

# Santa Rosa Junior College

## Program Resource Planning Process

### Work Experience 2017

#### 1.1a Mission

To connect classroom instruction to the workplace through experiential and hands on learning while developing the 21st Century work skills needed to be successful in the modern workforce.

#### 1.1b Mission Alignment

Mission Alignment: Work Experience has a direct connection to the District's mission in supporting Career and Technical Education (CTE) by helping students prepare for success in the workforce equipped with the 21st Century work skills in demand by local employers.

#### 1.1c Description

Work Experience courses offer work-based learning for students. These academic courses include General (WRKEX 97) and Occupational Work Experience WEOC 99), Internship (APGR 99i, et al), Community Involvement (CI 51, 53, 54), and Apprenticeship training (APED).

#### 1.1d Hours of Office Operation and Service by Location

Santa Rosa: 3<sup>rd</sup> floor east, Bertolini Hall, 8 am – 5 pm, Monday – Thursday and Fridays 8 am to noon. Staffed by faculty, AAll, and student employees.

Petaluma: 214 Kathleen Doyle Hall, limited hours.

### 1.2 Program/Unit Context and Environmental Scan

The core instructional focus of Work Experience--both General and Occupational--is to provide students with the knowledge and skills to transfer their classroom learning to the worksite. General Work Experience students learn and apply 21st Century work skills--communication, customer service, time management, interpersonal skills, teamwork, analytical skills, etc.--to their workplace. Occupational Work Experience students continue to refine their 21st Century Work Skills while also applying discipline-specific occupational skills learned in the classroom to their jobs.

Before enrolling in an Internship course, students must have completed several courses in a certificate or major. Equipped with career technical skills, interns demonstrate those skills to their employers by completing projects or worksite improvements that add value to the employer's business and provide the students needed experience in their chosen career.

Community Involvement students volunteer in non-profit agencies, schools, or government offices, to explore possible careers or to support local efforts to improve communities.

Apprentices must apply to and be accepted in order to study a trade, such as electrical or plumbing, while simultaneously working in the field. Upon completion of their training, apprentices possess the career technical skills that are in demand in the north bay.

Because of the close connection between all WE courses and industry, the Work Experience Department adjusts its instructional approach on an ongoing basis to reflect changes in technology or those skill sets in demand by local employers. Employer data show that all companies, local as well as international, have a continuing need for workers who can demonstrate 21st Century work skills. Working with the CTE advisory committees across the district, Work Experience faculty use feedback from local employers to improve curriculum and is constantly integrating new 21st Century work skills. Work sites are dynamic and intense, requiring workers to demonstrate technical knowledge, analytical skills, flexibility, and tenacity. WE courses prepare students for success in the modern workplace.

## 2.1a Budget Needs

### 2.1A Budget Needs 2017-2018

- We are currently working on growing our enrollment through targeted marketing and outreach efforts on campus and on-line.

Currently our Marketing Materials Budget needs to be increased, \$5000.00. Work Experience desires being seen on campus more and we would like to purchase large fold out signage to sit in the lobby of our building and other materials around campus to promote our visibility to students.

- Our instructors are not traditional in-classroom instructors and must travel to job sites to do their student interactions. At the current rate of .54/cents a mile reimbursed for these costs to each Faculty Member - that cost really adds up. We are needing an increase of \$5000.00 to this account.
- Our instructors are asking for a creation of a Resource Materials Library for them and for the students to use that are directly related to the core values of our courses. The cost to get this started will be about \$2000.00.

## 2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	02	01	\$100,000.00	Increased funding for adjunct expense (at least by \$100k) to cover new compensation model approved by AFA fy 2014-15 + to meet increased costs associated with growing enrollment. Work Experience courses are repeatable are targeted for growth in the 2015-18 Strategic Enrollment Management plan.
0002	ALL	08	07	\$5,000.00	Marketing materials (including large fold out flyers for lobby placement and other stands around campus) as Work Experience can be difficult to find currently for many students.
0003	ALL	05	07	\$5,000.00	Increased mileage allocation needed (related to increased enrollments) to cover mileage costs of instructors' work site visits.
0004	ALL	08	06	\$5,000.00	Professional Development; additional funds to attend conferences relating directly to Work Experience. I.e. conferences, seminars, and travel expenses directly related to each.
0005	ALL	01	06	\$2,000.00	Instructor and student resource materials (creation of a library full of reference material for student success).

