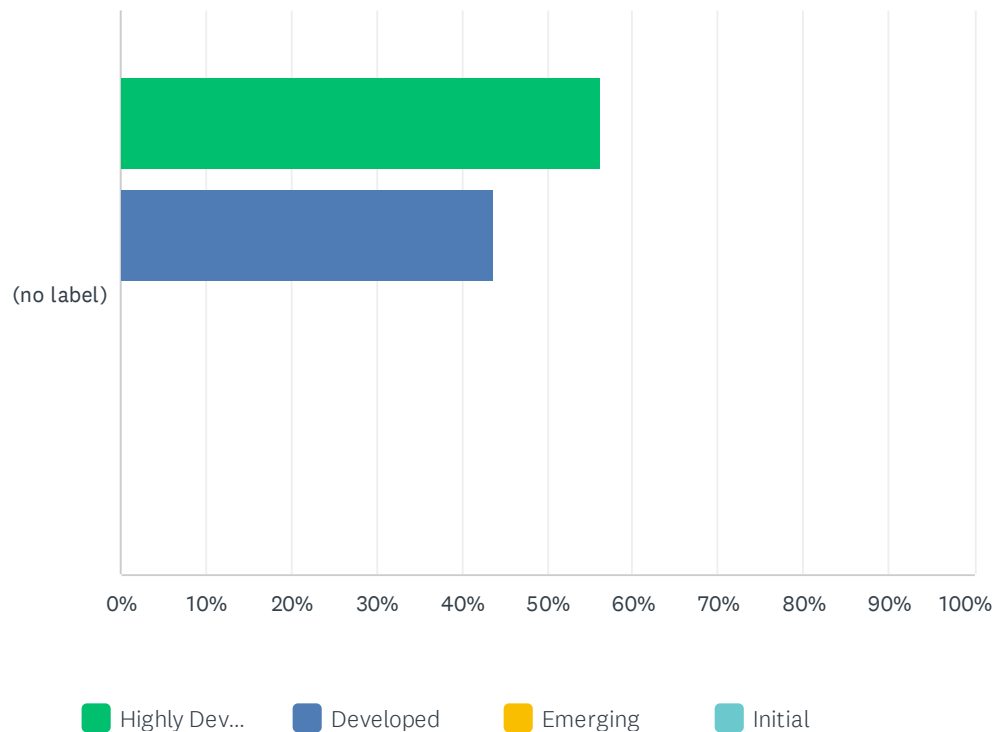


Q1 SUPPORT OF THE COLLEGE MISSION Highly Developed: Exhibits ongoing and systematic evidence of mission achievement. Developed: Exhibits evidence that planning guides program and services selection that supports the college's mission. Emerging: Evidence that planning intermittently informs some selection 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: 16 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	56.25%	43.75%	0.00%	0.00%	16	3.56
	9	7	0	0		

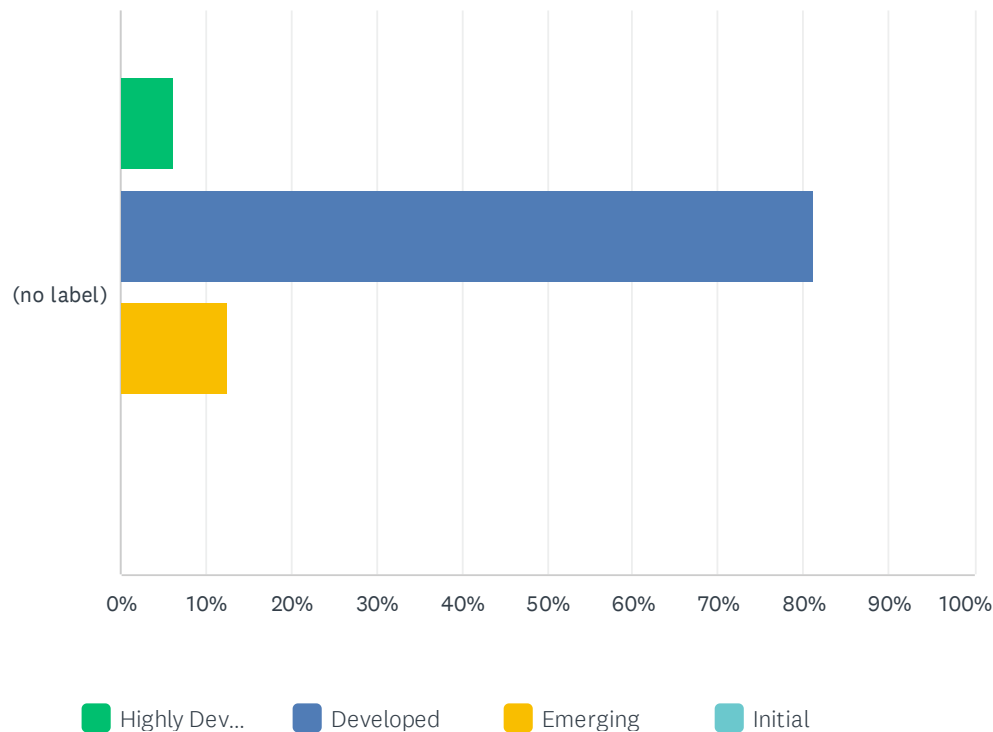
#	FEEDBACK:	DATE
1	This program and its work align strongly with the mission.	11/4/2022 8:24 AM
2	It's clear that Veteran's Services aligns with the college mission. And the data presented suggests that KCC serves veteran's in the Basin and beyond at a higher rate than institution it's size. I think some data that could be really useful to present in future reviews would be: *a break down of number and type of services provided during an academic year. This could give us a great sense of what services veterans are utilizing the department for. This could be great data to have in also to know what services may be useful to provide in the future as well.	11/3/2022 5:14 PM
3	Well developed.	11/2/2022 12:26 PM
4	The department's services encompass multiple areas that support student success and mission achievement.	11/1/2022 11:10 AM

