Administrative Department (i.e., Student Services or Finance & Administrative Services):
Human Resources and Legal Services

Program Name (i.e., Admissions & Records or Public Safety):
Human Resources and Legal Services


Date Submitted: April 2008


Program Department Head: Mark Ghan, Vice President and General Counsel

Internal Program Review Team Members (name, institution, title):
Please identify the Program Review Chair
Kendal Buscay, WNC, Personnel Technician III
Mark Ghan, WNC, Vice President of Human Resources and General Counsel
Heather Gordon, WNC, Personnel Technician I
Tina Magro, WNC, Personnel Technician II
Ellen Shafer, WNC Program Officer I
Irene Tucker, WNC, Assistant Director of Human Resources
Darla Dodge, WNC, Assistant to the Vice President of Finance and Administrative Services
Michelle Rachal, WNC, Assistant to the Vice President of Academic and Student Affairs
Leslie Townsend, WNC, Assistant to the Vice President of Development and External Affairs

External Program Review Team Members (name, institution, title):
Marsha Lindekin, TMCC, Director of Human Resources
I. Program Description

A. Department Mission

Human Resources and Legal Services is committed to providing quality services in a professional, caring and consistent manner, while partnering with the WNC community to foster a work environment that attracts and inspires excellence in people.

Human Resources and Legal Services supports all the academic and administrative departments and programs at WNC by providing personnel, benefits, payroll, affirmative action, and legal services.

B. Department Goals

Human Resources and Legal Services goals are to:

- Embrace our college’s many communities and respond to their diverse needs
- Serve as a professional, confidential resource to faculty, staff and administration
- Communicate policies and procedures in a timely and accurate manner
- Distribute, collect and process documents in a timely and accurate manner
- Promote employee and institutional excellence through professional development
- Maintain and provide reliable records and information
- Ensure compliance with WNC NSHE, state of Nevada and federal rules and regulations.

C. College Mission, Goals, and Strategic Plan

Discuss the relationship of the department’s mission and outcomes to the overall college mission, strategic plans, and other programs at WNC and in the NSHE.

Relationship of the department’s mission and outcomes to the overall college mission:

The department’s mission and goals were developed with the college’s mission and strategic plan in mind, insomuch that achievement of department mission and goals contributes to achievement of college’s mission and goals.

Relationship of the department’s mission and outcomes to the overall college strategic plan:

Following are examples of the departments efforts to meet their mission and goals and how those efforts relate to specific elements of the college’s strategic plan:

1. Department Goal: Embrace our college’s many communities and respond to their diverse needs

- College Strategic Plan Goal: Improve Student Success Rates
- Key Performance Indicator: Diversity

  Statement of Measure: Increase the number of students, staff, and faculty from under-represented groups to equal or exceed our service area percentage.

Human Resources and Legal Services reviews and updates the WNC Affirmative Action Plan annually. Included in this is a workforce analysis to identify employees at WNC by gender and race/ethnicity in each job title, careful evaluation of the workforce analysis to identify problem areas needing corrections, and development of "action-oriented programs" to establish placement goals for under-represented groups and correct identified problems.
In addition, Human Resources and Legal Services makes the following efforts to increase diversity within our college:

- Advertising of all professional positions targeting agencies and publications for minorities, females, veterans, and persons with disabilities
- Orientation of search committees regarding the search process, affirmative action/diversity and WNC's affirmative action plan and goals
- Review of applicant pools to ensure diversity of applicants
- Involvement in diversity efforts within the college and within NSHE
- Participation in diversity associations (i.e., Diversity Network Association)
- Attendance at diversity trainings and conferences

**Statement of Measure:** Increase college activities supporting diversity

Human Resources and Legal Services conducted diversity training for all employees. Sessions were held on both the Carson City Campus and the Fallon Campus.

2. **Department Goal:** Maintain and provide reliable records and information. Serve as a professional, confidential resource to faculty, staff and administration, Communicate policies and procedures in a timely and accurate manner

**WNC Strategic Plan Goal:** One College – (One college, many sites)
**Key Performance Indicate:** Sense of Community

**Statement of Measure:** Increase communication among full-time/part-time faculty, students, and staff at, and between, all locations and between campuses and their communities as measured by periodic surveys.

**Action Item:** Increase frequency of HR orientations for new employees

- Human Resources and Legal Services increased the frequency of group HR orientations for new employees to twice per year instead of once per year. We continue to conduct one-on-one new employee orientations with every new employee upon hire.

