

Santa Rosa Junior College

Program Resource Planning Process

Work Experience 2018

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: 3rd 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. As of FY 17/18 we have combined Work Experience, Student Employment, and Career Development Services under the umbrella of Workforce Development. This means we will need to create and distribute all new branding materials.

Currently our Marketing Materials Budget needs to be increased, \$5000.00. Workforce Development desires being seen on campus more and we would like

to purchase large fold out signage to sit in the lobby of our building, new A-frames for Santa Rosa and Petaluma, create new branding with the graphics department, and PR.

- Our instructors are not traditional in-classroom instructors and must travel to job sites to do their student interactions. At the current rate of .55/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.
- Due to the three departments merging, we are now all sharing printers and other equipment/resources. We would like to upgrade our current set-up to a more efficient and heavy duty printer/copier combination. Current prices list these between \$1500 and \$2000 annually to rent (with maintenance and upkeep included).
- Increase budget of \$5000.00 for student employees in Workforce Development as we have seen increased foot traffic at the counter and on the telephones asking specific questions re: changes to course offerings, curriculum, and instructor contacts.
- Purchase the use of Portfolium metrics.
- Administrative Support - AA II 40 hours a week/12 months

2.1b Budget Requests

Rank	Location	SP	M	Amount	Brief Rationale
0001	ALL	04	07	\$2,000.00	Updating current office equipment to support the merging of two additional departments coming under the Workforce Development umbrella. Also,
0001	ALL	08	06	\$5,000.00	Portfolium cost for metrics to track current and former students placed in the community workforce.
0001	ALL	02	06	\$5,000.00	Additional students to cover extended operation hours (launching Fall of 2018) for evening and non-traditional students. These additional costs will assist with the increased foot traffic at our counter and on the telephone in regards to changes in curriculum, course format, and changes in instructor communication.
0001	ALL	08	07	\$65,000.00	Additional administrative support as one AA III is currently supporting the Dean and all departments associated with Workforce Development.
0002	ALL	08	07	\$5,000.00	Rebranding of all materials as we are merging multiple departments under one umbrella. We need new A-Frames for Santa Rosa and Petaluma. Additional outreach step-up signs are needed for both campuses as well.

2.2a Current Classified Positions

Position	Hr/Wk	Mo/Yr	Job Duties
AA III	40.00	12.00	A single AAIII currently offers administrative support to the Dean of Workforce Development, Work Experience, Career Services, Student Employment, Apprenticeships, and Instructional Service Agreements.

2.2b Current Management/Confidential Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Dean, Workforce Development	40.00	12.00	Oversees all operations of Workforce Development

2.2c Current STNC/Student Worker Positions

Position	Hr/Wk	Mo/Yr	Job Duties
Student Workers	60.00	12.00	Currently four students support Work Experience through Federal Work Student (FWS) and District Funds. These positions support the front desk, answer phones, assist instructors and administrative staff on daily tasks.

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. Our FT to PT ratio is: 20% FT and 80% PT which falls out of compliance with the district guidelines.

Due to retirements and continued increase enrollments, we are in the process of interviewing for the adjunct faculty pool Spring of 2018.

In spring of 2018 we added additional online courses, which increased workload for our entire staff (FT, PT, administrative, and students).

With the increase of two additional departments, growth in enrollments in Work Experience, Apprenticeships, Instructional Service Agreements we are in desperate need of additional administrative support for all departments under the Workforce Development umbrella. We currently have one administrative assistant supporting all of these departments and the Dean.

Currently students are an integral part of the Workforce Development Team as they support the entire team by being the front line for students, assisting instructors, administrative staff, and management. With the change in STNC hiring policies, the student workers have been heavily relied upon to keep our departments working efficiently.

2.2e Classified, STNC, Management Staffing Requests

Rank	Location	SP	M	Current Title	Proposed Title	Type
0001	ALL	08	07		AA II Workforce Development	Classified

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 Engagement	2.0000	100.0000	7.0000	700.0000	Department utilizes 40+ adjunct faculty each semester. Note: All WE courses are repeatable for up to 16 units with the exception of Community Engagement 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 80% adjunct and 20% full time.

2.3c Faculty Within Retirement Range

In Spring of 2018 we had four official retirements of adjunct instructors in the department.

Approximately 20 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	Community Engagement is in need of new forward-thinking ideas and a fresh perspective--potential for this area is enormous in terms of FTES. It is in need of a FT faculty coordinator to continue to build this program into its potential.

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.

Due to the merging of multiple departments, we need to upgrade our current office equipment to handle the new load of work. A new all-in-one industrial printer.