Veterans Services Program Review Feedback

5	Mission is clear and department strives to fulfill it.	10/31/2022 2:22 PM
6	this program knows its mission and does a fabulous job executing it.	10/27/2022 9:44 AM
7	Veterans Services provides individual service and improves accessibility for KCC's veteran and military students – wherever they may be in the world.	10/20/2022 10:24 AM

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: 16 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	6.25%	81.25%	12.50%	0.00%	16	2.94
	1	13	2	0		

#	FEEDBACK:	DATE
1	More marketing support would benefit the program.	11/4/2022 8:24 AM
2	I am wondering if KCC Marketing has a role to play in supporting Veteran's Services marketing efforts moving forward. I'm also wondering if there is any possibility for the Outreach Coordinator position to become a full-time FTE if the position could be shared with another department- perhaps Outreach?	11/3/2022 5:14 PM

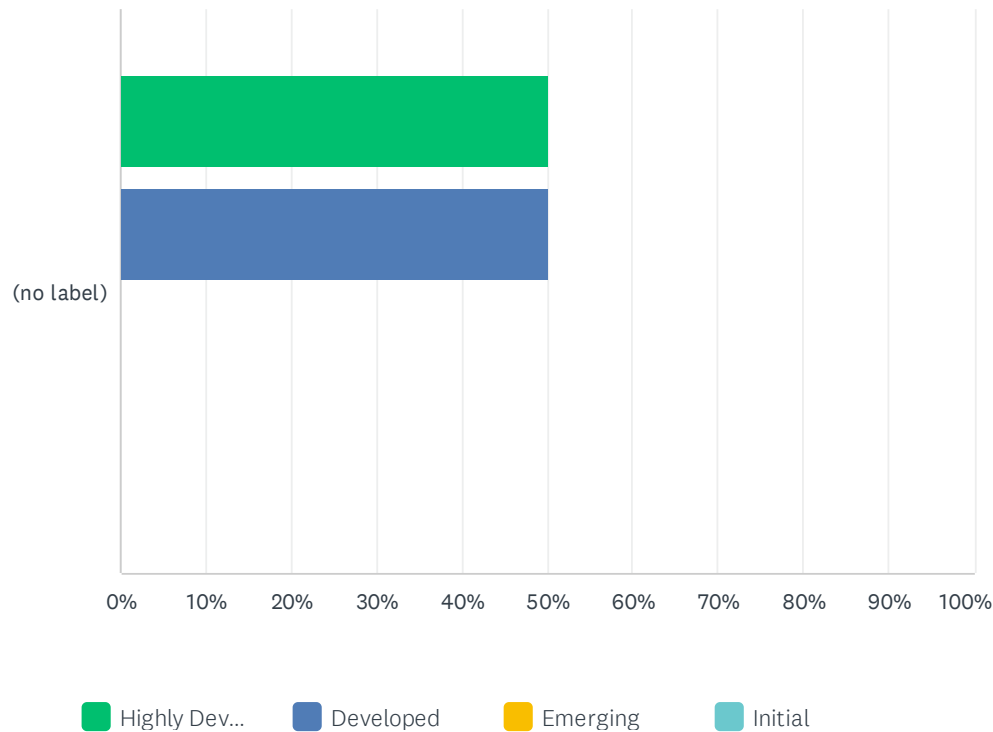
Veterans Services Program Review Feedback

3	Overall meeting the goals set. Work still being done, and to be done, on a successful, and measurable, marketing plan.	11/2/2022 12:26 PM
4	The department is very good at planning and goal setting. They are also good at innovation. As described in section 1D the department has taken the initiative to 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 This is excellent, and there is large potential for upside growth. Reaching this population, however is still a tough nut to crack. Section 2B outlines this well. It appears that cultivating relationships via personal contacts remains the best method of student recruitment. MSgt Wright at Kingsley is new, but is now a wealth of knowledge regarding contacts in Education centers in other bases. It is important to keep frequent contact with individuals such as MSgt Wright, so that when staffing changes take place, we know the next "right person to talk to."	11/1/2022 10:28 AM
5	Ongoing cutting the red tape and support of military personnel .	10/31/2022 2:22 PM
6	they seem to operate from strategic thought with all of their activities.	10/27/2022 9:44 AM
7	Not seeing clearly defined strategic plan goals with corresponding metrics	10/21/2022 1:53 PM
8	Establishing the Campus Veterans Resource Center was a great accomplishment. The one-stop shop, with personal service helps remove barriers to success. The department suffered setbacks in its enrollment goals due to a variety of challenges but is working on solutions to overcome them. Congratulations on the "Gold" Military Friendly designation!	10/20/2022 10:24 AM

