Math, Science, & Physical Education

Physics

John McClain, Physics Faculty, is currently serving as Vice President for the Central Texas Astronomical Society. He was recently re-elected to that same position for another one-year term that is set to begin in January 2016.

Business and Career Professions

All five departments and the Computer Loaner Program assisted with the annual All-College Night at the Expo Center.

Dr. Gail Cox represented Temple College at the AEYC (Association for the Education of Young Children) conference in Galveston, Texas.

Mrs. Cathy Coe-Clue and Mr. Pat Clune picked up over 60 computers that were donated to the Loaner/Donor Program.

The Criminal Justice Department in collaboration with Temple Police Department celebrated the graduation of 15 police cadets; additionally, all cadets passed the state licensing exam on the first attempt and this program continues to maintain a 100% pass rate on the TCOLE licensing exam.

Fine Arts

Art

About 200 people are expected at the opening of the 36th Annual Central Texas Art Competition on Nov. 14 at 6 pm. The competition features art from 34 area high schools and five area colleges & universities.
Health Professions

Nursing

Claudia Turner was accepted into the Integrated Technology into Nursing Education & Practice (ITNEP) Training Grant Program for Fall 2015. The ITNEP Grant Program is administered by the University of South Florida and Supported through a Health Resources and Services Administration (HRSA) Grant that provides online training that assists novice to expert nursing faculty in integrating the areas of nursing informatics, telehealth, and nursing simulation into nursing education programs. Participants from around the country were selected (two from Texas).

Students from the Associate Degree Nursing Student Organization (ADNSO) volunteered at Feast of Hope on October 31st. Sophomore students gave flu shots to the homeless patients at Feast of Hope under the supervision of Patricia Kirkpatrick, ADN instructor and ADNSO sponsor. Freshmen students also participated by assisting patients with required flu shot screening forms. These students were assisted by Claudia Turner, ADN instructor and ADNSO sponsor. Approximately 50 flu shots were administered to the homeless and volunteer staff at Feast of Hope. Feast of Hope is held on the 5th Saturday of every month. A hot meal, a sack lunch, hygiene kits, t-shirts, and socks are provided to the homeless by Feast of Hope. ADNSO students arrived early to assist with assembly and distribution of the hygiene kits and t-shirts.

Tracey Cooper, Director of ADN Nursing, and Abby Wallace, ADN faculty, both attended an Accreditation Commission for Education in Nursing (ACEN) Self-Study Forum in Dallas in October. They are preparing the self-study for Temple College’s site visit from ACEN in the spring of 2017. The ADN program is also planning on sending two more faculty to the training next semester.

Thanks to the Board of Trustees for your service to and support of the students, faculty, and staff of Temple College.
MEMORANDUM

Vice President of Educational Services

To: Dr. Glenda O. Barron
From: Dr. Mark A. Smith
Subject: November 2015 Educational Services Report

The Educational Services presentation will be a special musical event presented by Mr. Norm Bergeron and the Temple College Percussion Ensemble titled "The Softer Side of Percussion: It Needn’t be ALL Banging and Clanging." Outlined below are the reports from the educational services centers/departments.

COMMUNITY INITIATIVES AND SPECIAL PROGRAMS

SACSCOC

Temple College received the Fifth-Year Interim Report Notification Letter from the Southern Association of Colleges and Schools-Commission on Colleges. The college will submit a report to the commission by mid-September 2016. The report will consist of five parts:

- Part I: Signatures attesting to integrity
- Part II: An institutional summary form prepared for commission reviews
- Part III: A Fifth-Year Compliance Certification
- Part IV: A Fifth-Year Follow-up Report. The follow-up report was required as part of the second monitoring report and will address the continued compliance with the standard for Institutional Effectiveness in educational programs, administrative support services, and educational support services.
- Part V: An impact report of the Quality Enhancement Plan.

The college is currently engaged in the peer assessment review, which is a key component in the institutional effectiveness process as reported in the monitoring reports.

Achieving the Dream

Temple College received its feedback report from the Achieving the Dream on the college’s annual reflection. The feedback was organized on the five broad principles that ATD views as key to institutional transformation. A summary of the observations follows:

Reflections on the Five Achieving the Dream Principles

1. Committed Leadership
   The Board of Trustees was praised for its interest in student success outcomes and in the commitment of substantial resources to hiring student-success coaches.