## 2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
AAII	40.00	12.00	A single AA II oversees all administrative assistant tasks related to Work Experience; supervises student employees; provides information and assistance directly to Work Experience students; supports full-time and adjunct faculty; cooperates with other departments to improve department's delivery of services and instruction to students. AA II. This AAII will also be helping with the combining of the Student Employment and Career Center into the folds of Work Experience--these two programs do not have an AA position, so this AAII will be the only one for this 3 department merge (Summer 2017).

## 2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Associate Dean, Workforce Development	20.00	12.00	Associate Dean, Workforce Development .50 FTE serves as the supervising administrator and acting chair for the department.

## 2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Workers	40.00	11.00	Currently 3 part-time student employees run our front desk and complete tasks ranging from answering the phone, to photocopies, to seminar

			prep, and much more. They are supervised by the AA II and assist her as well as the faculty in the department.
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## 2.2d Adequacy and Effectiveness of Staffing

Please note: Work Experience does not provide traditional classroom based instruction. Instructional assignments are on an individual student/faculty basis. District efficiency and productivity ratios are not a relevant indicator of Work Experience department performance and cost effectiveness.

That said, it is a productive instructional department. Its costs are less than the FTES funding Work Experience brings to the District:

We foresee this program growing with renewed marketing and outreach efforts. We have an adequate adjunct pool with a recent hiring of 10 additional adjuncts in the Summer of 2016. However, our FT to PT ratio is: 30% FT and 70% PT which falls out of compliance with the district guidelines.

## 2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
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## 2.3a Current Contract Faculty Positions

Position	Description
(2) full-time faculty	One faculty, primarily responsible for Internship courses and (1) for General and Occupational Work Experience instruction. All other positions are adjunct faculty, including instruction in Community Involvement.
1 (50%) Faculty	Community Involvement Instructor, solely responsible for Community Involvement course instruction.

### 2.3b Full-Time and Part-Time Ratios

Discipline	FTEF Reg	% Reg Load	FTEF Adj	% Adj Load	Description
Work Experience, Internships, Community Involvement	2.0000	100.0000	6.6400	664.0000	Department utilizes 40+ adjunct faculty each semester. Note: All WE courses are repeatable for up to 16 units with the exception of Community Involvement. This provides opportunity to expand student enrollments = FTES in the District. Because of Work Experience's organization, FTES/FTEF ratios in datamining are not relevant. FT/PT Ratio is 70% adjunct and 30% full time.

## 2.3c Faculty Within Retirement Range

Adjunct faculty providing exclusive instruction is retiring at the end of Summer 2017 and has submitted her letter of resignation to the President. She is currently a 50% employee.

Approximately 22 of all other adjuncts are of retirement age within three years.

## 2.3d Analysis of Faculty Staffing Needs and Rationale to Support Requests

Currently 30% of the load is taught by FT faculty, leaving 70% by adjunct faculty which is not in compliance with the district policy of FT/PT ratio. Currently we have a 50% faculty position solely teaching Community Involvement courses. We are in the process of updating our instructional modality to include Canvas and other current office technologies that align with modern offices. Due to these changes we foresee enrollment increasing and we are expanding efforts to grow the program on the Petaluma campus, where historically, in the past, we have had more of presence.

Back in the past we had over 1000 FTES in general work experience alone during a period where not as many students working and went to school as compared to students today. Because of more students working currently we are aiming to double our current enrollment due to their being more students currently working while enrolled in school at SRJC.

### 2.3e Faculty Staffing Requests

Rank	Location	SP	M	Discipline	SLO Assessment Rationale
0001	ALL	08	06	Work Experience/Community Involvement	Serving more students effectively, anchor program coordinator. This position would be partial Petaluma and Santa Rosa, supporting both campuses. Current faculty member (50%) is retiring at the end of Summer 2017. Community Involvement (soon to be called Community Engagement) is in need of new forward-thinking ideas and a fresh perspective--potential for this area is enormous in terms of FTES.