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: 16 Skipped: 0

Veterans Services Program Review Feedback



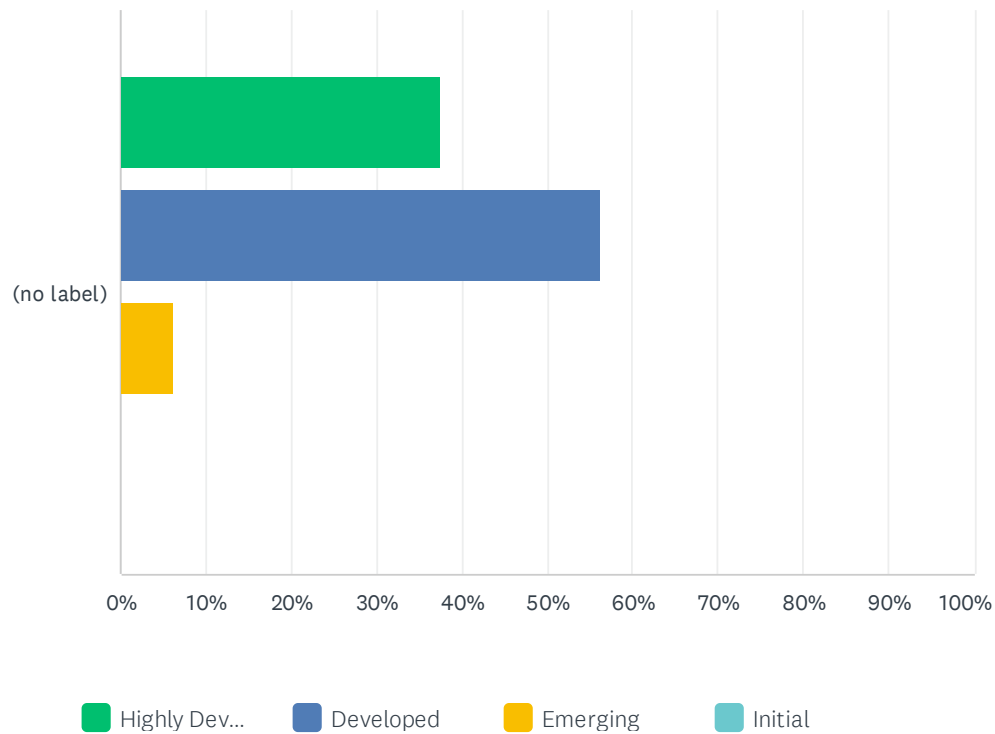
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	50.00%	50.00%	0.00%	0.00%	16	3.50
	8	8	0	0		

#	OTHER (PLEASE SPECIFY)	DATE
1	This area is fully staffed	11/4/2022 8:24 AM
2	Same as previous comment- a full-time outreach coordinator could be a great resource moving forward if additional funding could be found or position share set up.	11/3/2022 5:14 PM
3	Staffed adequately to meet the current needs.	11/2/2022 12:26 PM
4	Well-staffed for this size of institution.	11/1/2022 2:19 PM
5	The review indicates that a sufficient number of personnel are currently employed. It sounds like most of the marketing for this department is done by Veterans Services or external services. Could this responsibility be linked more effectively with KCC's Communications Department?	11/1/2022 11:10 AM
6	As with almost every other part of the college, Veteran's relies on just two high experienced and talented individuals. John and Tracy fortunately share knowledge and are cross-trained so if one retires, the department does not come to a halt.	11/1/2022 10:28 AM
7	Staff is fully informed and no turnover in key people.	10/31/2022 2:22 PM
8	clear	10/27/2022 9:44 AM
9	Roles and responsibilities are clearly defined. This program is well staffed.	10/21/2022 1:53 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: 16 Skipped: 0