2. Use of Evidence to Improve Policies, Programs, and Services
   The ATD team was pleased that the college is improving research capacity and data access with the purchase of data analytics software from ZogoTech.
3. Broad Engagement

Temple’s developmental-education faculty was observed to be very engaged in improving student success in their courses, as evidenced by their involvement with the new Texas Success Initiative and the New Mathways Project.

4. Systemic Institutional Improvement

The college was commended for scaling its most effective practices. Zero Week and Continuous Orientations were cited as excellent examples of promising practices that started as pilots and became integral pieces of the institution.

The team commented on the college’s current strategic planning process.

We understand that this is an important period with the current strategic plan coming to an end. As you begin development, ensure that student success is once again a cornerstone of the new strategic plan. Include measures of success, and regularly monitor and report on them. It is also recommended that you operationalize the strategic plan, so that all staff, faculty, and administrators understand the specific responsibilities of their departments and the timeline for accomplishment. This is a wonderful opportunity to renew Temple’s commitment to student success and to reinvigorate the college staff.

5. Equity

The ATD team applauded the college for including a value statement on equity in its strategic plan and recommended that the college reconvene the equity committee and create an equity plan with action steps, designated responsibilities, a timeline, and targeted measures.

ACADEMIC OUTREACH & EXTENDED PROGRAMS

ELearning Department

Mr. Brian St. Amour, eLearning Director, attended the Texas Distance Learning Association Regional Meeting on October 30 to investigate a lecture capture solution for faculty use. Brian and Ms. Christa Quigley, associate Director ELearning scheduled discussions with the VCT program office to discuss the creation of a collaborative state-wide closed-captioning consortium; a meeting will be held in Austin on December 10. Brian is also working with Mr. Craig Collins to produce faculty tutorials for using Camtasia/YouTube captioning as a back-up plan to our efforts to support lecture capture.

Other activities involving the eLearning Department include: sending requests for IAV (Interactive Video) for spring semester courses and staffing assignments to departments and faculty, WEAVE Online 2015-2016 departmental goal reviews with Dr. Jimmy Roberts, representation on the Textbook Committee (Christa Quigley) and Proctored Testing Committee (Brian St. Amour), a technology solutions bundle demo conducted on October 2 (attendees Ms. Stephanie Perkins, Mr. Brian St. Amour & Dr. Paul Foutz), a discussion with Dr. Radha Beeram regarding exam passwords and logistics, assisting Stephanie Perkins
with a budget request for proposed new Testing Center, and a Respondus Monitor demo scheduled for mid-November.

Dual Credit

On October 26, 2015, Mr. Stephen Phelps, Dual Credit Director, began and continues to work the spring 2015 registration cycle for dual credit classes. Mr. Phelps has reported the fall 2015 midterm grades.

Area ISD Program Advisory Committee (PAC) meetings are going well with Temple, Hutto, and Belton ISDs. Taylor ISD will use the same model for meetings to coordinate activities for the Taylor ISD dual credit program, Legacy Early College High School (ECHS), the EWCHEC Taylor facility and other topics of interest as needed. Stephen also led the Temple College Corporate Challenge efforts, served on the search committee for a new recruiter, and completed WEAVE Online strategic software preparation for the Dual Credit Department.

EWCHEC-TAYLOR

Dr. Daniel Spencer is working with Mr. Richard Kolek, Deputy Superintendent with Taylor ISD to set up a regularly scheduled Program Advisory Committee (PAC) meeting with Taylor ISD. The Associate Vice President for Academic Outreach and Extended Programs Office has piloted this approach with Killeen ISD, Temple ISD, Belton ISD, and Hutto ISDs which are generating good results. A tentative meeting is set for November 13 with Taylor ISD administration. Mr. Stephen Phelps, Dual Credit Director and Dr. Mark Smith, Chief Academic Officer will also attend with Dr. Spencer.

Dr. Spencer and Dr. Smith will begin working with the Legacy Principal and Taylor ISD administration on the Designation Application Renewal for Legacy ECHS in November with a due date for submittal on December 18, 2015.

TEXAS BIOSCIENCE INSTITUTE (TBI)

Dr. Daniel Spencer, Dr. John Idoux, and Ms. Kristen Griffith will be meeting with Dr. Hania Wehbe-Janek, Vice President, and Academic Research Integration for Baylor Scott and White Health (BSWH) concerning changes in agreements and program logistics for the TBI Summer Research Experience.

The TBI Summer Research Experience continued under the no-cost extension of the NSF Central Texas-2 STEP project which ended on August 31, 2015. It will be necessary for TBI staff to discuss the future continuance and organization of the Summer Research Experience for Temple College TBI Middle College students under an agreement between Baylor Scott and White Health and Temple College.

