

# STUDENT SERVICES PROGRAM REVIEW WORKSHEET

**Student Services Area:** Student Employment

**Prepared by:** Mark Hartley

**Academic Year:** 2015-2016

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## I. Student Services Area Overview

### 1. Mission Statement

Student Employment Services provides students access to employment opportunities to help support their education at Norco College. We are committed to working effectively with on- and off-campus partners, to connect students with part-time employment where they can learn valuable skills and connect with resources to enrich their college experience.

### 2. Philosophy Statement

Student Employment Services is dedicated in providing students with meaningful work experience aimed at enhancing college and career goals, while providing financial support through Federal Work Study, Department Funded Work Study or CalWORKs Work Study. We strive to build collegial working relationships between our student employees, faculty, staff, and the community. *(Revised, Fall 2015)*

### 3. Summary

Student Employment Services is committed to providing and maintaining job opportunities, which provide our students with work experience and promote educational success at Norco College and beyond. By working closely with campus departments and community partners, the office serves as the College's employment hub where: 1) employers can post job openings, 2) prospective student employees can learn about job opportunities, 3) student employees' timesheets are collected, and 4) funds are monitored to ensure compliance with federal, state, and institutional regulations. Given the significant financial challenges community college students face as they pursue post-secondary education, Student Employment Services continues to provide a vital function at the College to ensure that positive work opportunities are available to meet the needs of our diverse student population. *(Revised, Fall 2015)*

#### **4. Strengths**

1. Consistent with national data and in alignment with goal #2 of the Norco College Strategic Plan, Student Employment Services improves the quality of student life by making sure their financial needs are met, while also giving many students real-world experiences to prepare them for future careers.
2. Effectively administered nearly \$300,000 of Norco College's Federal Work Study allocation to support eligible students for on- and off-campus employment opportunities.
3. For this academic year, approximately 270 students were placed in on-and off-campus employment positions, with the majority being funded through the Federal Work Study program: 162 students were hired through Federal Work Study, 81 students were hired through Department Funded Work Study, and 27 were hired through CalWORKs Work Study.
4. Effectively monitored student eligibility throughout the year to ensure students maintained a minimum 2.0 cumulative grade point average and enrolled in a minimum half-time status.
5. Student employee supervisors continue to submit documents (hire forms, timesheets, etc.) in a timely manner with minimal errors. These collaborative efforts are important to ensuring student employees receive a timely start date at their placement sites, as well as proper delivery of paychecks.

#### **5. Students Served**

During the 2015-2016 academic year, 270 students were served by receiving employment in either on- or off-campus positions.

## II. Assessing Outcomes

### 1. A. Report on 2014-2015 Assessment Plan and Objectives for Student Services Area: Student Employment Services

#### Objectives:

- Student employees will learn transferrable computer skills.
- Student employees will gain interpersonal skills.
- Student Employment will increase the number of CalWORKs students hired on campus.

	Objective	Student Learning Outcome (SLO) or Service Area Outcome (SAO)	Relevance of objective to Norco College Mission*	Assessment Criteria (Specify Target Performance Level)	Assessment Measure (Measurement tool)	Completion (or anticipate completion)/ Findings**	Improvement Recommendations (next step)*	Assessment Status A) Continued/ modified B) Moved to Strengths C) Discontinued (please state why)
1.	Student employees will learn transferrable skills.	SLO: As a result of working on-campus, student employees will learn employable computer skills.	Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.	50% of our student employees will learn how to use office software on computers for data entry on Excel, Word, PowerPoint, Adobe. They will also be knowledgeable with fax machines, printers, & scanning devices.	Survey conducted at the end of the spring semester.	47% achieved goal, missed intended target by 3%.	Student employees will benefit from trainings that will increase their knowledge of computer programs and software.	Modified; Student Employment Services will work with supervisors to administer these trainings.
2.	Student employees will gain interpersonal skills.	SLO: As a result of working on-campus, student employees will gain interpersonal skill that will make them more employable. Interpersonal skills will make student employees more successful.	Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.	50% of student employees will learn communication skills, diversity, creative thinking, problem solving, responsibilities, sensitivity, and team work.	Survey conducted at the end of the spring semester.	52% achieved goal, surpassed intended target by 2%.	Student employees will benefit from trainings that will increase their knowledge of how to develop stronger interpersonal skills.	Continued. Will reset the goal to reach 60% of student employees.