## 2.4b Rationale for Instructional and Non-Instructional Equipment, Technology, and Software

Faculty has expressed a desire to purchase Articulate 360 to better serve our goal of improving our technology to align with what is currently being utilized in the world. This software will increase the ability to put our activities online and create a creative means to do so. The content brings a high level of interactive courses to the students as well as a library of resources for our instructors. The cost for this program at max is \$1299/yr for multiple users and can be lowered with educational and other discounts.

In order to keep current with social media, website design, and additional marketing and outreach tools, we are looking to create video testimonials from our students and/or employers in the coming year to add to our online trio of online presence (Website, Facebook, and Instagram). We have priced this out from other departments on campus and to do so properly using the right equipment, hiring a team, and editing will cost close to \$4000.00.



## 2.4c Instructional Equipment and Software Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	ALL	02	06	Articulate 360 Software (1 year group sub.)	1	\$1,299.00	\$1,299.00			

## 2.4d Non-Instructional Equipment, Software, and Technology Requests

Rank	Location	SP	M	Item Description	Qty	Cost Each	Total Cost	Requestor	Room/Space	Contact
0001	ALL	04	07	Video Testimonial Creations for Online Presence	1	\$4,000.00	\$4,000.00			
0002	Santa Rosa	04	07	Ergonomic/Adjustable Desks for all Faculty/Staff	3	\$1,000.00	\$3,000.00			

## 2.5a Minor Facilities Requests

Rank	Location	SP	M	Time Frame	Building	Room Number	Est. Cost	Description
0001	ALL	08	07	Urgent	Move from 3rd Floor Bertolini to Garcia Hall	Garcia Hall	\$1,500,000.00	This office currently sits between all of the Work Experience Faculty and Administrative Offices and is being used by Career Services. We have been asked to move so that DRD can take over the space, bringing their 3 separate locations together. VP of Student Services in conjunction with Senior Dean, CTE has agreed that Work Experience, Student Employment, and Career Center will all move under the same roof to in the new creation of Career Hub in Garcia Hall by Summer 2018. Thus, it is imperative that the building get remodeled (mold abatement and bee hives in attic/walls addressed) to accommodate the restructure and combining of these 3 key areas. Student will be much better served at this "one stop shop" career services hub more centrally located on campus. This construction project should be fast-tracked and considered a major district priority.

## 2.5b Analysis of Existing Facilities

Work Experience offices are currently housed on the south side of Bertolini, 3rd floor, in a shared space with Student Employment, Career Development Services, and Transfer Center.

Our current supervising administrator is using a non-private office space when he is working here as his "office" is housed in a temporary 3/4 walled in space, more private space is ideal. Two of our 50% faculty that use their office space are having to share one office - and sometimes scheduling conflicts can occur.

As mentioned in Facilities Requests, the Career Center, Student Employment, and Work Experience being under one roof, reporting to the Associate Dean of Workforce Development, these 3 areas are planning on moving to Garcia Hall after the remodel project is completed. Students will be much better serviced at this one-stop shop for career services.

## 3.1 Develop Financial Resources

FIELD Instructional Service Agreement (ISA):

The Work Experience department is taking the lead on behalf of the District in contracting with the Fieldworkers Institute for Education and Leadership Development (FIELD) to deliver SRJC Work Experience instruction in Kern and Riverside counties. The current contracted rate provides the District with 50% of FTES funding for these course sections. FIELD student enrollment in late starting spring 2014 courses generated \$2,781.60 (1 FTES = \$4,636 x 60%) As this enrollment expands, it will bring additional very low cost FTES to the district.

Semester	FTES	rate/FTE	net 50-50 split
X2014	1.7	\$1,854.40	\$3,152.48
F2014	7.6	\$2,338.00	\$17,768.80
S2015	6.2	\$2,338.00	\$14,495.60
		Total:	\$35,416.88

## 3.2 Serve our Diverse Communities

Best practices in supporting the success of diverse students is discussed regularly at core staff and instructor meetings.