EWCHEC-HUTTO
Several events will be held at EWCHEC-Hutto during November. In addition, EWCHEC is collecting new and gently used children’s books (first-readers – high school) to be distributed through Orange Santa on December 5. Orange Santa, organized by Hutto ISD, creates opportunities for the community of Hutto to come together. Students, community volunteers, and businesses provide food, coats, and toys to families in Hutto for Christmas. EWCHEC has participated since 2013 by providing books for children and families to pick out and take home during the event. Anyone interested in assisting with our “Library” during Orange Santa can contact Ms. Theresa Stifflemire at the EWCHEC-Hutto Center.

Community Events hosted at EWCHEC-Hutto:

- Hutto Police Department Training – November 2-4
- Hutto EDC/Chamber Power Breakfast – November 5
- Hutto Police Department Training – November 9-11
- Chamber of Commerce Power Luncheon – November 12
- Hutto Police Department Advanced Field Officer Training – November 16-20
- Hutto Fire Department Employment Testing – November 20
- Hazmat Certification Testing – November 20

Recruiting Events held at EWCHEC-Hutto:

- Prospective Student Tours – November 13

STUDENT & ENROLLMENT SERVICES

General Information

Spring 2016 priority registration began Monday, October 26, 2015 and regular registration began Monday, November 2, 2015.

EWCHEC Hutto

Mr. Henry Morin, Coordinator, Student and Enrollment reports 257 students were served for financial aid, admissions applications, evaluations, advising, registration, add and drop, cashier functions, and/or general questions. Some of these students were seen on more than one occasion. This brings the total number of students served at the East Williamson Higher Education Center-Hutto to 381 during the month of October.

Book drive for Orange Santa is still going on at EWCHEC-Hutto. Ms. Theresa Stifflemire, Coordinator, Student and Enrollment has been attending weekly meetings with the organization and has been in contact with Half Price Books for several boxes of book donations towards this drive.

EWCHEC Taylor

Ms. Christy Hortenstine, Coordinator Student & Enrollment Services, reports 568 students have been seen at EWCHEC-Taylor so far in the month of October. (These numbers do not include email or phone advising.) Forty percent of those visits were financial aid related, 3% admissions related, 6% academic advising related; and 51% advising over multiple areas of admissions, financial aid, and academic advising.
On October 31 EWCHEC-Taylor will host a booth and game at the Taylor Spooktacular Carnival. Several faculty, staff, and students will be working the booth.

Admissions and Records – October Report

<table>
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<tr>
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<tr>
<td>Transcripts Entered into Datatel</td>
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<tr>
<td>Transcripts Requested (Learner requested)</td>
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<tr>
<td>Transcripts Equated</td>
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</tbody>
</table>

Advising

On October 13, 2015 Ms. Danya Bailey, Advising Director, met with Business Department Chairman, Mr. Robb Cabaniss to compare AAS Business degree plans with university BBA degree plans to determine transfer pathways.

On October 16, 2015 the Temple College Art department hosted an Academic Advisor appreciate lunch for new advisors – Ms. Alfreda Washington and Mr. Alan “Ray” Wendel. Mr. Michael Donahue, Mr. Scott Proctor, and Mr. Dave Hansen not only provided food and drinks; they also provided tours of their art facility and highlighted their spring 2016 course offerings. In addition to welcoming the new advisors, this event helped educate the advisors about the many class opportunities available within the art department in an effort to increase enrollment in art classes.

On October 20, 2015 Ms. Bailey provided Advisor and Coordinator training for the upcoming spring 2016 registration session at both the Taylor and Hutto locations. Training included Texas Success Initiative (TSI) course changes, new STEM pathway class offerings, and a review of the TSI placement for developmental classes. On October 22, 2015 Ms. Bailey provided Main Campus advisors, coordinators, and success coaches with the spring 2016 registration training session.

On October 23, 2015 Ms. Bailey met with the TAMU-CT Director of Advising, Mr. Isaiah Vance, to discuss how the two departments within both schools could best work together to maximize seamless transfer from Temple College to TAMU-CT.

On October 26, 2015 Academic Advisors, Ms. Emily Brighi, Mr. Ray Wendel, and Ms. Alfreda Washington presented Academic Advising and Transfer information to 3 different EDUC 1300 (Learning Frameworks) classes.