3.	Student Employment will increase the number of CalWORKs students hired on campus.	SAO: As a result of increasing awareness of the CalWORKs program more students in that program will be employed on-campus.	Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.	At least 16 CalWORKs students will be placed in an on-campus position this academic year.	Measured from the CalWORKs work study students hired in the 2014/2015 school year to the current hires.	Sixteen CalWORKs students were hired on campus last in 2014-15.	While we hit our goal this year, Student Employment should partner with CalWORKs to informally survey students who were not employed on campus to find out why and what, if anything, could be done differently to get them employed.	Continue: As the number of CalWORKs' students increase, Student Employment Services should proportionately increase the number of students hired on-campus.
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**II.1.B. Program Modifications for 2014-2015 Data Assessment (“Closing the Loop”)**

*Note: For 2014-2015 outcomes assessments you are continuing or modifying in your 2015-2016 Assessment plan, please provide a brief description on how your area used outcome data from last year to drive programmatic modifications to improve services to students.*

Outcome	Evidenced and detailed (Describe how you used outcome data for programmatic modifications)
Student employees will learn transferrable computer skills.	Since the goal of 50% was not met, we have decided to reset the goal, but assess doing an intervention, which will aid in increasing transferrable computer skills. By working with supervisors to administer these trainings we expect to achieve our target goal.
Student employees will gain interpersonal skills.	While this goal was achieved, we determined it was extremely valuable for the students and decided to raise the target for the upcoming year to 60%.

<p>Student Employment will increase the number of CalWORKs' students hired on campus.</p>	<p>As the number of CalWORKs' students increase, Student Employment Services should proportionately increase the number of students hired on-campus. Student Employment Services is committed to helping this worthy population of students who are supporting themselves and their families.</p>
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**II.2.A. 2015-2016 Assessment Plan for Student Services Area: *Student Employment Services***

**Objectives:**

- Student employees will learn transferrable computer skills.
- Student employees will gain interpersonal skills.
- Student Employment will increase the number of CalWORKs students hired on campus.

	Objective	Student Learning Outcome (SLO) or Service Area Outcome (SAO)	Relevance of Objective to Norco College Mission	Assessment Criteria (Specify Target Performance Level)	Assessment Measure	Completion (or anticipated completion)/ Findings	Improvement Recommendations (next step)	Assessment Status A) Continued/ modified B) Moved to Strengths C) Discontinued (please state why)
1.	Student employees will learn transferrable computer skills.	SLO: As a result of working on-campus, student employees will learn employable computer skills.	3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.	50% of our student employees will learn how to use office software on computers for data entry on Excel, Word, PowerPoint, Adobe. Also be knowledgeable with fax machines printers, and scanning devices.	Survey conducted on exit of employment.	88% (29 of 33) of the students surveyed felt they were learning transferrable computer skills.	Student Employment Services recommends that the survey be implemented this year with the result being 60% agreement in computer skills due to on the job training.	Discontinue – Student Employment will be re-evaluating its learning outcomes for future years. As we move forward, we need to have more students complete the assessment in future years to get more reliable data.
2.	Student employees will gain interpersonal skills.	SLO: As a result of working on-campus, student employees will gain interpersonal skills that will make them more employable. Interpersonal skills will make student employees more successful.	3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.	50% of student employees will learn communication skills, diversity, creative thinking, problem solving, responsibilities, sensitivity, and team work.	Survey conducted on exit of employment.	88% (29 of 33) of the students surveyed felt they improved their interpersonal skills as a result of their student employment.	Student Employment Services recommends that the survey be implemented this year with the result being 60% agreement in computer skills due to on the job training.	Discontinue – Student Employment will be re-evaluating its learning outcomes for future years. As we move forward, we need to have more students complete the assessment in future years to get more reliable data.