In addition, Human Resources now travels to the Fallon Campus to conduct new employee orientations for new Fallon Campus or rural center employees.

Following are some additional efforts that the department has made that we believe contributes to the achievement of the "one-college, many sites" goal:

- Human Resources and Legal Services now maintains scheduled office hours on the Fallon Campus once per month.
- We are now hosting annual Employee Appreciation week activities. Last year's activities included an ice cream social for all employees after the annual welcome-back barbeque and luncheons at both the Carson City and Fallon campuses; luncheons were held at both the Carson City and Fallon campuses again this year.
- We are now hosting semi-annual employee Benefits Fairs for all employees, including an employee luncheon.

**Relationship of the department's mission and outcomes to other Programs at WNC and in the NSHE:**

Human Resources and Legal Services supports all of the academic and administrative departments and programs at WNC by providing personnel, benefits, payroll, affirmative action, and legal services. Human Resources and Legal Services staff members work closely with other WNC departments to accomplish the mission and goals of the Human Resources and Legal Services department, other WNC departments, and the college as a whole.

Human Resources and Legal Services staff members work closely with NSHE Business Center North
Personnel and Payroll offices and other NSHE institutions to accomplish the mission and goals of the department, WNC and NSHE; this includes serving on NSHE committees to represent WNC within NSHE and to participate in the development and implementation of NSHE policies and initiatives.

II. Quality of Program

A. Resource Matrix

Provide information concerning the adequacy of program resources (i.e., faculty and staff, budget and facilities). List the number of professional and classified positions, the degrees and qualifications of those occupying the positions, and an overview of duties performed by those positions in the department.

1. Information regarding the adequacy of program resources and facilities

During this program review period, a vice president position and a new function of legal services were added to the program. The department was given a host account and has been granted additional operating funds as requested to meet needs. So far, the department needs have exceeded the operating budget. A budget request to increase the operating budget to meet the needs of the department has been submitted.

Training is also a new function of the department. The department is working on developing and offering in-house training programs that will be low cost to the institution. Responsibilities have been shifted within the department to free up a staff member to perform these new responsibilities. This past year, the department requested funds from the Staff Development Fund to bring in independent contractors to perform training. A budget request was submitted for additional funding for the department to use to provide professional development opportunities for all faculty and staff.

With the addition of a vice president, a new position of assistant to the vice president was added. Due to budget constraints, the position has never been filled. The existing space will not accommodate an additional work station; in addition, the ADA remodeling project will eliminate space that is currently occupied by the work station of an existing staff member. The need for additional space has already been communicated and the need is currently being considered.

The department has submitted two budget requests to increase staffing:

- Increase half-time personnel technician I position to full-time: This increase is required to accommodate changes resulting in the department since the retirement of the director and the replacement of the director with a vice president and general counsel. This personnel technician I position assumed responsibility for a workload previously performed by 1.53 positions (responsibility for all Letter of Appointment personnel). This reassignment occurred to free up the personnel technician III to assume responsibility for faculty personnel processes and the assistant director to assume responsibilities previously performed by the director. This enabled the vice president and general counsel to perform the legal responsibilities and remaining director responsibilities. A half-time position cannot complete the LOA personnel/payroll responsibility. Currently, the personnel technician III continues to assist with the LOA responsibilities; however the personnel technician III is strained to continue to assist while at the same time performing her new responsibilities.

- Addition of a new affirmative action/diversity officer position: This position is needed to perform the affirmative action and diversity responsibilities currently being performed by the vice president and the assistant director. The vice president and assistant director are performing necessary responsibilities. Additional efforts to improve practices and processes and increase diversity and awareness of diversity on campus include previously mentioned search committee training and diversity training. However, with efforts to increase diversity on campus and to embrace our college's many communities and respond to their diverse needs, it is increasingly apparent that there is a need for a position dedicated to this responsibility.
2. The number of positions for all professionals and classified personnel, the degrees and qualifications of those occupying those positions, and an overview of duties performed by those positions in the program.

**Number of positions for all professionals and classified personnel:**

Human Resources and Legal Services currently has two full-time professional positions and three and one-half classified positions. Upon the addition of a vice president position, a third professional position was approved, but due to budget constraints, the position has not been filled.

**Degrees, Qualifications, and Overview of Duties:**

**Position #03800 (1.0 FTE), Administrative Faculty**
Vice President of Human Resources and General Counsel (Mark Ghan)

J.D., Law, University of Santa Clara
B.A., English, Western New Mexico University
22+ years Law/Employment Law experience
At NSHE since 2000; at WNC since 2006.