Financial Aid Board Report

Ms. Peggy Watts, Director of Financial Aid, reports that 976 students were seen at the front counter during the month of October 2015. There were 22 financial aid suspension appeals received during the month with 59% approved.

To date, there have been 2,144 students receiving Pell grants in the total amount of $4,195,882 along with 1,602 students receiving student loans in the total amount of $5,372,837.

Ms. Rhonda Miller, Financial Aid Specialist, gave a financial aid presentation to three Learning Frameworks (EDUC 1300) classes on October 1, 2015. There were about fifteen
students present at each class. Mrs. Sheila McMillan, Financial Aid Advisor, also gave a financial aid presentation to three EDUC 1300 classes on October 21, 2015.

On October 8, 2015, Mrs. Sheila McMillan and Mrs. Lisa Schmidt, Financial Aid Advisor attended the Texas Association of Student Financial Aid Administrator’s 2015 Annual Conference in Austin, Texas. The U.S. Department of Education and the Texas Higher Education Coordinating Board provided presentations.

First-time loan borrowers at Temple College received their initial financial aid disbursement on October 9, 2015.

Bookstore charges were open for students registering for 2nd 8-week classes from October 12, 2015 through October 19, 2015.

Mrs. Sheila McMillan was a participant in a webinar training session titled “Using Social Media to Connect with Students” on October 28, 2015 hosted by Educational Credit Management Corporation. Mrs. Lisa Schmidt was a participant in a webinar training session regarding Hazlewood benefits for students on October 28, 2015.

Mrs. Lisa Schmidt presented in-person loan counseling classes on October 2, 2015 and October 30, 2015. First-time loan borrowers are required to attend one session at Temple College. There are usually thirty to forty students present per session.

The Free Application for Federal Student Aid (FAFSA) priority application deadline for the spring 2016 semester is November 2, 2015.

Ms. Rhonda Miller and Ms. Kristina Richardson, Financial Aid Assistant, will provide four presentations at GEAR UP’s Financial Literacy Summit hosted by the Region 12 Education Service Center on November 10, 2015 from 9:30am to 2:30pm at the Killeen Civic Center. There is expected to be about 500 students present at this event.

The Financial Aid Database Report, due December 1, 2015, was compiled and submitted to the Texas Higher Education Coordinating Board on October 13, 2015.

Nine students were provided an In-Person Loan Counseling session this month at EWCHEC.

Ms. Hortenstine and Ms. Hernandez will host the following FAFSA nights in November:

November 10, 2015 - Taylor High School
November 11, 2015 - Rockdale High School
November 12, 2015 - Thorndale High School

Recruitment

Mr. Adrian Sora, Director of Recruitment and Retention reports that October has been extremely busy for the Recruitment Department.

- Recruiting provided 28 personal tours.
- On October 19, 2015 Ms. Theresa Stifflemire and Mr. Henry Morin attended Georgetown ISD College Fair held at Eastview High School
• On October 19, 2015 Ms. Hortenstine attended Round Rock ISD College Night
• On October 20, 2015, Mr. Sora represented Temple College at the Heart of Texas College Night at the Waco Convention Center - There were over 100 colleges in attendance and over 2,000 students from the Waco and surrounding area(s) also in attendance
• On October 20, 2015 Ms. Hernandez attended Pflugerville ISD College & Career Fair Night
• On October 21, 2015 Mr. Morin attended Austin ISD College Fair held at the Burger Center in Austin
• On October 21, 2015 Mr. Morin attended the Hays ISD College Fair held at Hays High School
• On October 21, 2015 Ms. Stifflemire and Mr. Morin attended the Leander ISD College Fair held at Vista Ridge High School
• On October 21, 2015 Ms. Hortenstine attended Premier High School College Fair and BEST College Night in Bastrop
• On October 22, 2015 Ms. Donna Jolley, Coordinator, Student and Enrollment attended the Hutto High School College Fair held at Hutto High School
• On October 22, 2015 Mr. Morin attended the Del Valle High School College Fair held at Del Valle High School
• On October 22, 2015 Mr. Henry Morin attended the Austin Community College fair held at the Highland Campus
• On October 22, 2015 Mr. Sora attended the Mid-Tex College Night which was held at the Expo Center in Belton, TX. Ms. Carey Rose, Ms. Kristen Griffith, Ms. Ruth Bridges, Dr. Lesley Keeling-Olson, Mr. Robb Cabiness, Mr. Pat Clune, Ms. Cathy Clune, and Ms. Dawn Manoleas were in attendance to speak with students. There were over 100 colleges in attendance and over 4,000 students from the Copperas Cove, Killeen, Belton, and Temple area(s) in attendance.
• On October 22, 2015 Ms. Hernandez attended Taylor Opportunity Center College and Career Informational and Taylor ISD College Fair (with Granger, Thrall, Thorndale and Bartlett)
• On October 23, 2015 Ms. Hortenstine attended Manor ISD College Fair
• On October 26, 2015, there was a tour for 40 seniors from Stoney Point High School from Round Rock
• On October 27, 2015, there was a large tour for Bartlett High School