3.	Student Employment will increase the number of CalWORKs students hired on campus.	SAO: As a result of increasing awareness of the CalWORKs program more students in that program will be employed on-campus.	3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.	The anticipation is 50% increase in the number of CalWORKs students placed in an on campus position.	Data collected from the CalWORKs roster compared to Student Employment hiring roster during the 2015-16 academic year.	While the number of students hired increased, we did not meet our target of 50% increase, which would have been 24 students hired.	Student Employment Services recommends that we increase employed on-campus CalWORKs students to at least <b>24</b> in 2015-16.	Discontinue: While Student Employment is committed to the success of finding meaningful employment for our CalWORKs' students and increasing the number employed next year, we will re-evaluate the direction of the office and look to create new learning outcomes.
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**\*Please see appendix for description.**

**\*\*More detailed description on the following page.**

## **II.2.B. 2015-2016 Assessment Plan Findings/Data Analysis**

### **SLO #1:**

#### **Findings/Data Analysis:**

#### **3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.**

88% (29 of 33) of the students surveyed felt they were learning transferrable computer skills. This needs to be emphasized more in the recruitment of students.

#### **Improvement Recommendations:**

While the findings were positive, Student Employment has decided to discontinue this outcome to reassess its learning outcomes. Transferable computer skills is still an area in which we would like to see continued growth. However, as we move forward, regardless of the learning outcomes, we need to have more students complete our assessments to gain more reliable data. We will be looking into doing more pre- post surveys to assess students understanding of key outcomes for the department.

### **SLO #2:**

#### **Findings/Data Analysis:**

**3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.**

88% (29 of 33) of the students surveyed felt they improved their interpersonal skills as a result of their student employment.

**Improvement Recommendations:**

Student Employment Services sees this as a true selling point to help students understand the value of working on campus towards their long term career goals. The office plans on utilizing this data in their marketing for the upcoming year. While this is a valuable skill and the results were extremely positive, we have decided to discontinue this learning outcome as we re-evaluate all of our learning outcomes in relationship to the mission of the office. We did not move this to one of our strengths due to the low number of respondents to our assessment survey.

**SAO #3:**

**Findings/Data Analysis:**

**3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.**

As a result of increasing awareness of the CalWORKs program more students in that program will be employed on-campus. In 2014-15 and 2015-16, there were **16** CalWORKs students employed on-campus.

**Improvement Recommendations:**

While Student Employment is committed to the success of finding meaningful employment for our CalWORKs' students and increasing the number employed next year, we will re-evaluate the direction of the office and look to create new learning outcomes. Regardless of the new learning outcomes, Student Employment Services recommends we increase CalWORKs students employed on-campus to at least 24 in 2016-17.

### III. Needs Assessment

**1. Staffing Level:** *Provide a very brief description of your current staffing level or attach an organizational chart that includes positions only.*

#### Student Employment Services Organizational Chart

Vice President of  
Student Services

Dean of Student Life  
(1.0 FTE)

Student Employment  
Personnel Specialist  
(1.0 FTE)

**2. Staffing Profile** Please indicate the number in terms of FTE. (In other words a full time staff person is a 1.0, and a half time person is a .5)

Position	Staffing Levels for Each of the Previous Five Years					Anticipated total staff needed	
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016 - 2017	2017-2018
Administration				1.0	1.0	1.0	1.0
Classified Staff FT	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Classified Staff PT	.47	.47	.47	0	0	0	1.0
Confidential Staff FT							
Faculty FTE Full time							
Faculty FTE Part time							
<b>Total Full Time Equivalent Permanent Staff</b>					2.0	2.0	3.0
Short Term Staff							
Student Workers	3	3	4	4	3	3	3

**3. Improvement Areas**

- This area is extremely important to the success of the campus and students in general; however, it is extremely vulnerable due to the fact that only one person is in this area. If there were a long-term illness, the campus would need to outsource this position to RCC or MVC, which would cause major delays in students being hired and receiving their paychecks. Over the past year, this scenario has played out three times and the results were detrimental to students and departments. In addition, it caused auditing challenges at the District level. The Federal Work Study hiring process was delayed considerably at the beginning of the spring semester. Students were not paid in a timely manner, and an important position to maintain the campus' Federal Work Study was not filled until the last day.
- Due to the ever-changing federal policies, this position needs to be attending semi-annual professional development trainings. However, due to limited departmental funds, as well as no trained back-up person in the department, professional development training has been non-existent, thus putting the campus in jeopardy of federal violations.
- The cubicle for this position is located in a very high traffic area, which makes it extremely difficult to focus on the analytical and detailed nature of this work. Ideally, this person should have an enclosed office or at the very least, be in an area with less traffic and noise.

