

# Golden West College

## INSTRUCTIONAL PROGRAM REVIEW

Spring 2016

**Division Name:** Veterans Services Center

**Program Contact Information:**

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## **VETS @ GWC 2015-16 Program Review (Focusing primarily on Veterans Support/VRC)**

### **PROGRAM INFORMATION:**

Golden West College is dedicated to providing veterans the support they need to make a seamless transition from their military service to their personal commitment to themselves, their families, and their communities through a college education. We commit ourselves to helping veterans build a solid foundation for their future through a veteran-friendly campus environment. The college is approved by the Bureau for Private Postsecondary and Vocational Education for the training of veterans seeking benefits under state and federal regulations. In addition, Golden West College has agreed to Executive Order 13607 "Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members."

VETS @ GWC includes the following resources, programs and support for veterans, active duty, and dependents using VA educational benefits:

**Veteran Enrollment Services (VES)** – Located in the Enrollment Center Building (4)

**Veterans Resource Center (VRC)** – Located in the Business Building (3) Room 104

**Student Veterans Organization (SVO)** – Active ASGWC Veterans Student Club

The **Veterans Taskforce @ GWC** is committed to the support and success of veteran students and meets monthly. The GWC Veterans Task Force is an open membership opportunity for anyone--staff, faculty, administration, or student-- who is passionate about collaborating to make a difference in the opportunities, services and success for GWC Veterans.

**Program Contributions:** Describe how your department contributes to the campus. Consider areas such as diversity, campus climate, student success, campus processes, student support, and other college goals below.

Veterans Services has been on campus through Admissions for some time. However, the VRC is only in its sixth year of operation and has had three managers throughout this time. In 2013-14 it was placed under Chad Bowman, Director of DSPS and the approach of serving students through just VRC or Enrollment Students or the Student Veterans Organization began to shift. We previously had three separate entities and through the work and passion of the Task Force and leadership of the new director; a new connection began to form. In 2015 the entity of Veterans Education & Transition Services VETS @ GWC was formally introduced after years of development connecting the VRC, VES, SVO, and Taskforce while creating a formal brand of united support and services to student veterans. Beyond the VES, Veterans Support is primarily providing Student Services, enhancing Student Engagement, supporting Student Equity and Success, and

collaborating with numerous governmental, industry, and community partners in supporting our student veterans and their spouses and children at GWC.

**College goals (check all that apply):**

- Institutional Mission & Effectiveness
- Instructional Programs
- Student Support Services
- Library and Learning Support Services
- Student Engagement
- Student Equity
- Human Resources
- Facilities & Campus Environment
- Technology
- Fiscal Resources
- Planning Processes
- District Collaboration
- Community Relations
- Business, Industry, Governmental Partnerships

**External Requirements:** Indicate any requirements that are imposed on your program/department by the state, federal regulations, or other external accrediting bodies (If applicable).

There are no outside requirements imposed, beyond best practices, regarding the support services or Veterans Resource Centers. However, for Veterans Enrollment Services there are several regulations, codes, and procedures regarding the certification, awarding and usage of benefits, and financial support for Veterans and their spouses and/or children. There are several outside agencies, collaborations, Memos of Understanding and groups that support the services and well-being of Veterans and specific challenges, background and required understanding of working with Veterans that will guide the support services provided.

## **REVIEW OF LAST CYCLE PROGRAM REVIEW**

No previous Program Review has been completed on Veterans Support Service or Veterans Resource Center (VRC) beyond what may have been included in the Enrollment Center (formerly Admission & Records) regarding Vet Services which would have primarily focused on the benefits and certification process if any was reported on previously.

## SWOT ANALYSIS

### Strengths:

What does your program/department do well?

What do you believe your students, potential employers, or transfer institutions see as your program's/department's strengths?

- Support the Veterans, understand their needs, and create a community within the VRC
- Established a Taskforce of caring and passionate individuals that are dedicated in providing support, time and energy regarding our veterans needs and awareness
- Collaborating across four very different program areas with different managers and supervisors (VRC, VES, SVO, Taskforce) to serve our Veterans
- Students truly feel the support and care and speak highly of the level of interaction, interest and sincerity from Adele, Michael, Cheryl, Chad and others working with them
- Many colleges have come to GWC to see the model and VRC created as a blueprint of how to create a center and location
- Campus individuals have spoken in support of our events completed to date and appreciate the efforts to expand these efforts
- Responds quickly to student needs and concerns of our Veterans and provide support through any means necessary or possible
- Provide leadership and support to our SVO allowing us to increase the student engagement of our Veterans at GWC
- We have been successful at supporting our Veterans transition in, through the GWC environment, and on to their next educational or career endeavor
- Establishing community partnerships and funding/donation opportunities
- Work well among several community, federal, state, and agency partnerships to provide a variety of support not previous available to Veterans at GWC
- Having a strong collaboration of support among those faculty, staff and administrators involved despite funding, extensive staffing, or release time of faculty/staff to dedicate time and energy to Veterans support

### Weaknesses:

In what areas does your program/department need to improve?

