Assessment: Assessment Unit Planning

Program Review 2014-15

YC - Veterans Affairs Program Review

Year Under Review : 2014-15
Type of Review: Annual Update
Program Description : Veteran students are provided one-on-one veteran's education benefit advising, step-by-step instructions on how to begin benefits, on-line and hard copy applications for education benefit processing, certification of benefits for pay, counselor referral, financial aid information, fee waiver and deferral assistance, and US Department of Veteran Affairs (VA) work study opportunities. The program monitors and reports changes in veteran students' progress and makes reports to the VA, as required by law.

The Program served 249 veteran students at the Marysville Campus, 21 veteran students at Clear Lake during the 2014-15 Academic year. The program operates off on annual budget of $750 which limits the ability to support the newly created Veteran Resource Center, which is supported by community donations.

The Veteran Certifying Official is paid through the General Fund as 60% Veterans, and 40% Career-Transfer. Woodland Community College is also utilizing the Veterans Certifying Official one day a week and is not contributing to the Technician's salary. Woodland has committed to the veterans program and is willing to compensate to Yuba College to make up 40% of the salary to release the Career-Transfer responsibility from the current Technician to make the position 100% veterans.

This annual update will emphasize the need to reclassify the position to serve the veteran population in a 100% capacity.
Executive Summary (Include a list of team members): D. Spencer
T. Pitock
01SP. Department Goals (Click '?' for Prompt): 1. Foster a culture of evidence-informed decision making, including SLO development/assessment and other measures of student success.
- Issue the annual veteran survey to assess the Veteran program's effectiveness to all students in the program.

2. Prioritize and allocate resources based on existing and emerging community and student needs over those of individual projects or programs.
- Make the Veterans Services a position that is 100% veterans' service provider, to include a one-stop-shop for veteran students, District-wide.
- Allow the Veterans Certifying Official to academically advise the veteran student population.
- Focus on individual student needs as they apply for VA programs.
- Be available to answer questions or concerns the veteran students have.

3. Steward our institutional resources with increasing effectiveness and efficiency.
- Veteran students are briefed on programs which support educational success (i.e., College Success Center, Hard Math Café, Writing Development Center, Counseling, Financial Aid, Disabled Student Program and Services, etc.).

4. Research and utilize effective modes of delivery for our courses and services.
- Utilization of Yuba College Website to publish necessary steps to begin benefits.
- Email current events and news about education benefits.

5. Design our programs in such a way as to allow students to complete their educational goals in a timely manner.
- The VA requires veterans to follow a comprehensive education plan (start to finish).
- Referral assistance for students who need academic support is provided.

6. Evaluate our programs, services and processes to ensure continuous quality improvement.
- An annual assessment through the use of an email survey is utilized to measure the program's effectiveness.

7. Improve the quality of the student experience at all our campuses and centers.
- Move the Veteran Service Office to the Veterans Resource Center, to coordinate activities and to ensure the space is be being utilized according to plan.
- VA students are employed under the VA work-study program at all of the Yuba College campuses and centers. They

provide information to veteran students to assist them and their needs.
8. Develop partnerships to enhance educational resources and student opportunities.

- The veteran service office work closely with the counseling department, financial aid, records and admissions, disabled student personnel and services, to include educational support programs.

9. Exemplify educational excellence, fiscal responsibility, cultural awareness, and civic engagement for our communities and region.

- Veteran Students are a diverse population. Understanding the students' needs and making the appropriate recommendations as to which community organizations would best suit them in their adjustment to civilian life is imperative to a successful program.

02SP. Facilitate Learning & Collaboration (Click '?' for Prompt): Veteran students are provided personal VA benefit advising ensuring that they have a clear understanding of their responsibilities. Check-lists are provided to each new student to ensure they complete the steps necessary to receive VA benefits. Liaison services between the student and the VA are afforded to ensure pay issues are properly addressed with the VA. Referral to other college services which foster student success.
03SP. Student Contacts (Click '?' for Prompt): This year the veteran service office made 1080 contacts where students signed in for veteran assistance. However, the program was not solely driven by empirical data locally. Strict state and federal directives guide the program's direction. Each program under the umbrella of the VA has its own demands.