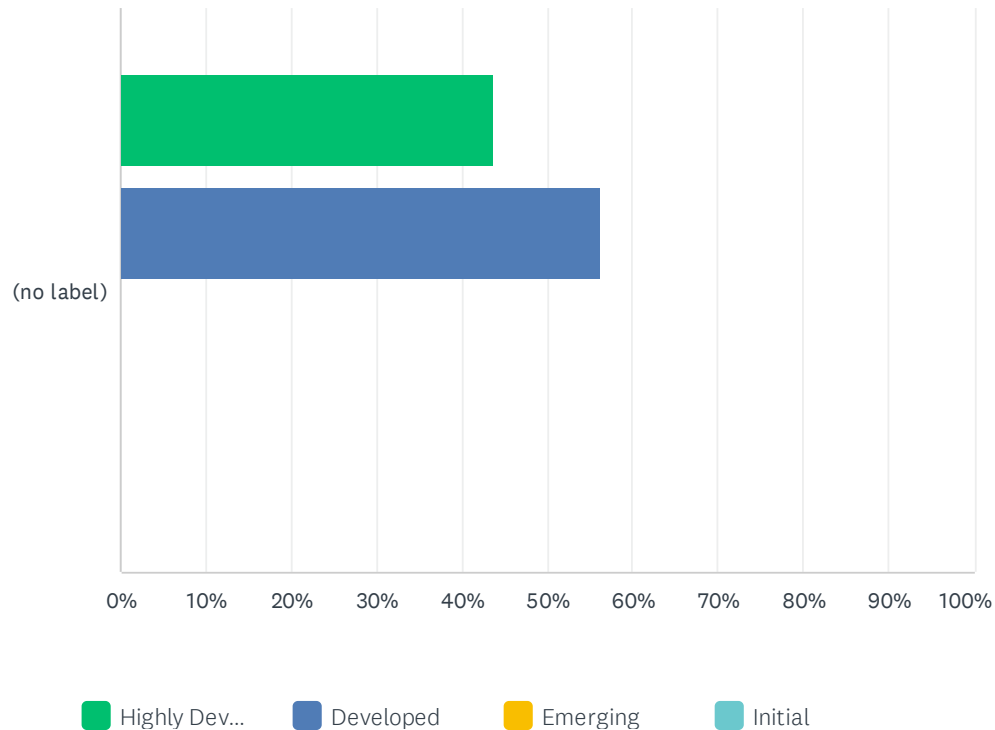
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	37.50%	56.25%	6.25%	0.00%	16	3.31
	6	9	1	0		

#	FEEDBACK:	DATE
1	Great regularly scheduled PD opportunities. I hope those national conferences open back up soon to allow you to network with your colleagues across the country.	11/3/2022 5:14 PM
2	Looking good in this area.	11/2/2022 12:26 PM
3	Would like to see engagement beyond required PD, i.e. evidence of life long learning in other areas....effective marketing, etc.	11/1/2022 2:19 PM
4	Knowledgeable of required training and follow thru.	10/31/2022 2:22 PM
5	they should always look for more professional development that could expand their ideas and strategic thinking.	10/27/2022 9:44 AM
6	Might benefit from an assigned Professional Development activity directly assigned to the Outreach Coordinator. Is there a timeline for the WAVES conference?	10/24/2022 1:47 PM
7	Meet required job trainings to meet significant compliance standards.	10/21/2022 1:53 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: 16 Skipped: 0



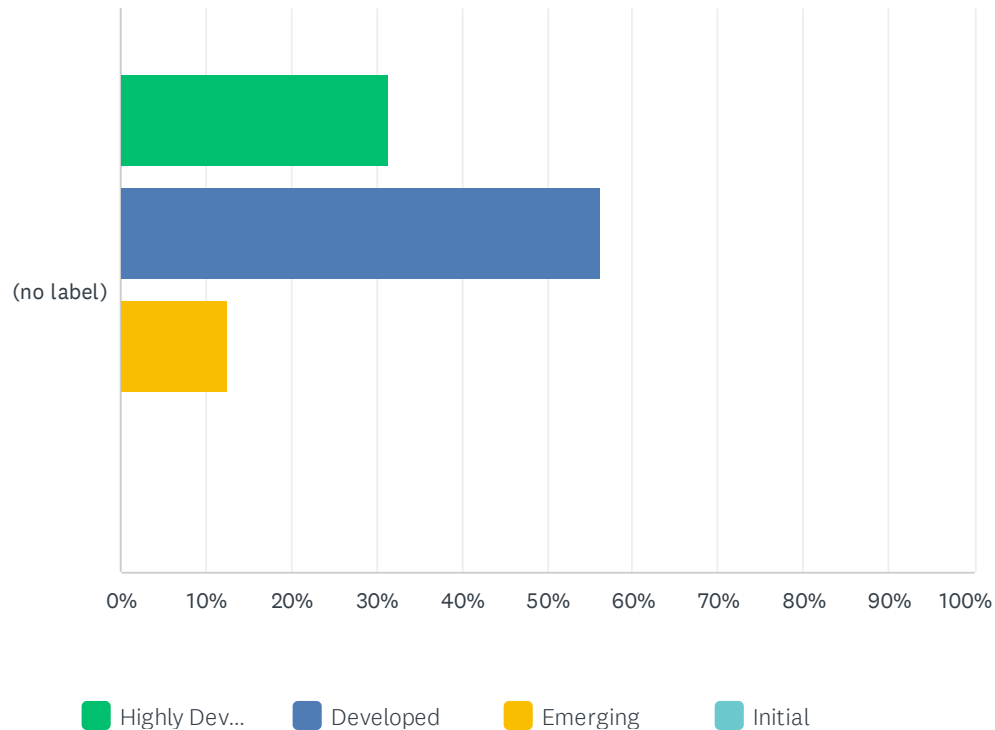
	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	43.75%	56.25%	0.00%	0.00%	16	3.44
	7	9	0	0		

#	FEEDBACK:	DATE
1	The designed space fits the need of the program.	11/4/2022 8:24 AM
2	Wonderful space- I do appreciate your strategic use of funding to get the furniture and save on costs when you started up in Founder's Hall in 2018.	11/3/2022 5:14 PM
3	Very nice offices with ample space and proximity to Student Services.	11/1/2022 2:19 PM
4	Up to date, and plan in place for computer replacement.	10/31/2022 2:22 PM
5	clear	10/27/2022 9:44 AM
6	Team seems to have made effective use of designated space and equipment thus far (though computers should be updated at some point).	10/24/2022 1:47 PM
7	This program has a new center with lots of resources to support veterans, active military personnel, and their families.	10/21/2022 1:53 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: 16 Skipped: 0