Work Experience's new online orientation video is provided open-captioned to accommodate hearing impaired students.

Recruited and attracted diverse applicant pool for full-time faculty position to commence instruction in fall 2015.

Hired two males (underrepresented in our adjunct pool) and the first African American adjunct instructor in fall 2014.

### 3.3 Cultivate a Healthy Organization

WE's faculty, staff, and administrator are highly motivated and actively seek out trainings, workshops, and other opportunities to grow professionally and learn best practices for instruction and supporting student success. Both adjunct and full-time faculty participate in CTE forums convened each semester. CTEA funds were accessed to support the participation of the core faculty team at the annual conference for California Internships & Work Experience Educators Association (CIWEA).

### 3.4 Safety and Emergency Preparedness

Faculty and staff attend safety and emergency preparedness trainings such as: responding to active shooter and assisting disabled students via the chair lift. The supervising administrator completed a 3-hour district safety training 5/8/15.

### 3.5 Establish a Culture of Sustainability

The department has adopted several sustainable practices:

- Only (1) Work Experience orientation is provided F2F. Most students access the online orientation. This reduces costs and preserves resources.
- Student handbook process changed in fall 2013. New vendor responds to exact need preventing overruns of 15 to 50 each semester + providing \$3k funding to department.
- Increased the number of course forms available online.
- Instructor mileage forms have been provided as a writeable PDF form via email.
- All paper products are recycled, a large green recycle bin is located in the office area.
- Printing, although limited, is always in gray-scale + on two-sided paper

### 4.1a Course Student Learning Outcomes Assessment

All Department courses have established SLOs. Instructors are currently working together to evaluate current SLOs in place.

Department has no programs or certificates but many of our courses are requirements for other certificate programs across disciplines on the campus.

### 4.1b Program Student Learning Outcomes Assessment

We do not have any Work Experience specific certificate programs - however - many of our courses are requirements for current on-campus certificates in a variety of disciplines.

### 4.1c Student Learning Outcomes Reporting

Type	Name	Student Assessment Implemented	Assessment Results Analyzed	Change Implemented
Course	CI 51	Spring 2011	Fall 2011	Spring 2012
Course	CI 54	Spring 2015	Fall 2015	Spring 2016
Course	CS 53	Spring 2011	Fall 2011	Fall 2014
Course	WEOC 99	Spring 2014	Fall 2014	Spring 2015
Course	WEOC 99I	Fall 2014	Spring 2015	Fall 2015
Course	WRKEX 97	Spring 2015	Fall 2015	Spring 2016

## 4.2a Key Courses or Services that address Institutional Outcomes

Course/Service	1a	1b	1c	2a	2b	2c	2d	3a	3b	4a	4b	5	6a	6b	6c	7
CI 51, 53, 54		X	X	X	X	X	X	X	X	X	X		X	X		X
WEOC 99		X	X	X	X	X	X	X	X	X	X		X	X		X
WEOC 99I		X	X	X	X	X	X	X	X	X	X		X	X		X
WRKEX 97		X	X	X	X		X	X	X	X	X	X	X	X		X

## 4.2b Narrative (Optional)

WE courses assist students in developing 21st Century skills (e.g., time management, communication, teamwork, customer service, et al) that support their college, career, and personal success. Work based learning is a best practice and provides a bridge to employment and career success. It is not unusual for students to report that they have received promotions while enrolled in these courses.

### Six Year Assessment Cycle

This department intends to follow the six year assessment cycle and the goal is to do it every four years to stay ahead of the requirements.

## 5.0 Performance Measures

Please Note:

Work Experience connects classroom learning to the workplace. Student learning occurs at work sites throughout the District and in the North Bay region. Students review course requirements online or via a face-to-face orientation.

WE enrollments are limited only by the funding available for instructors, not by class size. Learning is integrated into the students' work-based learning objectives, which are tailored to each student's skills and interests and tied to job requirements at the workplace.