The vice president for human resources and general counsel reports to the college's president and is responsible for (i) leading the college's human resources office compliance and employee relations function, (ii) providing content expertise for all of the local systems in the development, review, approval, adjudication, training and overall compliance of employee & labor relations and other related human resources policies and procedures, (iii) serving as the key point of contact for the provision of legal advice and counsel for the college and its management function.

**Position #03801 (1.0 FTE), Administrative Faculty**
Assistant to the Vice President of Human Resources and General Counsel (Vacant)

The position provides general and legal administrative support to the vice president for human resources and general counsel.

**Position #03805 (1.0 FTE), Administrative Faculty**
Assistant Director of Human Resources (Irene Tucker)

A.A., Western Nevada College
Human Resources Management Certificate, University of Nevada Reno
Beginning Medication Certificate, University of Nevada Reno
In progress: B.S., Human Resources Management, University of Nevada Reno
22+ years Personnel/Human Resources experience
At NSHE since 1985; at WNC since 1990.

Under the direction of the vice president of human resources and general counsel, the assistant director of human resources assists with the planning, organization and administration of human resources activities for the college and with the development and achievement of the Human Resources and Legal Services department goals and objectives.

**Position #38001 (1.0 FTE), Classified Staff**
Program Officer I (Ellen Shafer)

Human Resources Management Certificate, University of Nevada Reno
Beginning Medication Certificate, University of Nevada Reno
A.A., Western Nevada College
In progress: B.S., Human Resources Management, University of Nevada Reno
16+ years Personnel/Human Resources experience
At WNC since 1990.
Under the direction of the assistant director, the program officer I manages and oversees the classified employment and recruitment process, classified employee relations, employee benefits, FMLA and catastrophic leave, and training and employee development.

**Position #38002 (1.0 FTE), Classified Staff**
**Personnel Technician III (Kendall Buscay)**

A.A., A.A.S., Western Nevada College  
In progress: Bachelor's Degree  
7+ years Personnel/Human Resources experience  
At WNC since 1995.

Under the direction of the assistant director, the personnel technician III is responsible for the professional employment and recruitment process, professional grant-in-aid, professional leave records, and sabbatical and tenure records.

**Position #34902 (1.0 FTE), Classified Staff**
**Personnel Technician II (Tina Magro)**

A.A., A.G.S., Western Nevada College  
B.S., General Studies, University of Nevada Reno  
3+ years Personnel/Human Resources experience  
At WNC since 2004.

Under the direction of the program officer I, the personnel technician II is responsible for the classified employment and recruitment process, classified tuition reimbursement, classified leave records, HR office management, forms and labels requests, and departmental accounts maintenance and purchasing.

**Position #33803 (.53 FTE), Classified Staff**
**Personnel Technician I (Heather Gordon)**

A.A., Western Nevada College  
In Progress (Spring 2008 completion): B.S., Social Work, University of Nevada Reno  
2+ years Personnel/Human Resources experience  
At WNC since 2005.

Under the direction of the personnel technician III, the personnel technician I is responsible for the part-time professional employment and recruitment process.

*In addition to those degrees and qualifications listed, Human Resources and Legal Services maintain currency in their area of expertise by continually participating in personal and professional development opportunities.*

**B. Evidence of the Effectiveness of the Department, Service or Program**

1. **Systematic Assessment**
   
a. **Institutional Research Program Review Survey Data**

   Attach the program review survey summary (other sections of the program review survey may also be included). Comments may be provided in the space below.

The required program review survey summary is attached. In addition, upon hire of the vice president and general counsel Human Resources and Legal Services completed a voluntary program review survey to assess current level of customer satisfaction and identify concerns; the summary of this review is also attached. Responses indicate an increase in customer satisfaction between the two surveys in all
areas surveyed.

Following are some of the concerns expressed and efforts that the department has made to respond to them:

**Under “What services would you like to see the HR department offer that we presently do not offer?”**

- **Comment:** “Additional benefits training”

  **Response:** HR and Legal Services began conducting semi-annual benefits fairs for all employees

- **Comment:** “Training” (comments yielded 28 different areas of interest for training)

  **Response:** Program review surveys yield a great interest and need for additional professional development opportunities for faculty and staff. The department has attempted to respond to this need with existing resources.