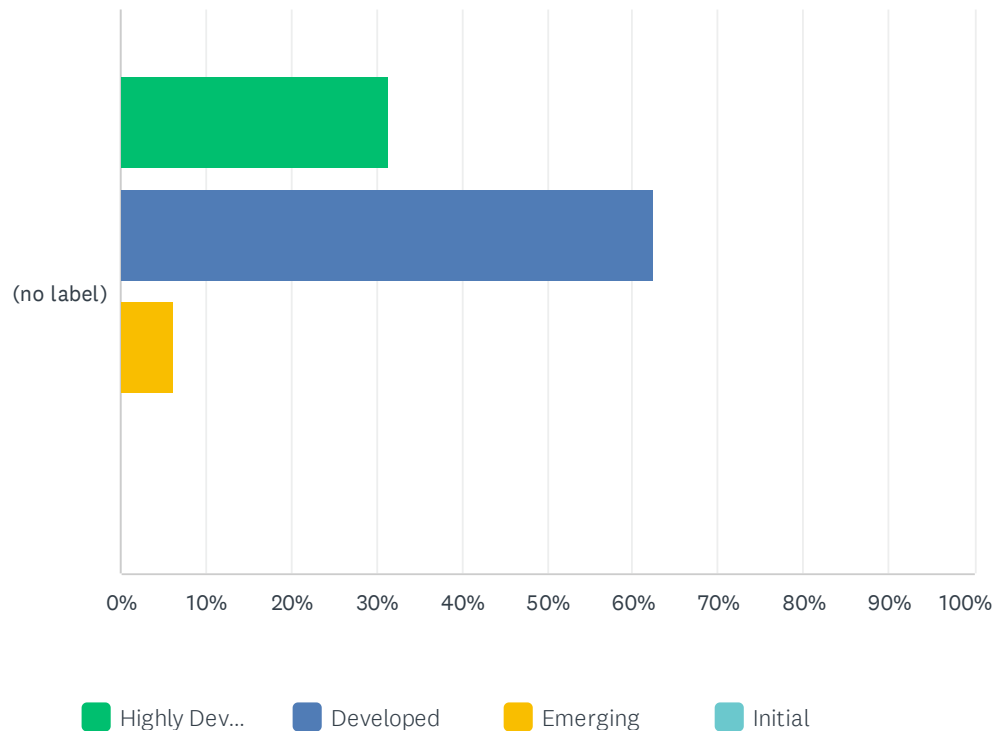


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	31.25%	56.25%	12.50%	0.00%		
	5	9	2	0	16	3.19

#	FEEDBACK:	DATE
1	I still wonder what a full-time FTE outreach coordinator could do to benefit the program.	11/3/2022 5:14 PM
2	Very appropriate. Meeting current needs and a plan to request additional staffing in the next budget cycle.	11/2/2022 12:26 PM
3	The department has a plan to seek funding for the outreach coordinator position.	11/1/2022 11:10 AM
4	In line.	10/31/2022 2:22 PM
5	full understanding	10/27/2022 9:44 AM
6	Institutional budget is well managed, though (state) grant resource has declined over time. May need to investigate other state/federal/regional grant resources to "backfill" some of the previously grant/external funder supported costs and/or continue to find synergy with other campus programs (i.e. Dept. of Transportation grant assisting Veterans and families in pursuit of CDL licensure/careers).	10/24/2022 1:47 PM
7	This program is well funded and supported.	10/21/2022 1:53 PM
8	The department faces staffing and equipment challenges but has plans in place to meet those needs.	10/20/2022 10:24 AM