In the coming year we anticipate moving into our new location of Garcia Hall. We will need to acquire new equipment such as digital screen, digital signage, and additional modernized equipment needs (which are still TBD).

2.4c Instructional Equipment 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			
0001	ALL	04	07	All-in-one printer/copier	1	\$2,000.00	\$2,000.00			
0001	ALL	04	06	Misc. Modern Equipment	1	\$5,000.00	\$5,000.00			

2.4d Non-Instructional Equipment 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	Santa Rosa	04	07	Urgent	Bertolini		\$10,000.00	Two job developers will be starting in Summer 2018 and will require additional office space.
0001	Petaluma	04	07	Urgent	TBD		\$5,000.00	Our current location is in a shared space with counseling and is not in an ideal space for students to find and access our services (which are all being offered on campus).

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 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.

X14,F14,S15	total FTES:	186.98
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.

X14,F14,S15	total FTES:	186.98
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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)

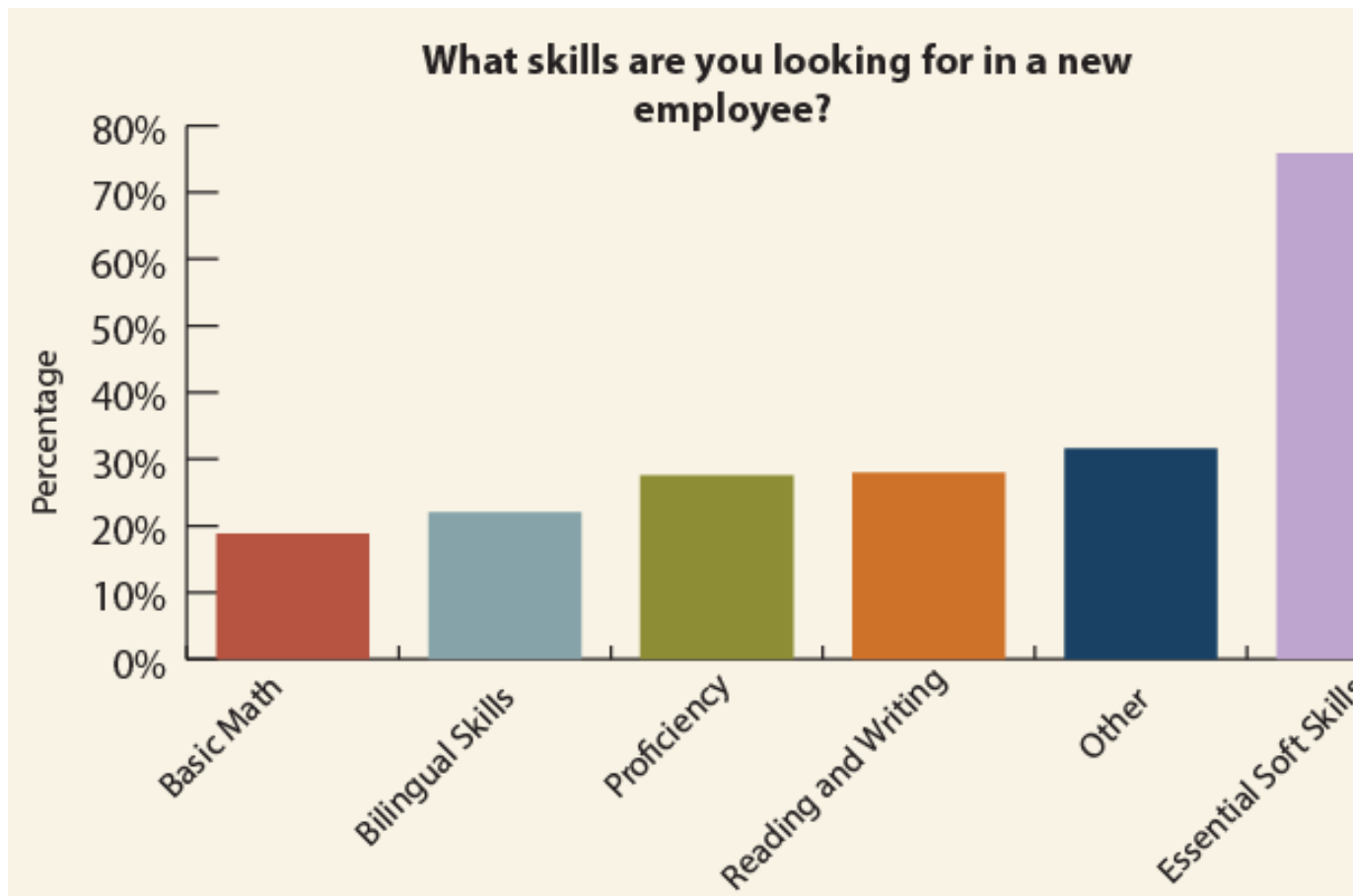
California State Universities accept Work Experience, Intern, and Community Involvement for elective transfer credit.

