒ No

The department has had mixed success in meeting its goals as set forth under the previous action plan. We continue to explore marketing efforts to support our goal to increase veteran enrollment. We have collaborated with KCC's Marketing Department and Royle Media Marketing on a campaign that targets bases through Geo-Fencing where we have had previous enrollment successes. The campaign has had moderate success as of this writing. Examples of the feedback from the campaign are below:



The Department has also made advising visits to Kingsley Field over the past year and will add Portland to the on-site advising schedule for the current catalog year. We hope that access to the new testing

center will also encourage Airmen to continue on from their GEM/CCAF courses and continue with the Base to Bachelor's Degree.

The Outreach Coordinator position continues to be a great resource for enrollment goals as well as student advocacy and success. Calling campaigns, hard copy marketing material mail outs and information to prospective students through that office have been productive. The outreach coordinator is also involved in the early-alert process with information and guidance on strategies to improve student success. This person also assists in the certifying process that funds veteran students through the G.I. Bill.

Veterans Services will continue to do term-by-term calling campaigns, text messaging, and hard copy marketing information sent to base education centers at both Air National Guard bases and active duty bases. Flyers and word of mouth have historically accounted for the majority of our GEM/CCAF enrollment

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 **KLAMATH**  
Community College

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# Base to Bachelor's

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Transfer your credits to FDU – offered 100% online, hybrid, or on campus – and graduate in as little as two years!

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\*Optimized 60 credits may apply for a three degree (CCAF, AGS, BEd)

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# Keep it simple, student!

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**No placement TESTS, NO hidden FEES, Minimal Book Costs**

Fall 2021	Winter 2022	Spring 2022	Summer 2022
01/27/2021 - 04/13/2021	1/18/22 - 4/1/22	3/28/22 - 6/11/22	6/21/22 - 9/4/22
FTS100M101	410122-362L	411122-362E	FTS100M101
FTS100M102	410122-362L	411122-362E	FTS100M102
FTS101G101	908111-610E	912081-610E	FTS111G101
FTS101G102	912081-610E	912081-610E	FTS111G102
FTS102G101	912081-610E	912081-610E	FTS112G101
FTS102G102	912081-610E	912081-610E	FTS112G102
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FTS124G101	912081-610E	912081-610E	FTS134G101
FTS124G102	912081-610E	912081-610E	FTS134G102
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FTS125G102	912081-610E	912081-610E	FTS135G102
FTS126G101	912081-610E	912081-610E	FTS136G101

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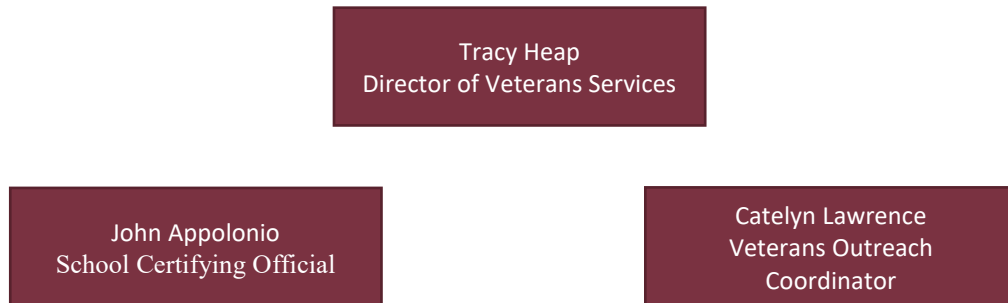
**Finishing Your CCAF Math Requirement Doesn't Have to Feel Like This!**

**CCAF**  
Community College of Air Force

**Klamath Community College**

### 3. PERSONNEL SUMMARY

#### 3A. PROVIDE AN ORGANIZATIONAL CHART OF THE DEPARTMENT.



**Director of Veteran's Services** – Responsible for GEM/CCAF program, Budget management, advising on and off campus veterans, admissions/registration actions for all veterans, marketing outreach, catalog approvals, compliance.

**Veteran's School Certifying Official** – Responsible for advising on and off campus veterans, certifying veterans using the G.I. Bill, and admissions/registration actions for all veterans.

**Veteran's Outreach Coordinator** – Responsible for marketing outreach to current and potential airbase markets, calling campaigns for enrollment management, early alert outreach, book lending library management.

This position has been funded through ODVA grant funding, however in 2022 the request was denied due to state budgetary concerns. It is currently being funded by the school, but we will continue to request funding through the ODVA grant. If the request is not granted on the next grant cycle, we will request funding through the budget process at KCC.

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

☒ Yes

☐ No

☐ Somewhat

**Director of Veteran's Services** – Responsible for GEM/CCAF program, Budget management, advising on and off campus veterans, admissions/registration actions for all veterans, marketing outreach, catalog approvals, compliance.