<b>X14,F14,S15</b>	<b>total FTES:</b>	<b>186.98</b>
FTES funding	\$4,676	\$874,335.31
WE budget	total:	\$588,644.00
WE budget	overspent	\$165,606.64
net profit:		\$120,084.67

## 5.1 Effective Class Schedule: Course Offerings, Times, Locations, and Delivery Modes (annual)

Work Experience does not use classrooms, so class limits are not applicable. Each semester many seminars are conducted requiring seating for 30 - 45 students.

## 5.2a Enrollment Efficiency

Work Experience learning takes place at the workplace. The Department does not use classrooms or have limits based on the number of seats in a room, so this measure is not applicable to our analysis.

Note: funding generated through FTES exceeds funding expended to provide instruction.

<b>X14,F14,S15</b>	<b>total FTES:</b>	<b>186.98</b>
FTES funding	\$4,676	\$874,335.31
WE budget	total:	\$588,644.00
WE budget	overspent	\$165,606.64
net profit:		\$120,084.67

## 5.2b Average Class Size

N/A

## 5.3 Instructional Productivity

The FTES/FTEF ratio is not a relevant tool to assess Work Experience productivity.

## 5.4 Curriculum Currency

(25) Work Experience courses (WRKEX 97, WEOC 99, 99I) are due to be updated in 2015, as are all three Community Involvement courses (CI 51, 53, 54).

## 5.5 Successful Program Completion

N/A. Work Experience is not a Program.

## 5.6 Student Success

## 5.7 Student Access

Incomplete data in datamine

## 5.8 Curriculum Offered Within Reasonable Time Frame

Yes. WE department consistently offers all courses each fall and spring semester. In summer semester some discipline specific internships are not offered, e.g., Paralegal (PLS 99i) in summer 2014.

## 5.9a Curriculum Responsiveness

Both the department's full-time and adjunct faculty members are in regular contact with employers in the North Bay. Each semester, faculty visit hundreds of businesses to facilitate on-the-job learning. The instructors guide students in their development of work-based learning objectives that emphasize new skill development, mastery of technology, and product knowledge.

The Department partners with many CTE disciplines to provide students an opportunity to combine Work Experience with career education. Courses in Occupational Work Experience, Internships, and Community Involvement often relate directly to other CTE disciplines such as Health Sciences, Business, Computer Studies, Culinary, Agriculture, Natural Resource Management.

## 5.9b Alignment with High Schools (Tech-Prep ONLY)

High school students may enroll in Work Experience or Community Involvement courses. Outreach is being conducted and high school concurrent enrollment in WE courses is increasing.