    HR and Legal Services brought in NSHE Business Center North and NSHE benefits vendors (i.e., the Public Employees Benefits Program, the Public Employees Retirement System, TIAA/CREF, etc.) at no cost to the institution (other than host costs) to complete trainings on such things as:

    - leave processes and procedures
    - family medical leave act
    - team building
    - supervisory training (Evaluating Employee Performance & Documentation, Interviewing and Hiring, Progressive Discipline, Handling Grievances, Alcohol and Drug Testing Program)
    - financial and retirement counseling (both individual and group).

    HR and Legal Services requested funds from the WNC Staff Development Fund to bring in independent contractors to offer professional development workshops, and the committee has been supportive of HR and Legal Services’ requests. As a result, the department offered training on generational differences and diversity for all faculty and staff.

    In addition, the vice president for academic and student affairs also provided funds to acquire training materials for the HR and Legal Services training library. Materials were purchased and are available to be borrowed from the department by all faculty and staff.

    The department continues efforts to provide professional development opportunities for faculty and staff within existing resources.

- **Comment:** “Scheduled service to Fallon”

  **Response:** HR and Legal Services implemented monthly service to Fallon. A member of the HR and Legal Services team travels to Fallon and works from the Fallon Campus once per month. This is in addition to HR and Legal Services now conducting new employee orientations for Fallon Campus and Rural Center hires at the Fallon Campus.

- **Comment:** “Help for search committees PeopleAdmin”

  **Response:** HR and Legal Services is now conducting search committee process training/affirmative action orientation for all search committees. An HR and Legal Services representative and the vice president and general counsel attend the first meeting of the committee. A checklist outlining the search process is provided to each committee member. An HR and Legal Services representative is included on all correspondence of the committee to follow the process and be available to provide assistance as necessary.

    In addition, we now allow hiring managers to make the choice of whether or not they want to perform the administrative functions in the PeopleAdmin system or have HR and Legal Services provide this service for them – whatever is easier for them. HR and Legal Services now performs administrative
functions for hiring managers as requested. We believe that this was well received; we haven’t had a hiring manager not take us up on the offer yet! 😊

Under “How can we improve our services to you?”

- **Comment:** “Answer the phone”

  **Response:** All HR and Legal Services phones are now set to ring to the front desk when a person is on the other line. Staff members have been taught how to forward their calls to the front desk when they are away from their desks.

- **Comment:** “Keep information confidential”

  **Response:** In most instances, it is difficult to determine exactly where a breach in confidentiality occurs, as employees who share information with HR and Legal Services often also share that information with other co-workers or members of their department; however, there was at least one person who expressed concern about the HR and Legal Services department keeping information confidential. In response, HR and Legal Services developed a Confidentiality Agreement to remind employees of the rules concerning confidentiality of information, to use discretion when discussing confidential matters, to be mindful to close their doors when they are discussing confidential matters and to not leave confidential information sitting on their desks. This agreement was distributed to all half-time or more faculty and staff for signature. The Confidentiality Agreement was also added to the new-employee hire packets as a required form for all half-time or more employees. HR and Legal Services staff members have been especially cautioned to adhere to these practices.

HR and Legal Services appreciates the comments received from individuals and through the program review survey and is continually looking for ways to improve related processes and address concerns.

A sample of some of the positive comments that we received follows:

- “HR has always provided me with wonderful customer service”
- “I like the customer service that I receive. I feel that the whole group in H.R. are friendly, accessible, approachable...”
- “It is a pleasure to work with everyone in Human Resources.”
- “I have always been pleased with the service...”
- “They have always had answers to my questions and it is a pleasure working with them.”
- ‘A Solid Department.’
- “Staff have always been courteous and helpful.”
- “Excellent department. Everyone friendly and helpful. Phone calls are always returned promptly.”
- “Great team of smart, hard-working individuals. Keep up the good work.”
- “I find that this H.R. department is the most approachable H.R. department that I have ever worked with.”

b. **Annual Assessment Forms**
   Attach Annual Assessment Forms for the period being reviewed. Comments may be provided in the space below.

The annual assessment forms are attached.

c. **Five Year Assessment Plan** (proposed assessment activity for next five year cycle)
   Attach the Five-Year Assessment Plan for the program. Comments may be provided in the space below.

The Five-Year Assessment Plan is attached.
III. Findings and Recommendations

Findings

The department has experienced significant change within this past program review period with the retirement of the incumbent in the director position and replacement of the position with a vice president and general counsel position and the addition of the Legal Services function. As a result, responsibilities of staff members within the department have been reassigned to allow for the changing roles. This has resulted in a healthy cross-training and increased knowledge for all staff members.