**Veteran's School Certifying Official** – Responsible for advising on and off campus veterans, certifying veterans using the G.I. Bill, and admissions/registration actions for all veterans.

**Veteran's Outreach Coordinator** – Responsible for marketing outreach to current and potential airbase markets, calling campaigns for enrollment management, early alert outreach, book lending library management.

This position has historically been funded by ODVA grant funding but is currently being funded by the school on the Student Affairs budget.

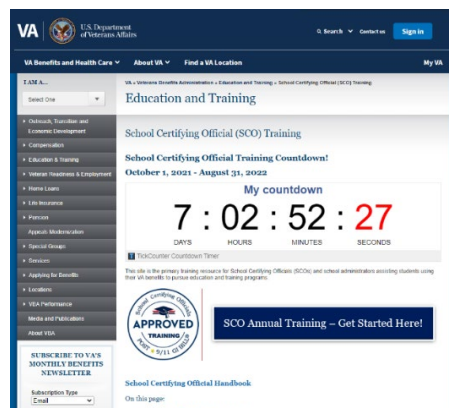
### 3C. DESCRIBE ORGANIZATIONAL CHANGES THAT WILL IMPROVE DEPARTMENT PERFORMANCE, PROVIDE TIMELINESS FOR THE ACHIEVEMENT OF SUCH CHANGES, AND DESCRIBE MEASURES THAT WILL ASSESS THE EFFECTIVENESS OF SUCH CHANGES.

We do not anticipate any changes in the organizational structure at this time. As mentioned in the previous section, we would like to continue to fund the Outreach Coordinator position either by ODVA funds or Student Affairs funding.

## 4. STAFF DEVELOPMENT

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

Both the Director of Veterans Services and the School Certifying Official (SCO) are required to take training modules in the SCO training of training annually to be certified to carry out the SCO duties at the school. These modules are both general for all schools that cover VA compliance, VA audits, certifying students in the VAONCE and also school specific, that covers schools with flight programs and other special programs. KCC is required to do both categories of classes.



Additionally, Veterans Services attends monthly “VA Office Hours” that covers both SCO training and updates to legislation that affects veterans’ benefits. The example below was for the July 2022 office hours meeting that covered legislative changes as well as changes to VA policies and procedures.



Dear Certifying Officials,

👋

Thank you for joining our July Office Hours where we reviewed and discussed the Rounding Out Policy, Tuition & Fairness for Survivors Act of 2021, Section 3 REMOTE Act Update/ Section 1009, DGIB Updates, and SCO Annual Training Requirements.

👋

During the series, we referenced several resources created to support your understanding of the changes and communicate information to beneficiaries. Below, you will find a summary of hyperlinked resources outlined during the sessions.

👋

#### July Office Hours

👋

All the information shared during July Office Hours can be found in the [presentation](#). As a reminder, you can obtain credit for attending July Office Hours in the [SCO Training Portal](#). If you received this as a forwarded message, please sign up for the [GovDelivery subscription](#) to receive future announcements directly to your inbox. Please ensure that you subscribe to the EDU School Certifying Officials topic.



Finally, the Education Liaison Representative (ELR) for the VA for the state of Oregon and the State Approving Authority (SAA), who is the liaison for HECC/Oregon to the VA, organize conferences annually to cover the annual training as well as any updates to Oregon Department of Veterans Affairs (ODVA) policies, procedures and general information such as ODVA grants. Over the last 5 years Veterans Services has attended 3 of those conferences, but they have not been offered since the pandemic. The department has also met with the ELR for Aviation specific conferences in order to discuss update VA policy for flight schools.

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

The department would like to attend a National SCO Conference (WAVES – Western Association of Veterans Education Specialists) which we feel may be beneficial to the department in terms of professional development, industry standards exploring best practices on a national scale, and to network with other institutions and explore possible partnership opportunities with other colleges and universities. We have attended Oregon conferences which have state ELR and SAA centered agendas but have not attended a national WAVES conference.

## 5. FACILITIES AND EQUIPMENT

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

☒ Yes

☐ No

☐ Somewhat

. The facilities we currently have are adequate to support the department's mission and support student needs. Equipment is covered in 5B.

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

☒ Yes

☐ No

☐ Somewhat

At the present time, both the facilities and equipment are adequate to meet the needs of the department. The computers that were purchased through the ODVA grant will probably have to be replaced soon as they are about four years old. The Director of Information Services' recommendation was that we replace the computers the computers soon, so we will add that request to the next ODVA grant proposal.

.