## 5.10 Alignment with Transfer Institutions (Transfer Majors ONLY)

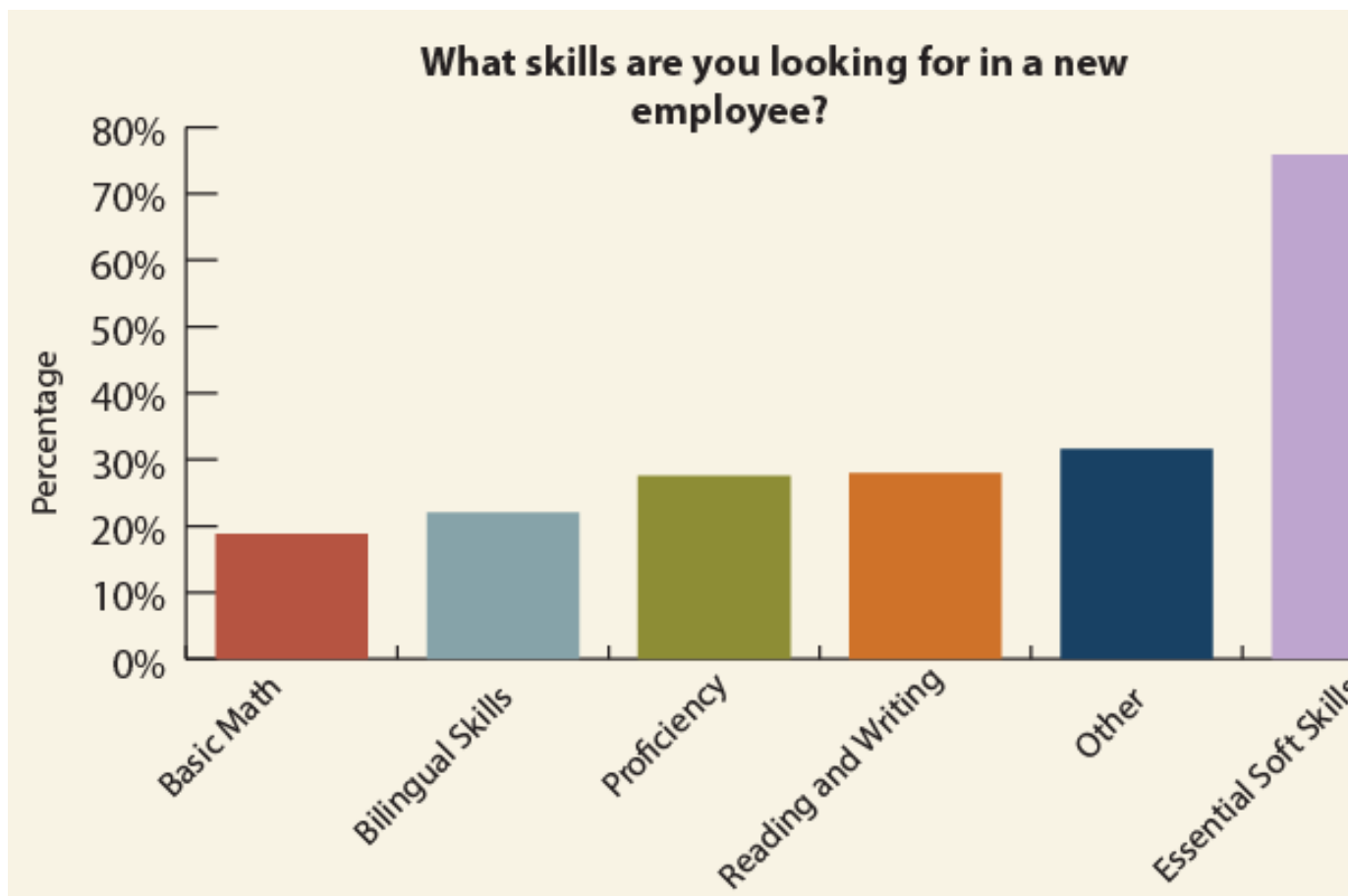
California State Universities accept Work Experience, Intern, and Community Involvement for elective transfer credit.

## 5.11a Labor Market Demand (Occupational Programs ONLY)

Yes. Consistently, at CTE advisories and other business forums, employers express high need for employees demonstrating the 21st Century Work Skills (also known as "soft skills") integral to WE courses, such as customer service, communication, teamwork, analytical thinking, use of technology, time management, etc. See the survey below from the Sonoma County Economic Development Board.

# 2014 Workforce Development Survey

This survey was designed to provide local education and training organizations a **comprehensive assessment** of employer needs.



## 5.11b Academic Standards

The Department faculty regularly assesses courses with regard to rigor, student learning, and relevance to students' employment goals.