What are your program's/department's immediate needs?

What limitations or barriers is your program experiencing?

- Providing structured interventions, support, and deeper level programing addressing the complex needs of our Veterans
- Often seems very reactionary in our approach instead of intentional and purposeful in our support, programing, and development

- Having the time, effort, and energy to sustain all the efforts ideas and needs to develop a strong Veterans program
- In need of Student Assistant, hourly, or higher level classified/administrator that can dedicate efforts to Veterans efforts, thus allowing a point person dedicated to these areas
- Dedicated Counselor to work, understand, and meet the needs for academic, personal, and career development amongst Veterans
- Lack of time, energy, training, and focus to bring the program elements to fruition in a more timely manner
- Tracking of Veterans on campus beyond receiving benefits as data elements do not reflect true support as not all students who are Veterans receive benefits or work through VES, VRC, or other means. There are still undocumented Veterans that we do not know about or actively serve
- Not having Categorical support at the CCCCCO level

### Opportunities

What opportunities exist for your program/department?

What opportunities exist that may allow your program/department to expand/improve on efficiency?

What external funding opportunities are available for your program/department? (If applicable)

What partnerships/collaboration (internal, district-wide, external) can be established or expanded to the benefit of your program/department?

- Development of further campus partnerships to support Veterans
- Grant development
- Community, campus, agency donations and partnerships
- Expansion of VETS Taskforce or other campus liaisons (campus veteran from staff, faculty, administrators who served)
- Trainings for campus awareness and Veterans related concerns
- Collaboration across the district to strengthen district support and the connection between campuses

### Threats/Challenges

What challenges exist for your program/department?

What budgetary constraints is your program/department facing?

Are there upcoming changes to state and federal regulations that will impact your program? Elaborate.

- Getting the key players to attend events, support Veterans efforts, and getting campus support
- Having a dedicated budget to allow us to plan for services and support
- No renewable budget stream or fund

- Feeling very – “other duties as assigned” and working at the height of our potential and yet still needing to do more for our Veterans
- Challenges with current staffing with limited ability to provide further support based on the structure that exists
- Getting the campus to see that Veterans support does more than provide a room, locating or center that provides food and a place to hang out

## **PROGRAM DATA AND ANALYSIS**

### **Measures of Scope of Program (Who does your department serve? How many do you serve?) 2014-15**

- Student      Number of Students Served: 297 Veteran Students  
(those receiving benefits through VES - hard to identify those utilizing VRC separately)
- Faculty      Number of Faculty Served: 534
- Staff        Number of Staff Served: 177
- Managers    Number of Managers Served: 34

While the primary service provider is our Veterans students, VET @ GWC aims to create a supportive campus environment across staff, faculty, administrators and students who are responsive, understanding, and empathetic to the experience and background of Veteran students. While the primary support is to the Veterans served, we are responsive and supportive to those who are interested in supporting those veterans who served our country.

### **Measures of Effectiveness/Customer Satisfaction?**

- What type of data did you use to measure customer satisfaction? Provide your analysis of the data.

Beyond the campus statistics and data available to us through ORPIE, no hard data has been collected to date beyond the feedback from the students we serve. Students are appreciative of the VRC, VES, and have responded in support of the efforts of the new VETS @ GWC and collaborations created. We have supported numerous Veterans returning to school, entering school for the first time, and transitioning to other colleges since the VRC opened. Veterans have spoken highly of the supportive environment, community created, and care they have received within the VRC. We will look to develop a student survey that is comprehensive of these efforts to better inform us of our effectiveness and student satisfaction.

- What type of data did you use to measure departmental accomplishments? Provide your analysis of the data

We have completed student surveys of our Veterans at Ease Fall 2015 Transition and Orientation Workshop and students spoke highly in support of these efforts. They were responsive to the event, items covered, and our efforts to ease their transition to GWC. We will also reach out to the campus and establish a baseline for our campus response to being Veteran friendly and the efforts and programming that has been created as a result of VETS @ GWC.