The Veterans Resource Center utilized TutorTrac to monitor the usage. 172 sign-in contacts have been recorded for this academic year. This number will greatly increase when the Veteran Service Office moves in the center.

Veteran Students Certified:

Year	Clear Lake	Yuba	Graduates (Yuba/Lake)
2014-15	21	249	28
2013-14	30	267	26
2012-13	16	255	12
2012-13	17	239	No Data
2011-12	16	240	No Data

04SP. Input to Improve (Click '?' for Prompt): Annual program assessments through the use of Survey Monkey. The data is used to identify areas for improvement, and is an indicator of how the program is progressing. This past semester the data was inconclusive due to low sample size. The survey will be issued again at the conclusion of the Fall 2015 and Spring 2016 semesters
05SP. Course Outlines (Click '?' for Prompt): N/A
06SP. Collaboration (Click '?' for Prompt): The veterans services technician provides oral communication and through email, providing referrals to other Yuba College programs which support student success (i.e., College Success Center, Hard Math Café, Writing Development Center, Counseling, Financial Aid, Disabled Student Program and Services, etc.).
07SP. Catalog Currency (Click '?' for Prompt): The program description in the catalog accurately reflects what a veteran student can expect.

The catalog does need to be submitted to the VA through the California State Approving Agency for Veterans Education for approval each year. The catalog course descriptions are not consistent with the student experience (i.e., classes are not properly numbered and there are no posted bulletins when changes are made. This can create an issue when veteran students are trying to enroll in a program that has classes that are not listed in the program description. Extra justification must be documented by the department, before the VA will authorize a non-listed course to be certified.

08SP. Student Progress (Click '?' for Prompt): The VA requires schools that have an academic progress policy allowing for a period of academic probation prior to academic termination to notify them when a student receiving VA education benefits is placed on academic probation.

When students are placed in a probationary status they are advised (via letter) of any counseling services available to them to resolve academic or other problems and to establish a meaningful plan for successful completion of their education or training. In concert with Yuba College's intervention programs, there are also counseling services and tutorial assistance benefits available through VA which are identified in the probation letter.
09SP. DE Students (Click '?' for Prompt): Veteran students often take basic skills classes, and many have a VA disability rating. Our program ensures that veterans are aware of services which can accommodate their disabilities on campus. Occasionally, there has been times when the Veterans Certifying Official had to advocate to ensure accommodations are made for the veteran when they are not physically able to attend class.
10SP.Disproportionate Impact(Click '?' for Prompt): According to the VA; 73%-80% of Student Veterans are male; 21-27% are female. With only 10-14% of military personnel being women, female Student Veterans are over represented in post secondary

education. Only 15% of Student Veterans are traditionally aged college students. Most Student Veterans are between the ages of 24 and 40. 47% of Student Veterans have children. 47.3% of Student Veterans are married. 62% of Student Veterans are first-generation students.

The American Council on Education conducted a study that documented the trends of student veterans. Observed within our District, student veterans attending Yuba College are older and more likely to be first-generation students and students of color than their non-veteran (civilian) student peers. Veterans bring valuable real-life experiences from the military service that make internships and community service programs less relevant because of their backgrounds. Student veterans are more likely spend an increased amount of time on non-academic activities, such as providing for a family, which likely contributes to a more stressful academic experience.

Yuba College has established a Veterans Resource Center (VRC) on Campus. It serves as an area for veterans to acclimate from military member to college student. The VRC offers an area for veterans to help veterans. It is a veterans' safe zone. The VRC is a space designated as a drop in study area with computer lab, a gathering place to build camaraderie and to relax between classes.