- Another important function of this area is to provide outreach to the local community and to establish partnerships which allow for student job opportunities. These efforts are currently hindered because of the limited staffing for Student Employment Services. The Dean of Student Life will be investigating the possibility of increasing the department to two staff members in 2017-18.

Unit Name: **Student Employment Services**

**4. Staff Needs**

**NEW OR REPLACEMENT STAFF (Administrative, Faculty, or Classified)**

<p align="center"><b>List Staff Positions Needed for Academic Year 2016-2017</b>  <b>Please be as specific and as brief as possible when offering a reason.</b>                      Place titles on list in order (rank) or importance.</p>	<p align="center"><b>Indicate</b>  <b>N = New</b>  <b>R=Replacement</b>  <b>I = Increase time</b></p>	<p align="center"><b>Annual TCP*</b>                      TCP for employee</p>
<p><b>1. N/A</b>   <u>Reason:</u></p>		
<p><b>2.</b> <u>Reason:</u></p>		
<p><b>3.</b> <u>Reason:</u></p>		
<p><b>4.</b> <u>Reason:</u></p>		
<p><b>5.</b> <u>Reason:</u></p>		
<p><b>6.</b> <u>Reason:</u></p>		

\* TCP = "Total Cost of Position" for one year is the cost of an average salary plus benefits for an individual. New positions (not replacement positions) also require space and equipment. Please speak with area manager to obtain accurate cost estimates. Please be sure to add related office space, equipment and other needs for new positions to the appropriate form and mention the link to the position.

Unit Name: **Student Employment Services**

**5. Equipment (*Not* including technology) Needs Not Covered by Current Budget**

<b>List Equipment or Equipment Repair Needed for Academic Year 2016-2017</b> <b>Please list/summarize the needs of your unit below.</b> <b>Please be as specific and as brief as possible.</b> Place items on list in order (rank) or importance.	Annual TCO*		
	Cost per item	Number Requested	Total Cost of Request
<b>1. N/A</b>  <u>Reason:</u>			
<b>2.</b> <u>Reason:</u>			
<b>3.</b> <u>Reason:</u>			
<b>4.</b> <u>Reason:</u>			
<b>5.</b> <u>Reason:</u>			
<b>6.</b> <u>Reason:</u>			

\* TCO = "Total Cost of Ownership" for one year is the cost of an average cost for one year. Please speak with your area manager to obtain accurate cost estimates.  
 If equipment needs are linked to a position please be sure to mention that linkage.

**6. Technology++ Needs Not Covered by Current Budget**

*NOTE: Technology; excludes software, network infrastructure, furniture, and consumables (toner, cartridges, etc.)*

**Annual TCO\***

Priority	EQUIPMENT REQUESTED	New (N) or Replacement (R)?	Program: New (N) or Continuing (C) ?	Location (i.e Office, Classroom , etc.)	Is there existing Infrastructure ?	How many users served?	Has it been repaired frequently?	Cost per item	Number Requested	Total Cost of Request
<b>1.</b> Usage / Justification	<b>Electronic Time Sheets</b> <u>Justification:</u> Handling nearly 300 students time sheets on a monthly basis is extremely time consuming and archaic. Both RCC and MVC have also lobbied to get electronic time sheets. The roadblock is at the district level with Information Technology. However, we need to find a way to get them on board so we can move save time, human resources, and be more accurate in the way we operate Student Employment Services.							<b>\$30,000</b>	<b>1</b>	<b>\$30,000 (This is the portion that would be paid by Norco. RCC &amp; MOV would match these funds).</b>

- TCO = “Total Cost of Ownership” for one year is the cost of an average cost for one year. Please speak with your area manager to obtain accurate cost estimates. If equipment needs are linked to a position please be sure to mention that linkage.
- ++Technology is (1) equipment that attaches to a computer, or (2) a computer is needed to drive the equipment.