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

The only changes to facilities and equipment are the ODVA purchased computers discussed in 5B. We may have to request new computers on future ODVA grant requests as the current computers may become obsolete according to the Director of Information Services. We will consult with KCC's IS department to coordinate when we need to initiate that request.


## 6. BUDGET

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

Historically, the department has never exceeded a line item expense exceeding 10%, nor is it anticipated that it will occur in the future.



## Klamath Community College Non-Instructional Department Review:

7/1/2022 Thru 6/30/2023										
Account Number	Description	Beginning Balance	Unposted Balance	Posted Balance	Encumbrance	Ending Balance	Other Accounts Against Budget	Total Annual Budget	Over/Under Budget	
1 001 30 3007 6600 1	Admin. Salaries - Veterans' Affairs	\$0.00	\$0.00	\$11,029.40	\$0.00	\$11,029.40	\$0.00	\$66,483.00	\$55,453.60	
1 001 30 3007 6601 1	F I C A - Veterans' Affairs	\$0.00	\$0.00	\$854.58	\$0.00	\$854.58	\$0.00	\$5,086.00	\$4,231.42	
1 001 30 3007 6602 1	Worker's Compensation - Veterans' Affairs	\$0.00	\$0.00	\$3.33	\$0.00	\$3.33	\$0.00	\$30.00	\$26.67	
1 001 30 3007 6603 1	Unemployment - Veterans' Affairs	\$0.00	\$0.00	\$44.26	\$0.00	\$44.26	\$0.00	\$665.00	\$620.74	
1 001 30 3007 6604 1	P E R S - Veterans' Affairs	\$0.00	\$0.00	\$3,234.92	\$0.00	\$3,234.92	\$0.00	\$19,499.00	\$16,264.08	
1 001 30 3007 6605 1	Life Insurance - Veterans' Affairs	\$0.00	\$0.00	\$24.68	\$0.00	\$24.68	\$0.00	\$161.00	\$136.32	
1 001 30 3007 6606 1	Accident / Dis. Ins. - Veterans' Affairs	\$0.00	\$0.00	\$42.30	\$0.00	\$42.30	\$0.00	\$54.00	\$11.70	
1 001 30 3007 6607 1	Health Insurance - Veterans' Affairs	\$0.00	\$0.00	\$577.68	\$0.00	\$577.68	\$0.00	\$18,600.00	\$18,022.32	
1 001 30 3007 6700 1	Full Time Support - Veterans' Affairs	\$0.00	\$0.00	\$8,950.72	\$0.00	\$8,950.72	\$0.00	\$53,953.00	\$45,002.28	
1 001 30 3007 6701 1	F I C A - Veterans' Affairs	\$0.00	\$0.00	\$681.84	\$0.00	\$681.84	\$0.00	\$4,127.00	\$3,445.16	
1 001 30 3007 6702 1	Worker's Comp - Veterans' Affairs	\$0.00	\$0.00	\$3.65	\$0.00	\$3.65	\$0.00	\$30.00	\$26.35	
1 001 30 3007 6703 1	Unemployment - Veterans' Affairs	\$0.00	\$0.00	\$35.58	\$0.00	\$35.58	\$0.00	\$540.00	\$504.42	
1 001 30 3007 6704 1	P E R S - Veterans' Affairs	\$0.00	\$0.00	\$2,625.24	\$0.00	\$2,625.24	\$0.00	\$15,824.00	\$13,198.76	
1 001 30 3007 6705 1	Life Insurance - Veterans' Affairs	\$0.00	\$0.00	\$14.82	\$0.00	\$14.82	\$0.00	\$104.00	\$89.18	
1 001 30 3007 6706 1	Accident / Dis. Ins. - Veterans' Affairs	\$0.00	\$0.00	\$28.98	\$0.00	\$28.98	\$0.00	\$54.00	\$25.02	
1 001 30 3007 6707 1	Health Insurance - Veterans' Affairs	\$0.00	\$0.00	\$3,000.00	\$0.00	\$3,000.00	\$0.00	\$18,600.00	\$15,600.00	
1 001 30 3007 7050 1	Supplies - Veterans' Affairs	\$0.00	\$0.00	\$93.54	(\$29.78)	\$63.76	\$0.00	\$500.00	\$436.24	
1 001 30 3007 7100 1	Printing - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70.00	\$70.00	
1 001 30 3007 7240 1	Travel - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,000.00	\$7,000.00	
1 001 30 3007 7250 1	Training & Cont Ed - Veteran's Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1 001 30 3007 7400 1	Contracted Services - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1 001 30 3007 7920 1	Equip Lease / Rental - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1 001 30 3007 7925 1	Tools & Equipment < \$5,000 - Vet Svcs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1 001 30 3007 7935 1	Software < \$5,000 - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1 001 30 3007 7940 1	Furniture < \$5,000 - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
1 001 30 3007 8040 1	Software - Veterans' Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
 Export to Excel	Totals:	\$0.00	\$0.00	\$31,245.52	(\$29.78)	\$31,215.74	\$0.00	\$211,380.00	\$180,164.26	