Moving the Veterans Service Office/Technician to the VRC would create a one-stop-veteran-shop and will help student veterans succeed on campus. This move will ease the process of matriculation, making it less bureaucratic for veteran students, which in turn, will lead to an increase number of veteran completion rates.
11SP. Mapping (Click '?' for Prompt): Yes
12SP. Core Competencies (Click '?' for Prompt): N/A
13SP. Professional Development (Click '?' for Prompt): Western Association of Veterans Education Specialists (WAVES) conference.
California Community College Chancellor's Office Veterans Summit.
CSU Chico Veteran Conference.
Regional Community College Veterans Meeting.
14SP. Reflection (Click '?' for Prompt): The WAVES conference is where school officials, who work with the veterans on their campuses, learn about services which benefit veterans. There were numerous workshops designated to train school certifying officials about the annual changes made by the VA regarding policies and procedures. This better serves out veteran population because; the school is up-to date on VA policy and procedures.

The California Community College Chancellor's Office Veteran Summit discussed challenges veterans face and recommend how Community College Administrators, Faculty and Staff can limit or remove barriers that impede Veteran Student Success. Experts presented to discuss how Post Traumatic Stress Disorder (PTSD) and Traumatic Brain Injuries (TBI), common residual effects from combat, affect student behavior in the classroom. Workshops included best practices and state initiatives that support veteran students.

The CSU Chico event was an event sponsored by CSU Chico's veteran staff to help junior colleges understand the dynamics of transfer veteran students make to a four year university. This event provided school officials with the necessary information to guide transferring veteran students in completing their educational goal.

The regional Veterans Meeting was held American River College. This where Administrators, Faculty and Staff learn of new State and Federal policies. Best practices and networking is the basis of the meeting to ensure veteran student success.
Are you ready to submit your final program review?: Yes

Program Recommendation: Make the Certifying Official a District position.

Create a Manager of Veteran Services and Outreach to provide a consistent high quality service to each veteran student and their dependents, at all District campuses. Each VA student requires interaction between the Certifying Official and the US Department of Veterans Affairs (VA).

Recommendation Priority: 3. High Priority
Year(s) Requested: 2012-2013, 2013-2014, 2014-2015
Request Date: 09/25/2015
Inactive Date: 12/31/2015
Supporting Evidence : Global Awareness, Critical Thinking~Navigating the VA education benefit process is confusing and tedious. The Certifying Official can provide support and advise when applying for benefits.

YC - Veterans Affairs Program Review

Communication~One-on-one interaction is required for most, if not all veteran students and their dependents.
Global Awareness, Critical Thinking, Personal and Social Responsibility~The Woodland Financial Aid Director is the Certifying Official for veteran students and their dependents at the Woodland and Colusa Outreach Center.The Yuba College Certifying official is currently responsible for veteran students and their dependents at Yuba College, Beale AFB Outreach Center, Clear Lake, and the Sutter Facility. Adding the Woodland and Colusa Outreach campuses would be an overall estimated increase of 35% in the number of student served by the District Certifying Official (see table 2).
Critical Thinking~The VA expects that schools are advising students who use VA education benefits understand rules and procedures that apply to their program.

Evaluation Plan: Student retention to include transfer and graduation rates.

Plan of Action

Staffing - Technical/Clerical - Training (Active)
Budgetary Impact: Training
Timeline/Responsible Party: End of Fall 2015 Semester.
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Needs Improvement/Attention
Currently being discussed at the District level.

Staffing - Technical/Clerical - In 2014-2015, The Certifying Official released certification for 238 veteran students at Yuba, 74 at Woodland and 21 at Clear Lake. 333 Students are utilized the Veteran Services .

A Manager of Veteran Services and Outreach is responsible for coordinating the delivery of district-wide student entry, support and success services to Active Duty, Veterans and their dependents. The manager would interact with the Beale Outreach Coordinator to provide support and to help communicate the needs of the College and Air Force. The Manager of Military and Veteran Services is responsible for overseeing the College's Veterans Resource Centers and VA work-study programs. This position will provide veterans outreach and services for the District as required, by disseminating information to Active Duty, Veterans, Dependents of Veterans, Reserve and Guard members about US Department of Defense (DoD) Tuition Assistance, Veterans Affairs (VA) educational benefit programs and other sources of financial aid offered by Federal and State governments. The manager will also work to ensure consistent service delivery at each of the College Campuses. The manager will support the College's strategic goals as related to military/veteran enrollment, retention, persistence, and completion. (Active)
Budgetary Impact: District Management Salary Range 25. Salary to be divided 40% Woodland CC, and 60% Yuba College (or 100% from the District).
Timeline/Responsible Party: District Human Resources and Yuba and Woodland Community College Vice Presidents. Spring 2016.
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Needs Improvement/Attention
Student Equity and/or Student Success funds should be utilized to help fund this position.