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	04	To hire two Job Developers into the department to help with the Strong Workforce Program (SWP) metrics.	These positions would help connect students with local industry/businesses for job opportunities and professional growth.	Summer 2018	As of April 2018, we have these positions approved at all levels, and now going to the board for final approval.
0002	ALL	08	07	To hire an AA II (60%) for the entire Workforce Development area and the 3 departments that fall under its umbrella.	To provide more assistance with all of the department needs and focus on helping with Instructional Service Agreements (ISA's) and the increase in those enrollments and increase in invoices/rosters.	Summer 2018	As of April 2018 this position has been approved by the board and is out for external application, closing April 9. We are hoping for a strong pool of candidates.
0003	ALL	01	02	We have officially incorporated the Student Employment and Career Development Services departments into the Workforce Development fold under the umbrella of Academic Affairs.	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	We have met this objective but continuously strive to improve student employee skill development.
0004	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.	To provide a central, on-campus location for all Career Services and Workforce Development needs. The new Career Hub will also include the newly formed "New Summit" (previously called CTE).	Summer 2019	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. We have formed a committee to help with the design and overall layout for the new building. We are in preliminary stages of final designs going to design approval at the state level.
0005	ALL	01	01	Develop + conduct trainings for adjuncts.	Utilizing Canvas, accessing their (new) instructor portals, + recording student + supervisor scores directly into Canvas.	Ongoing	We have implemented this plan and will continue to do so.
0005	ALL	08	06	To hire a FT faculty member to expand on our course offerings and increase potential enrollment in the Work Experience department.	To increase enrollment and expand services to other district areas such as the Petaluma campus and other off-campus locations.	TBD-- Ongoing	We have gone to Faculty Staffing committee Fall 2017 and were not selected this go around.
0005	ALL	02	01	To hold a work experience retreat where we will brainstorm new ideas on how to improve on our existing program.	Improve group dynamics and understanding of how to work better with each other.	Ongoing	We have had a couple meetings thus far and have been productive. We intend to continue this practice twice a year.

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 continuously improve the working dynamics of Work Experience, Career Services, and Student Employment Services into one central service area, under the direction of current 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 2019	Administrative, Faculty, Classified, and Students
0002	ALL	02	01	To focus on marketing this program as an online option. We are the only community college in the state of California that offers online work experience. This can be used as a tool to increase enrollment as students from other community colleges can enroll in our program.	To increase FTES in our program and provide additional opportunities for working students that may not be able to attend the traditional style of classes.	Ongoing	FT Faculty is doing coursework design and curriculum rollout. Course offerings began in spring 2018 with General Work Experience and will expand to include Internships, Community Engagement, and Occupational in Fall of 2018.
0003	ALL	08	07	To cross collaborate with the top performing certificate programs in the District.	To connect our Job Developers to students and programs and industry to coordinate efforts in finding jobs and placing students based on skillsets.	Spring 2019	Classified hours
0004	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 bulding.	One stop for all career service needs for students.	Fall 2019	Renovation of Garcia Hall to modernize and adjust floor plan to accomodate a computer lab, classroom space, offices, and a large front counter to serve the students' needs.
0005	ALL	08	06	To hire a FT faculty member to expand on our Work Experience 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 CE.	Spring 2019	FT Faculty Salary
0006	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
0006	ALL	02	01	To hold a Workforce Development retreat where we will brainstorm new ideas on how to improve on our existing program.	To increase communication, partnerships, collaboration, and working cohesively with the entire Workforce Development team.	Ongoing	Adjunct hours, Administrative, and Classified

Rank	Location	SP	M	Goal	Objective	Time Frame	Resources Required
0006	ALL	01	01	To incorporate digital badging into the curriculum for all students enrolled in Work Experience and Internship courses.	To connect industry with skillsets that the student can utilize in a professional environment.	Spring 2019	FT Faculty hours
0006	ALL	01	01	To increase the training of all Workforce Development students to be effective team players and offer exceptional customer service to students, faculty, and the administrative team.	Create a unified team of well trained and productive student employees by creating a training manual as well as a series of training modules.	Ongoing	Classified and student hours, \$
0006	ALL	00	00				