Department staff are to be commended for not only working together to maintain smooth operations during this time of significant departmental and individual change, but also to improve and increase services, as evidenced by the increase in customer satisfaction, new service to the Fallon Campus, increased new employee orientations, new benefits fairs, increased professional development efforts, and increased affirmative action/diversity efforts.

Also during this period, the department underwent both internal and external audit. The department has addressed all findings and changed or implemented processes as necessary.

Some concerns, trends, and changing needs affecting the department include:

- increased demands with existing resources (operating budget/staffing)
- increasing need for office space
- increasing affirmative action/diversity efforts
- increasing professional development efforts
- effective communication of rules, regulations, processes and procedures
- process/service assessment/improvement
- records management - storage space/media
- workforce development to address changing workforce over the next five to ten years

Recommendations

Following are recommendations and considerations for the department based on information obtained during the review of the program:

- Customer Service: continue to assess and improve customer services and work toward creating an image of confidence and trust, effectiveness and cooperation, and care and concern for individuals for the department.
- Communication of Information: improve methods of communicating information to all employees
- Website: continue to build the HR and Legal Services Intranet (WestNet) and Internet sites to increase the availability of information to all employees.
- Confidentiality: continue efforts to maintain confidentiality of personnel/personal information on campus and within the department.
- Affirmative Action/Diversity: continue to assess and improve affirmative action and diversity processes and efforts to increase the number of students, staff, and faculty from under-represented groups to equal or exceed our service area percentage.
- Professional Development: continue to assess and respond to increasing professional development needs.
- Office Space/Operating Budget/Staffing: continue efforts to meet increasing demands placed on the department with existing resources until such time as space, budget and staffing resources are made available.
PARC Program Review Feedback Form

Administrative Department (i.e., Student Services or Finance & Administrative Services):  
Human Resources and Legal Services

Program Name (i.e., Admissions & Records or Public Safety):  
Human Resources and Legal Services


Date Submitted:  April 2008


Program Department Head:  Mark Ghan, Vice President and General Counsel

Internal Program Review Team Members (name, institution, title):  
Please identify the Program Review Chair

Kendal Buscay, WNC, Personnel Technician III
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Leslie Townsend, WNC, Assistant to the Vice President of Development and External Affairs

External Program Review Team Members (name, institution, title):

Marsha Lindekin, TMCC, Director of Human Resources

Comments on the report:

Recommendations for Program:

Signature, Chair of PARC  Date

Last revised March 10, 2008
Administrative Program Review Feedback Form

Administrative Department (i.e., Student Services or Finance & Administrative Services): Human Resources and Legal Services

Program Name (i.e., Admissions & Records or Public Safety): Human Resources and Legal Services


Date Submitted: April 2008


Program Department Head: Mark Ghan, Vice President and General Counsel

Internal Program Review Team Members (name, institution, title):
Please identify the Program Review Chair

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Leslie Townsend, WNC, Assistant to the Vice President of Development and External Affairs

External Program Review Team Members (name, institution, title):

Marsha Lindekin, TMCC, Director of Human Resources

Comments on the report:

Recommendations for Program:

Signature, Chair of Review Committee

Signature, Dean or Director

Signature, VP

Signature, President

Last revised March 10, 2008
**Five Year Assessment Plan Form**

Complete this plan as a part of each five year Program Review cycle and supplement it by submitting an Annual Assessment Update Report form to Division Chair, Dean of Instruction, and the Chair of PRAC each year by May 15th. For information on assessment and how to create measurable program outcomes, contact the Assessment Coordinator housed in Institutional Research or go to http://www.WNC.edu/institutional/programreview.php

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<td>1. Embrace our college's many communities and respond to their diverse</td>
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<td>Annual affirmative action plan and affirmative action reporting; faculty/staff diversity awareness and education efforts; participation in diversity activities within and outside the college (i.e., diversity network association); recruitment outreach efforts; diversity of applicant pools; program review survey.</td>
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<td>5. Promote employee and institutional excellence through professional</td>
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Please list the program outcomes, and briefly describe the means of assessment for each one. Insert an X in the column of each year that the program outcome will be assessed.

Last revised 6/27/2008
Comments/Reflections:

Signature, Dean/Director: ___________________________ Date: 7/22/08

Signature, Vice President: ___________________________ Date: 

Last revised 6/27/2008