Related Goals

College - Yuba College Program Review
YC Goal 1 - Foster a culture of evidence-informed decision making, include SLO development/assessment and other measures of student success.
YC Goal 2 - Prioritize and allocate resources based on existing and emerging community and student needs over those of individual projects or programs.

YC - Veterans Affairs Program Review

YC Goal 3 - Steward our institutional resources with increasing effectiveness and efficiency.
YC Goal 4 - Research and utilize effective modes of delivery for our courses and services.
YC Goal 5 - Design our programs in such a way as to allow students to complete their educational goals in a timely manner.
YC Goal 6 - Evaluate our programs, services and processes to ensure continuous quality improvement.
YC Goal 7 - Improve the quality of the student experience at all our campuses and centers.
YC Goal 8 - Develop partnerships to enhance educational resources and student opportunities.

Institutional Learning Outcomes
Communication - Effectively use language and non-verbal communication consistent with and appropriate for the audience and purpose.
Personal and Social Responsibility - Interact with others by demonstrating respect for opinions, feelings, and values.

YCCD Board of Trustees Vision Statement
YCCD VS 2 - Building and maintaining an atmosphere of trust within the college district and with our communities;
YCCD VS 4 - Stewarding resources strategically to meet the diverse needs of our communities and region;
YCCD VS 5 - Providing educational, economic, cultural, and civic leadership for our communities and region.

YC - Veterans Affairs Program Review
YC Goal 1 - Issue the annual veteran survey to assess the Veteran program's effectiveness to all students in the program.
YC Goal 2 - Focus on individual student needs as they apply for VA programs.
YC Goal 2 - Be available to answer questions or concerns the veteran students have, educating student veterans on the various VA eduction programs.
YC Goal 3 - Veteran students are briefed on programs which support educational success (i.e., College Success Center, Hard Math Café, Writing Development Center, Counseling, Financial Aid, Disabled Student Program and Services, etc.).
YC Goal 4 - Utilization of Yuba College Website to publish necessary steps to begin benefits.
YC Goal 4 - Email current events and news about education benefits.
YC Goal 5 - Ensure each veteran students has a VA education plan. The VA requires veterans to follow a comprehensive education plan (start to finish).
YC Goal 5 - Provide referral assistance for students who need academic support.

Program Recommendation: FTE, Career/Transfer Technician for the Marysville Campus.

Hire a full-time Career/Transfer Technician for the Marysville Campus.

Recommendation Priority: 3. High Priority
Year(s) Requested: 2013-2014, 2014-2015
Supporting Evidence : Currently there is one staff member assigned to the Yuba College Career Center whose responsibilities as a classified staff member encompasses the Career and Transfer Center, Veteran Services and maintaining the Yuba College job board. This position fufils the responsibilities of the Career AND Transfer Center Director to facilitate policies and procedures. The department is underfunded and understaffed. The college needs to consider staffing issues to better serve students. As the center is staffed now, there is no capability to correlate career planning with job availability in the YC service areas. This would be the ideal department to counsel students into employment areas that are in demand in the labor market of the college

Evaluation Plan: ...

YC - Veterans Affairs Program Review

Staffing - Technical/Clerical - The Yuba College Career/Transfer Center is underfunded and understaffed. The current technician coordinates activities and events, as required by Student Equity and 3SP. Other responsibilities encompass managing the Career and Transfer Center, Veteran Services and maintaining the Yuba College job board. These added responsibilities take away from veterans who depend on timely services in order to be paid on time. (Active)

Budgetary Impact: $2,907 - $3,522/MO. (Range 24, CSEA Salary Schedule)
Timeline/Responsible Party: Student Services
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Needs Improvement/Attention
Discussion about this position needs to improve. 3SP and Student Equity funds could absorb the fiscal impact of creating this position.