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: 16 Skipped: 0

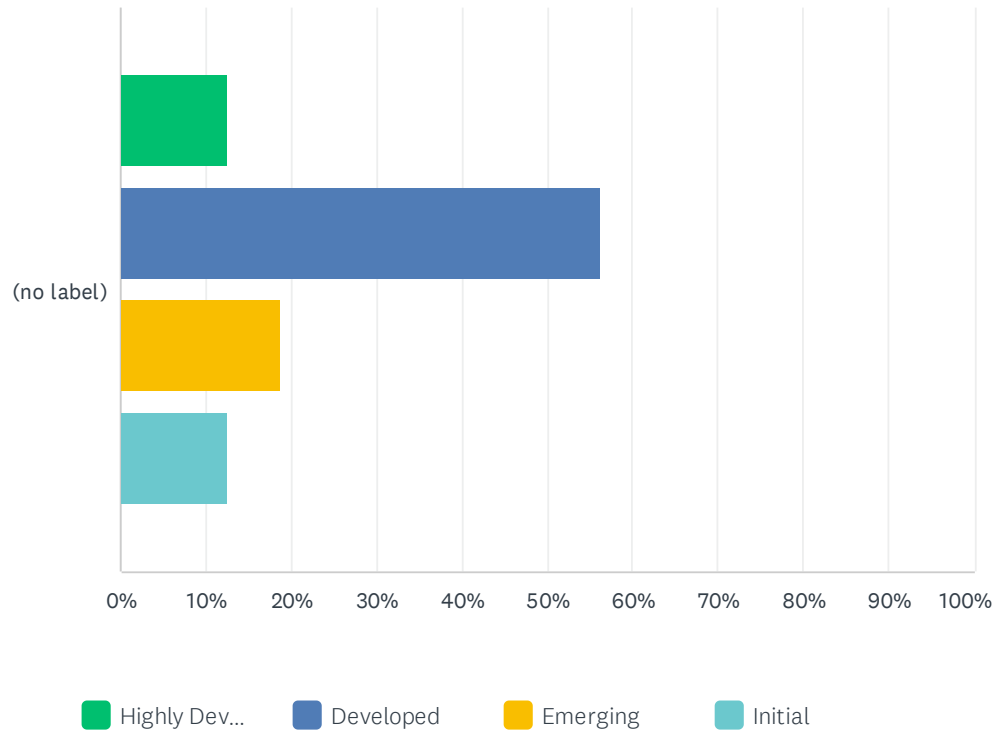


	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	31.25%	62.50%	6.25%	0.00%	16	3.25
	5	10	1	0		

#	FEEDBACK:	DATE
1	No inquiry goes unanswered. Marketing support would help the program. Especially marketing for the spouse benefits of active duty servicemen.	11/4/2022 8:24 AM
2	I think your assessment of strengths and weaknesses is very fair. I wonder what role Marketing has to play in the future with support marketing efforts.	11/3/2022 5:14 PM
3	Good identification in this area. There is a need for Jenzabar access that needs addressing.	11/2/2022 12:26 PM
4	Tendency to see a challenge as a lack of Institutional/College buy in rather than take on the responsibility to make goals happen.	11/1/2022 2:19 PM
5	Veterans is and has been keenly aware of its greatest need for marketing. To date, marketing has been inadequate.	11/1/2022 10:28 AM
6	Partnerships and service. Training for expanded ability in non traditional area.	10/31/2022 2:22 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: 16 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	12.50% 2	56.25% 9	18.75% 3	12.50% 2	16	2.69

#	FEEDBACK:	DATE
1	good consistent goals	11/4/2022 8:24 AM
2	Great goals- I think the vision is very sound and in line with your department's mission and fits well with KCC's strategic plan and mission.	11/3/2022 5:14 PM
3	It looks like thoughtful goals are being set.	11/2/2022 12:26 PM
4	Goals lack timeliness for completion, measures for evaluating achievement of such goals and a process for implementing improvements. Make sure goals are specific, measurable, achievable, relevant and time bound.	11/1/2022 2:19 PM
5	Consider expanding goals to include a timeline and more specific success measures. How many new articulation agreements are you hoping for? How many students do you need to express interest in classes at Kingsley and Portland?	11/1/2022 11:10 AM
6	Section 7C is very understated. the second paragraph of 7C is a hugely important statement -	11/1/2022 10:28 AM

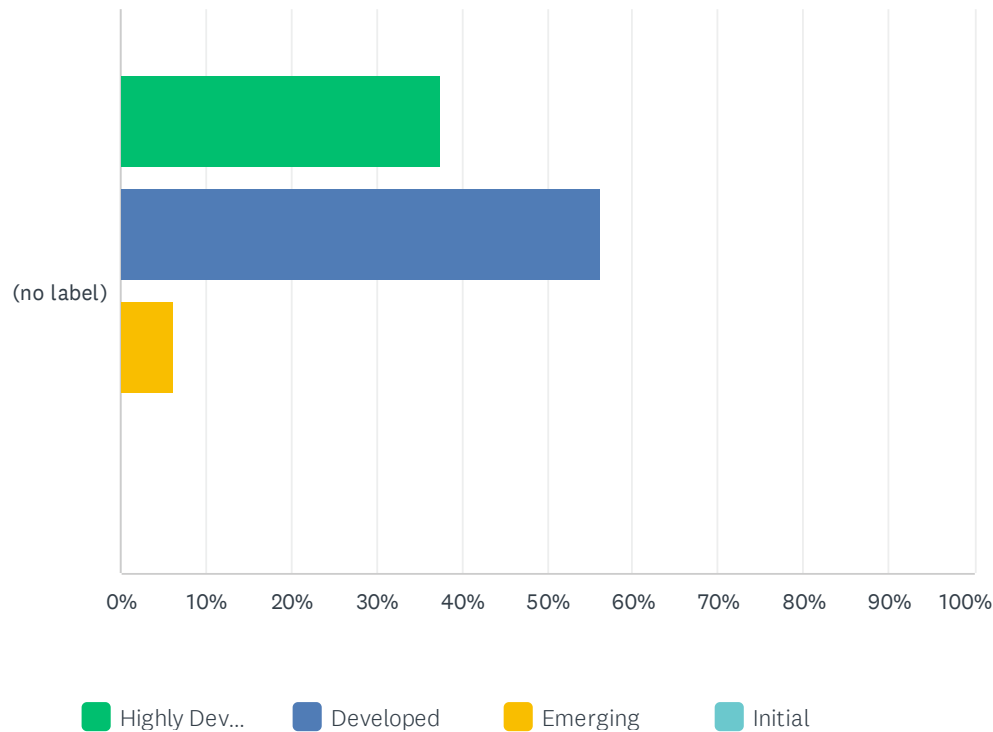
Veterans Services Program Review Feedback

support from the college in terms of course offerings, online degree program packages that are of specific interest to military students, and above all marketing and outreach methods that work in the unique military environment.