### **Measures of Efficiency/Productivity**

- What type of data did you use to measure improvements in efficiency and productivity? Focus on:
  - o Time
  - o Personnel
  - o Other Resources

No data was available for this type of review. However, with one dedicated classified Senior Clerk, it is hard to accomplish tasks, programs, services and support with limited staffing and support. However, the support and approach we have offered has been impactful to those utilizing the VRC. As the Director is tasked with two completely different programs, it is only with the hard work and dedication of the Taskforce that we have been able to accomplish as much as we have over the last two years. We have created our Veterans End of the Year Recognition Event, held our first ever Veterans Day Event Campus Wide, recognized Veterans during graduation with honor cords, and worked with numerous agencies to support Veterans, benefits, Mental Health, and VA support through the VRC. All of this has been on top of other duties as assigned and with the extreme support of the Taskforce, Chad Bowman, Adele Dick, Michael Carrizo, and Cheryl Tittle. While we believe we have been very efficient and product as possible, with dedicated staff and support more would be created, structured and supported to support the efforts of VRC and Veterans support at GWC. Similarly, with no dedicated budget for these types of programs and services, the Taskforce and VRC have done extremely well and being creative and thrifty, finding donations and garnering support without a continuous funding model or renewable budget in place.

### **Review of Budget/Expenditures**

Provide a breakdown of your allocated budget and actual expenditures

(Please summarize here and provide excel spreadsheet of your budget as an attachment)

Beyond the GWC General Fund supporting the Senior Clerk salary no campus budget has formally been provided for the Veterans Resource Center or Vet @ GWC. To date all budget has been secured through donations, gifts, scholarships, and what remains in the Foundation Auxiliary Account. No formal budget or expenditures exist beyond the use of the Foundation Account to offset cost in the VRC, supplies, materials, or events. In cases funding has been found to support different projects or needs in an ad hoc manner.

Over the years there is a remaining balance of \$17,770 in our Foundation Account. Some of this amount is earmarked for specific expenses and others can be used to support programing and services to our Veterans. However, this account is funded through donations and sponsorships and not General Fund dollars, so we are cautious of how much and what we spend as we do not want to deplete this fund in fear of having nothing to pull from if absolutely necessary.

## **PROGRAM PLANNING**

Based on your analysis of previous program review and current data/information:

### **What does your program want to accomplish in the next three years?**

- Increased development and structure for programs and services to Veterans through VETS @ GWC
- Enhance campus, support, awareness, and understanding of Veteran needs
- Increase the membership and support of the VETS Taskforce
- Development of specific Campus Events to support Veterans
- Identify the need for General Fund to Veterans Support

### **What areas does your program plan to improve?**

- Enhance and structure regular events for Veterans by creating a annual calendar of student participation options, campus programming, and outreach/in reach activities (workshops, service projects, SVO activities, etc)
- Expansion and notoriety of the VETS @ GWC brand and awareness of Veterans Services and Support across campus
- Campus training opportunities
- Connecting with services and solidify support throughout the community for connecting Veterans beyond GWC
- If we solidify the structure and support – funding may be difficult to overlook in lieu of what will be created

### **What specific actions will you take to improve upon those areas?**

- Large scale events honoring and supporting Veterans (Veterans Day, Memorial Day, VETS Recognition)
- Field of Valor Event serving GWC and community
- Vet Net Ally Training Opportunity
- Gain more campus buy-in and awareness regarding Veterans (Veterans Appreciation, We've Got Your Back Campaign, GWC Serving those who served)
- Increase communication, advertisements, event marketing, and getting the word out about how GWC is serving our Veterans
- Collaboration across CCCD with other Veterans programs

### **How will you assess whether your program has accomplished those goals?**

- SAOs
- Assessment and clearer data analysis and tracking of services and outcomes
- Student Survey
- Campus Survey



- Formative and Summative data analysis and data driven changes and implementation for program improvement

## **RESOURCE ALLOCATION**

In order to accomplish those goals, what resources do you need? You will need to fill out the resource request forms and include them with your Program Review Report. [Link to resource request form.](#)

- Staffing – further staffing support through a Veterans Coordinator and specified Veterans Counselor
- Facilities
- Technology – Upgrade Computers and Printers
- Equipment
- Funding for Professional Development – Campus Professional Development