Related Goals

YC - Veterans Affairs Program Review

YC Goal 1 - Issue the annual veteran survey to assess the Veteran program's effectiveness to all students in the program.

Program Recommendation: Assign a Transfer Center Director

Authorize Release time for a Yuba College Counselor to become the Transfer Center Director.

Recommendation Priority: 3. High Priority
Year(s) Requested: 2013-2014, 2014-2015
Supporting Evidence : The Career/Transfer/Veteran Service Technician is the Transfer Center Director. The balance of the job responsibilities are extremely delicate. With the implementation of Student Equity and 3SP, more services are required than what can be facilitated under the current staffing model. Students requiring transfer counseling are required to make an appointment with an academic counselor to ensure all requirements for transfer are met. Assigning a counselor to be responsible to the Transfer Center is required to ensure Yuba College students are given proper time and guidance.

Evaluation Plan: Student transfer rate from Yuba College to four year institutions.

Plan of Action

Staffing - Faculty - Grant release time for a counselor to oversee and coordinate career/transfer activities. (Active)

Budgetary Impact: 40% release time, 20% Career, 20% Transfer.
Timeline/Responsible Party: Counseling, Student Services.
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Needs Improvement/Attention
Counseling is discussing this position.

Related Goals

College - Yuba College Program Review

YC Goal 8 - Develop partnerships to enhance educational resources and student opportunities.

YC - Veterans Affairs Program Review

YC Goal 1 - Issue the annual veteran survey to assess the Veteran program's effectiveness to all students in the program.

YC - Veterans Affairs Program Review

Program Recommendation: Move Veteran Services to the Veterans Resource Center

Move Veteran Services from 100B to building 725

Recommendation Priority: 3. High Priority
Year(s) Requested: 2014-2015, 2015-2016
Request Date: 09/25/2015
Inactive Date: 12/31/2016
Supporting Evidence : SAO
Evaluation Plan: Move

Plan of Action

Facilities - The Veterans Resource Center (VRC) has been established on Campus serving as an area for veterans to transition from military service member to college student. To be a one-stop shop for veteran students all veteran services would be offered through the VRC. Moving the veteran service office would increase the foot-traffic in the VRC and allow for a central location for all veteran services. (Active)

Budgetary Impact: Move office from building 100B to building 725, 16 man-hours ($200).
Timeline/Responsible Party: Veteran Staff
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Needs Improvement/Attention
Discussion has been made to move the VRC to a different location on campus this recommendation may be on hold.

Related Goals

YC - Veterans Affairs Program Review
YC Goal 1 - Issue the annual veteran survey to assess the Veteran program's effectiveness to all students in the program.
YC Goal 2 - Focus on individual student needs as they apply for VA programs.
YC Goal 2 - Be available to answer questions or concerns the veteran students have, educating student veterans on the various VA eduction programs.
YC Goal 3 - Veteran students are briefed on programs which support educational success (i.e., College Success Center, Hard Math Café, Writing Development Center, Counseling, Financial Aid, Disabled Student Program and Services, etc.).
YC Goal 4 - Utilization of Yuba College Website to publish necessary steps to begin benefits.
YC Goal 4 - Email current events and news about education benefits.
YC Goal 5 - Ensure each veteran students has a VA education plan. The VA requires veterans to follow a comprehensive education plan (start to finish).
YC Goal 5 - Provide referral assistance for students who need academic support.
YC Goal 6 - Steward partnership with qualified VA students and employ them under the VA work-study program at all of the Yuba College campuses and centers.

Program Recommendation: End of Semester Survey

Continue surveys at the conclusion of each semester to evaluate the veteran program's effectiveness.

Recommendation Priority: 2. Medium Priority

YC - Veterans Affairs Program Review

Year(s) Requested: 2013-2014, 2014-2015
Supporting Evidence : Information Competency ~ At the conclusion of the each semester, issue surveys to the overall population of student veterans to get a measurable sample of the programs success, or areas for improvement.
Evaluation Plan: Measure the effectiveness of the program by analyzing the results of the survey. The SP 2015 results were inconclusive due to only 19 respondents. Will re evaluate and assess at the conclusion of the FA 2015 semester.