7	Opportunities identified.	10/31/2022 2:22 PM
8	good	10/27/2022 9:44 AM
9	5 year and 10 year strategic plans would enhance this programming.	10/21/2022 1:53 PM
10	An action plan is needed for the department to gain the ability to assign advisors in Jenzabar.	10/20/2022 10:24 AM

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: 16 Skipped: 0



	HIGHLY DEVELOPED	DEVELOPED	EMERGING	INITIAL	TOTAL	WEIGHTED AVERAGE
(no label)	37.50%	56.25%	6.25%	0.00%	16	3.31
	6	9	1	0		

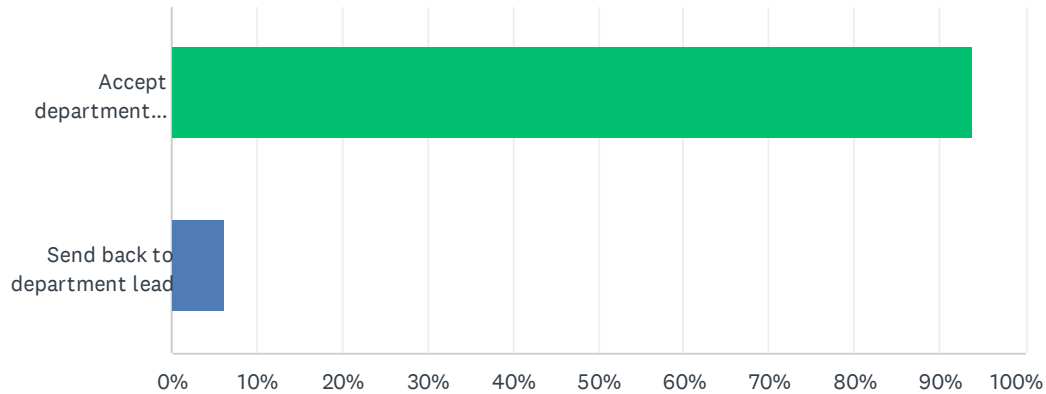
#	FEEDBACK:	DATE
1	This is an excellent program and provides needed supports.	11/2/2022 12:26 PM

Veterans Services Program Review Feedback

2	Efficient well run program.	10/31/2022 2:22 PM
3	excellent program.	10/27/2022 9:44 AM
4	The department is forward thinking, recognizes the challenges it faces, and provides plans for overcoming those challenges.	10/20/2022 10:24 AM

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

Answered: 16 Skipped: 0



ANSWER CHOICES	RESPONSES	
Accept department review document	93.75%	15
Send back to department lead	6.25%	1
TOTAL		16

Q11 Please highlight the strengths of the department.

Answered: 16 Skipped: 0

#	RESPONSES	DATE
1	Staff dedicated to ensuring Veterans receive appropriate educational benefit.	11/4/2022 8:24 AM
2	One-stop shop. It is great to see the care that you all model with your students in providing them the expertise needed to meet their needs. It is complex, and you do a wonderful job of modeling this. The military excellence designations speak for themselves.	11/3/2022 5:14 PM
3	The staff and networked connections are very strong.	11/2/2022 12:26 PM
4	Ample staff who are committed to their purpose.	11/1/2022 2:19 PM
5	Excellent, dedicated support services for veteran students.	11/1/2022 11:10 AM
6	Dedicated, very well informed staff, and willingness to innovate to grow the program and extend its reach worldwide.	11/1/2022 10:28 AM
7	Personnel are great and provide much needed help to veterans looking to get their degrees.	11/1/2022 10:06 AM
8	Staff commitment to mission.	10/31/2022 2:22 PM

Veterans Services Program Review Feedback

9	Support of students. Outreach.	10/27/2022 3:45 PM
10	personnel who execute vision	10/27/2022 9:44 AM
11	Wrap around services for veterans and their family that ensure needs are being met.	10/27/2022 9:25 AM
12	Dynamic and committed team, documented history of effective service to target population	10/24/2022 1:47 PM
13	Military friendly gold standard. Dedicated, knowledgeable long term staff. Great facilities and well funded.	10/21/2022 1:53 PM
14	The department serves its students well, because staff are well trained, proactive and mission driven.	10/20/2022 10:24 AM
15	Staff	10/19/2022 11:31 AM
16	The students that I have work with that have used veteran's affairs have had only nice things to say about them and their work.	10/19/2022 10:35 AM

Q12 Please outline weaknesses of the department.