Unit Name: **Student Employment Services**

**7. Facilities Needs Not Covered by Current Building or Remodeling Projects\***

<b>List Facility Needs for Academic Year 2016-2017 (Remodels, Renovations or added new facilities) Place items on list in order (rank) or importance.</b>	<b>Total Cost of Request</b>
1. N/A <u>Reason:</u>	
2. <u>Reason:</u>	
3. <u>Reason:</u>	
4. <u>Reason:</u>	
5. <u>Reason:</u>	
6. <u>Reason:</u>	

\*Please speak with your area manager to obtain accurate cost estimates and to learn if the facilities you need are already in the planning stages.

Unit Name: **Student Employment Services**

**8. Professional or Organizational Development Needs Not Covered by Current Budget\***

<p><b>List Professional Development Needs for Academic Year 2016-2017</b>                      Reasons might include in response to assessment findings or the need to update skills. <b>Please be as specific and as brief as possible.</b> Some items may not have a cost per se, but reflect the need to spend current staff time differently. Place items on list in order (rank) or importance.</p>			
	Cost per item	Number Requested	Total Cost of Request
<p><b>1. Student Employment Conference (travel, lodging, meals, registration, &amp; materials)</b></p> <p><u>Reason:</u> Due to the ever-changing federal policies, this position needs to be attending semi-annual professional development trainings. This position has not attended any training in more than 5 years, thus putting the campus in jeopardy of violations. This cost covers membership dues, conference registration, lodging, meals, and airfare.</p>	<b>\$2,500.00</b>	<b>1</b>	<b>\$2,500.00</b>
<p><b>2.</b> <u>Reason:</u></p>			
<p><b>3.</b> <u>Reason:</u></p>			
<p><b>4.</b> <u>Reason:</u></p>			
<p><b>5.</b> <u>Reason:</u></p>			
<p><b>6.</b> <u>Reason:</u></p>			

\*It is recommended that you speak with Human Resources or the Management Association to see if your request can be met with current budget.

Unit Name: **Student Employment Services**

**9. SAFETY NEEDS not covered by current budget**

<b>List Safety Needs for Academic Year 2016-2017</b> Please list/summarize the needs of your unit below. Please be as specific and as brief as possible. Not all needs will have a cost, but may require a reallocation of current staff time. Place items on list in order (rank) or importance.			
	Cost per item	Number Requested	Total Cost of Request
<b>1. N/A</b> <u>Reason:</u>			
<b>2.</b> <u>Reason:</u>			
<b>3.</b> <u>Reason:</u>			
<b>4.</b> <u>Reason:</u>			
<b>5.</b> <u>Reason:</u>			
<b>6.</b> <u>Reason:</u>			

Unit Name: **Student Employment Services**

**9. OTHER NEEDS not covered by current budget**

<p align="center"><b>List Other Needs for Academic Year 2016-2017</b>                      Please list/summarize the needs of your unit below.                      Please be as specific and as brief as possible.                      Not all needs will have a cost, but may require a reallocation of current staff time.                      Place items on list in order (rank) or importance.</p>			
	Cost per item	Number Requested	Total Cost of Request
<p><b>1. N/A</b>  <u>Reason:</u></p>			
<p><b>2.</b> <u>Reason:</u></p>			
<p><b>3.</b> <u>Reason:</u></p>			
<p><b>4.</b> <u>Reason:</u></p>			
<p><b>5.</b> <u>Reason:</u></p>			
<p><b>6.</b> <u>Reason:</u></p>			

## Appendix

*(The following is for use for your assessment plans in sections II.1.A. and II.2.A.)*

### Norco College Mission Statement

Norco College serves our students, our community, and its workforce by providing educational opportunities, celebrating diversity, and promoting collaboration. We encourage an inclusive, innovative approach to learning and the creative application of emerging technologies. We provide foundational skills and pathways to transfer, career and technical education, certificates and degrees.

Link of your outcomes assessment with the following options listed from the components of the Norco College Mission Statement.

1. Service to students, community, and workforce
  - a. By providing educational opportunities
  - b. By celebrating diversity
  - c. By promoting collaboration
  
2. Provides support and encouragement through
  - a. Innovative approach to learning
  - b. Application of emerging technologies
  
3. Provides foundational skills and pathways to transfer, career and technical education, certificates and degrees.

#### Example:

- ***SLO- Students will learn the services available through WebAdvisor.***
- ***How it is linked to the Mission Statement: 2b – Provides support and encouragement through application of emerging technologies.***