Plan of Action

Technology - Use survey monkey to poll veteran student after each term. The survey will be activated after grades are posted for each semester (Active)
Budgetary Impact: 4 man hours.
Timeline/Responsible Party: At the conclusion of each semester.
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Addressed/Satisfactory Progress
Will be administered at the end of the semester.

Technology - Update and email end of semester survey. (Active)
Budgetary Impact: 8 Man Hours
Timeline/Responsible Party: Veteran Services
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Addressed/Satisfactory Progress
Will be administered.

Related Goals

College - Yuba College Program Review
YC Goal 1 - Foster a culture of evidence-informed decision making, include SLO development/assessment and other measures of student success.
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YC - Veterans Affairs Program Review
YC Goal 1 - Issue the annual veteran survey to assess the Veteran program's effectiveness to all students in the program.
YC Goal 2 - Focus on individual student needs as they apply for VA programs.
YC Goal 5 - Provide referral assistance for students who need academic support.

Program Recommendation: Community Outreach

Expand outreach efforts to raise the awareness of the Yuba College Veteran Services program

Recommendation Priority: 3. High Priority
Year(s) Requested: 2012-2013, 2013-2014, 2014-2015

YC - Veterans Affairs Program Review

Supporting Evidence : Communication, Global Awareness, and Personal abd Social Responsibility~Through participation at Active Duty/Veteran Programs on Beale AFB, attendance at the annual Yuba-Sutter Veterans Stand Down in August, and by participation in the Marysville Veterans Day parade, the veterans program can advertise and advocate services offered.
Evaluation Plan: ...

Plan of Action

Other - Outreach to meet the community and explain the benefit of continuing education at Yuba College. (Active)
Budgetary Impact: None
Timeline/Responsible Party: Veteran Services
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Addressed/Satisfactory Progress
This is an on-going endeavor.

Staffing - Faculty - Integrate Veteran Services with Beale AFB and other military branches to raise awareness about Yuba College Education programs. (Active)
Budgetary Impact: 40 Man Hours
Timeline/Responsible Party: Veteran Services
YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015
Recommendation Progress: Recommendation Addressed/Satisfactory Progress
Met with Col Trinka from Beale AFB. He has connected veteran services with his Command Chief. This is a work in progress.

Related Goals

YC - Veterans Affairs Program Review
YC Goal 2 - Focus on individual student needs as they apply for VA programs.
YC Goal 2 - Be available to answer questions or concerns the veteran students have, educating student veterans on the various VA eduction programs.
YC Goal 3 - Veteran students are briefed on programs which support educational success (i.e., College Success Center, Hard Math Café, Writing Development Center, Counseling, Financial Aid, Disabled Student Program and Services, etc.).
YC Goal 5 - Provide referral assistance for students who need academic support.

Program Recommendation: Veterans Work-force Investment Act (WIA) Grant

Work with closely with the Yuba and Sutter County One-Stop offices to ensure Yuba College Veterans students are aware of the WIA grant aimed to assist veterans in the transition from military service to civilian occupations.

Recommendation Priority: 2. Medium Priority
Year(s) Requested: 2012-2013, 2013-2014, 2014-2015
Supporting Evidence : Communication~Advocate on behalf of the One-Stop offices to generate interest in the WIA programs.
Global Awareness~Assist in the transition from the military culture, to civilian life.
Information Competency~Promote the availibility of the County One-Stop's expertise and services to access additional veterans resources.
Personal and Social Responsibility~Open doors of opportunity, but being compassionate about veteran student success.
Evaluation Plan: Veteran Success in CTE programs...

YC - Veterans Affairs Program Review

Other - To communicate to the veteran population who choose CTE programs that there are other means of funding available to them. (Active)

Budgetary Impact: None

Timeline/Responsible Party: Veteran Services and Workforce Investment Act (WIA) Office

YC - Location: Yuba College - All

Status

Reporting Year: 2014-2015 11/19/2015

Recommendation Progress: Recommendation Addressed/Satisfactory Progress

Working with Judy Dech from the Workforce Investment Act office to ensure veterans in CTE programs are assisted.

Related Goals

YC - Veterans Affairs Program Review
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