### 6B. DESCRIBE BUDGETARY CHALLENGES.

As discussed in item 3B, we have previously funded the outreach coordinator position here using ODVA funding, but did not secure funding for that position on the last ODVA grant as the total funds for the ODVA's budget was cut in half as it was explained to us in the award letter. Student Affairs generously agreed to fund that position for this year. We will add that position to our budget requests in the future but we will also seek ODVA funding. If the ODVA funding is approved and the position is also approved in our budget, we can give the funding back to the school.

## 7. CONCLUSION

### 7A. DESCRIBE DEPARTMENT STRENGTHS.

Veteran Services prides itself on our customer service. We are able to address the needs of any veteran student, either in person or remotely (phone or email). Personnel in this area are very responsive both internally/externally and work with other institutions and partners in order to address the needs of the student.

The department is proactive in seeking external partnerships and expanding current partnership programs with both Air Guard units and other colleges/universities.

### 7B. DESCRIBE DEPARTMENT WEAKNESSES.



A weakness for this area would be the ability to market nontraditional (CCAF/GEM, B2B) programs more effectively. We lack the technical expertise to develop marketing strategies.

#### 7C. DESCRIBE SUPPORT NEEDED.

The department needs to be able to assign advisors in Jenzabar. A majority of GEM students need to have degree audits for their programs in order to receive funding. In order to look at a student's degree audit, there must be a listed advisor. If there is not advisor listed, you cannot look at a degree audit in Jenzabar. Assigning advisors is a siloed process that is a barrier to access. There have been times when there was no one available on campus to assign an advisor for a new student that we were trying to advise about the enrollment opportunities here.

As mentioned in section 1D, we would like to expand our offerings for the B2B program, but feel like there may need to be a more vested interest in that program by the college in order to do that. Our department can make the initial coordination but there needs to be a connection made at the institutional/Administrative level as well.

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

The department would like to expand articulation agreements with other colleges in the western states for the Base to Bachelors program. This would increase enrollment for both CCAF/GEM and B2B, as GEM is the feeder to B2B. The department will need to identify an institution with a thriving online presence and initiate contact with the military science department to explore interest in a program similar to the model we have with Eastern Oregon University.

We would like to revisit the on-base offerings at both Kingsley and Portland. We have already done some preliminary discussions with the Education and Training office in Portland and there is some interest there. Those classes could be done in the testing center. This will take communication and collaboration with the command staff at both locations. It will also involve local marketing at the unit level to ensure a minimum number of students will have interest in order to run the classes.

Since the Portland guard unit will have an approved testing center, we would encourage the 142<sup>nd</sup> Wing to open it up to other branches of the armed services in the Portland area using their marketing funds.

Continue to receive the Military Friendly award from Victory Media annually. We feel this is a valuable tool for marketing towards new enrollment streams.

This is the CIIC Program review action plan from the previous program review. Our goals are very similar to the previous report. We would like to increase enrollment through the GEMS/CCAF and B2B programs.

# Klamath Community College Non-Instructional Department Review:

<b>Program:</b> Veteran Services	<b>Date:</b> 12-10-18	<b>Submitted By:</b> Tracy Heap
<b>Action Item 1</b>	Increase GEM/CCAF enrollment	
Proposed Action	Continue to use marketing videos, hard copy flyers to bases, calling and emailing campaigns *	
Responsible Party	Tracy Heap	
Success Criteria	5 % increase in enrollment	
Resources		
Timeline	18 months	
<b>Action Item 2</b>	Increase Base to Bachelor's enrollment	
Proposed Action	Continue to use marketing videos, hard copy flyers to bases, calling and emailing campaigns. Additionally expand program to OIT *	
Responsible Party	Tracy Heap	
Success Criteria	5 % increase in enrollment	
Resources		
Timeline	18 months	
<b>Action Item 3</b>	Military Friendly designation	
Proposed Action	Continue to increase military enrollment through action items 1 and 2. Continue to add selection criteria for Military Friendly Spouse School by serving that population.	
Responsible Party	Tracy Heap	
Success Criteria	Selection to 2019-2020 Military Friendly list (we were already selected to the 2018-2019 list)	
Resources		
Timeline	The survey was completed and submitted already.	

## 8. APPENDICES

## 8. NON-INSTRUCTIONAL DEPARTMENT REVIEW RUBRIC

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

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