## 6.1 Progress and Accomplishments Since Last Program/Unit Review

Rank	Location	SP	M	Goal	Objective	Time Frame	Progress to Date
0001	ALL	01	01	Completed the transition content from student handbook (\$8) into Canvas spring 2017.	1.Saved students the cost of having to purchase printed materials. 2. Materials are online accessible 24/7 3. Online gradebook for students and instructors to access 24/7	Completed Spring 2017	Complete
0002	ALL	01	01	Develop + conduct trainings for adjuncts. Continuous trainings in Canvas and regularly scheduled departmental meetings initiated Spring of 2017 to better communicate with the adjunct and full time faculty.	Utilizing Canvas, accessing their (new) instructor portals, + recording student + supervisor scores directly into Canvas. Department meetings have given opportunity for all faculty to share best practices in regards to pedagogy.	Ongoing	Ongoing
0003	ALL	08	06	Succession plan to replace role of retiring director, using up vacation days commencing October.2016 + retired by January 2017. New Associate Dean began January 4th, 2017.	CTE Dean to identify + assign key job duties for interium + advocate + gain approval to hire posiiton. To ensure a smooth transition, the newly appointed Associate Dean worked directly with retiring director to create a smooth transition.	Fall 2016, Spring 2017	Complete
0004	ALL	01	00	Online college: develop WRKEX 97 (General) as a fully online course.	Funding obtained via online college project.	1st online course: Fall 2017	Fall 2017
0005	ALL	02	01	Expand + diversity adjunct pool.	Recruit, interview + hire for adjunct pool. A pool of 10 have been added to the pool.	Completed Summer 2016	Completed, Ongoing
0006	ALL	06	07	Hire a 100% Full time AA, II for the department who is taking on new roles such as social media and outreach.	Increase productivity of the department and globally increase enrollment to the program while providing 100% service to students.	Hired Spring 2017	Completed, Ongoing
0007	ALL	04	01	Acquired 29 laptops to be used during seminars and other student engagement programs during the semester.	Provide ample opportunity for all students to utlize advanced and/or current technology in the workplace.	Spring to Summer 2017	Ongoing
0008	ALL	03	06	Multiple staff are attending seminars regarding new trends in serving our diverse population of students equally.	To increase awareness and sensitivity to the changes in our incoming student population.	Ongoing	Ongoing
0009	ALL	08	06	Core team will be having a full day retreat to discuss the vision of where the department is going, what tools we need to get there, and how to best achieve that goal.	To better align our efforts to a common goal.	Spring 2017	Yearly



## 6.2a Program/Unit Conclusions

Location	Program/Unit Conclusions
ALL	High school concurrent enrollment continues to grow due to effective marketing and outreach to high school counselors and high school CTE coordinators. There is the opportunity to expand this further and dual enrollment models should be explored with local high school districts. A pilot project is being led by Leena Her, one of our full time faculty, involving West County High Schools and work experience 97 being taught over the summer, using their instructors. If successful, we will build on this program for the coming year across all county districts.
ALL	With the retirement of our long serving community involvement instructor, Jody Deike, the department has an opportunity to envision and expand what Community Involvement means and who it involves. Currently we are looking to expand the Petaluma campus and exploring service based learning opportunities with transfer track programs on campus.
ALL	Based on continual program improvement, we have refined and streamlined online processes through Canvas, making grading, assignments, and communications more accessible for students and instructors.
ALL	Coordinator outreach to employers and businesses has created additional internship opportunities for our CTE programs. In addition, the coordinator is collaborating with CTE department coordinators and their advisory committees and creating an employer handbook based on requests from employers.
ALL	We have created a cross departmental collaboration between Student Employment and Career Services to better serve our students.

## 6.2b PRPP Editor Feedback - Optional

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### 6.3a Annual Unit Plan

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0001	ALL	01	02	To merge Work Experience, Career Services, and Student Employment Services into one central service area, under the direction of current Associate Dean, Workforce Development Brad Davis.	To centralize and better assist the students in a more fluid and symbiotic service center with the common goals of increasing student employment skill development, increase enrollment in all programs, and providing a higher level of services to students.	Summer 2018	Administrative, Faculty, and Classified
0002	ALL	04	02	Move Work Experience, Career Services, and Student Employment Services into one central building on campus (Garcia Hall). There will be a service counter that will serve all needs (i.e. job searching, skill development, etc) to every student who enters the building.	One stop for all career service needs for students.	Summer 2018	Renovation of Garcia Hall to modernize and adjust floor plan to accommodate a computer lab, classroom space, offices, and a large front counter to serve the students' needs.
0003	ALL	01	01	Develop + conduct trainings for adjuncts.	Utilizing Canvas, accessing their (new) instructor portals, + recording student + supervisor scores directly into Canvas.	Ongoing	Adjunct hours, ancillary
0004	ALL	08	06	To hire a FT faculty member to expand on our Community Involvement offerings and potential.	To increase enrollment and expand services to other district areas such as the Petaluma campus. Also looking into service based learning offerings through CI.	Fall 2017- Spring 2018	FT Faculty Salary
0005	ALL	02	01	To hold a work experience retreat where we will brainstorm new ideas on how to improve on our existing program.	TBA	Fall 2017- Spring 2018	Adjunct hours