Answered: 16 Skipped: 0

#	RESPONSES	DATE
1	Marketing is something we can control and would be of help. Turnover and adjustments in the military benefits personnel and rules create an everchanging challenge.	11/4/2022 8:24 AM
2	Data pulls- I think having more data on number of services and more demographic data on who are your veterans students are would be an additional boost to creating context around who you serve.	11/3/2022 5:14 PM
3	The marketing needs some help.	11/2/2022 12:26 PM
4	Goals are not SMART, with a tendency to see challenges as other's problems to manage which hinder progress of the department in the direction they envision.	11/1/2022 2:19 PM
5	Lack of effective marketing.	11/1/2022 11:10 AM
6	There was one great leap of innovation at the time of creating M classes and the GEMS program. It is likely time, in post-COVID, to consider another leap in innovation.	11/1/2022 10:28 AM
7	Personnel, like most departments. Thankfully another department stepped in with funding for their part time position.	11/1/2022 10:06 AM
8	Reestablishing relationship with changing base leadership is ongoing.	10/31/2022 2:22 PM
9	None	10/27/2022 3:45 PM
10	perhaps request additional funding for part-time person to become full-time or fun multiple part-time people for assistance.	10/27/2022 9:44 AM
11	Difficulties marketing in order to reach more of the target populations.	10/27/2022 9:25 AM
12	Sustainable funding for outreach position, evolving relationship with area base leadership (impacting student awareness/access to KCC programs).	10/24/2022 1:47 PM
13	The Veteran's center might consider co-hosting events with other programs to encourage student engagement with their center.	10/21/2022 1:53 PM
14	It is both limited and challenged by outside forces: state rules, base leadership changes, etc.	10/20/2022 10:24 AM
15	Marketing	10/19/2022 11:31 AM
16	Working with changing personal on the military's side seems like a challenge.	10/19/2022 10:35 AM

Q13 Please make recommendations for department improvement.

Answered: 16 Skipped: 0

#	RESPONSES	DATE
1	Identifying ways to re-engage with CCAF oriented students to ensure future educational needs of the student are met.	11/4/2022 8:24 AM
2	*More data on students, student outcomes *Consider the possibilities for what a full-time outreach coordinator position could do for your department.	11/3/2022 5:14 PM
3	None to offer.	11/2/2022 12:26 PM
4	Update new goals to be specific, measurable, achievable, relevant and time bound. Who will be doing what, when?	11/1/2022 2:19 PM
5	Consider looking into the AAOT in Exercise Science for a new articulation agreement. It sounds like a great fit for Veterans Services. Work more closely with Communications Department for marketing needs.	11/1/2022 11:10 AM
6	With other colleges now offering 5- or 6-week courses online, KCC's M-classes are no longer cutting edge. The Department has been very proactive in the past working with Academic Affairs to create classes and packages good for CCAG and GEMS students; it appears that it is time now to do that again, with new innovations to at least match competing programs. It is also likely important to employ an outreach person, or someone to take on some of Tracy's load so he can do additional outreach, to pursue connections at multiple bases nationwide. It takes extensive amounts of time to identify contacts and to gain names of additional contacts from them, to keep in touch with them on a regular basis, and to ensure that KCC has up-to-date information in their hands.	11/1/2022 10:28 AM
7	None at this time.	11/1/2022 10:06 AM
8	Keep up the good work with and important student group.	10/31/2022 2:22 PM
9	None	10/27/2022 3:45 PM
10	give them ability to assign themselves as advisors and Jenzabar.....	10/27/2022 9:44 AM
11	Seek permanent funding for the outreach coordinator. Continue to strategize to create effective marketing.	10/27/2022 9:25 AM
12	None at this time	10/24/2022 1:47 PM
13	Actively engage in college wide events. Co-sponsor events. Get out. Continue to visit and recruit from national guard programs. Expand programming to engage marine, army etc.	10/21/2022 1:53 PM
14	Are there options for partnerships in low/no cost marketing solutions? Would there be opportunities with local and state veterans' groups, or national military associations and publications for complimentary space in their publications and online platforms? An opportunity for hyperlinks on the distance learning pages on base websites?	10/20/2022 10:24 AM
15	Secure ODVA funding and increase marketing efforts to active duty personnel via the education centers on post.	10/19/2022 11:31 AM
16	Keep up the great work!	10/19/2022 10:35 AM

Q14 Please enter your name.

Answered: 16 Skipped: 0

#	RESPONSES	DATE
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Veterans Services Program Review Feedback

1	Bill Jennings	11/4/2022 8:24 AM
2	Zach Jones	11/3/2022 5:14 PM
3	Charles Massie	11/2/2022 12:26 PM
4	Allison Sansom	11/1/2022 2:19 PM
5	Rochelle Daniel	11/1/2022 11:10 AM
6	Tom Nejely	11/1/2022 10:28 AM
7	EW	11/1/2022 10:06 AM
8	Mike Homfeldt	10/31/2022 2:22 PM
9	Kelley Fritz	10/27/2022 3:45 PM
10	Chris Stickles	10/27/2022 9:44 AM
11	Jeanne LaHaie	10/27/2022 9:25 AM
12	Peter Lawson	10/24/2022 1:47 PM
13	Jamie Jennings	10/21/2022 1:53 PM
14	Holly Owens	10/20/2022 10:24 AM
15	Rick Ball	10/19/2022 11:31 AM
16	Joni Hansen	10/19/2022 10:35 AM