Mr. Sora, sent out an email to all service area high school asking them to set up times for Temple College to come out and visit with their students. Mr. Sora reports that he immediately began receiving dates from the schools.

Retention

Mr. Sora reports that he is still meeting with the students that received a suspension waiver, have returned to Temple College after serving a previous suspension, and are transferring to Temple College from another institution. Mr. Sora has contacted the students that went on Academic Suspension following both the spring 2015 and summer 2015 semesters to encourage them to return to Temple College for the upcoming spring 2016 semester.

There are currently 598 Retention Alert cases that have been processed by Mr. Sora. Fifty-six individual instructors submitted at least one Retention Alert case. On October 13-16, 2015 Mr. Sora attended a national conference in Orlando, FL called “Creating a
Comprehensive Retention Plan.” He reports that the conference was very informative and has a few ideas that he would like to implement.

During the first week of November, Mr. Sora will send out a survey to every Temple College student. The survey is designed to determine how many of our students plan to graduate, transfer, or go back to work after their time at Temple College. This information will provide a basis to better understand why our students are leaving Temple College. The Retention Plan will be developed around the results of this survey data.

Mr. Sora reports that he has completed the spring 2016 Zero Week schedule and all of the orientation sessions have been built in Colleague. Mr. Sora continues development of an online New Student Orientation.

Student Accommodations/Athletic Advising

No report

Student Life Events for the month of October/November

On October 27, 2015, TSTC and Temple College had an appreciation luncheon for the students in attendance at EWCHEC–Hutto. TSTC’s Provost Mr. Rob Wolaver grilled hamburgers outside on their big grill and Temple College employees served food to the students from 11 am to 2 pm. Over 400 burgers were cooked and consumed!

On October 29, Temple College at Taylor held a Halloween Costume Contest. Many of the staff, faculty, and students participated. Prizes were given to the best and most original costumes and the prizes were donated by local businesses.

Student Success Coach

Ms. Hattrice Freeman, Student Success Coach, has been working retention alert case in an effort to help our learners succeed in their current classes. Ms. Freeman in coordination with Ms. Sue Corman, Ms. Lesha Smith, and Ms. Katrina English from the Student Success Division spoke to INRW students about the importance of attending class and getting assignments submitted. Ms. Freeman has been working one-on-one with quite a few students in those classes, as well as Mr. Rodriguez’ MATH 0450 class.

Ms. Freeman has been reaching out to a lot of the athletes that are having a hard time in their developmental classes. Special study hall sessions have been set up to assist the athletes with their studies.

Ms. Freeman has assisted with scheduling 3-4 students to meet with one of our tutors regularly. That has been going really well and Mr. Benito Costillo has been a great help to those students.

Ms. Dawn Manoleas, Student Success Coach, worked with Division Directors and Department Chairs to determine best practices and techniques to help students successfully complete their semester studies. She, along with Ms. Hattrice Freeman, talked with student athletes to help them discover resources available for their classes and to discuss study tips and tools that will increase their chances for completion. Ms. Manoleas met with students.
across campus disciplines to discuss career direction, educational needs, and successful pathways to obtain their degrees.

Ms. Manoleas continued to work as a liaison with the Student Success Division in assigning students to our Academic Tutors that cover the Tutor/Study Hall times set up to provide further support for Temple College students. She continues to interact with various Division Directors and Department Chairs to determine other students who might be qualified and available to serve the tutoring needs presented by students requesting help in order to complete their courses this fall.

Ms. Anjanette Mesecke, Student Success Coach, reports she continues the on-going contacting of the students attending the Educational Assistance Center for AEL. Some students are required to attend for assistance with improving skills to retake the TSIA. Students who have been identified as needing to retest are reminded of retesting requirements prior to registering for another semester. Some students report that the lab is helping them. Contact with the students will continue throughout the semester.

Ms. Mesecke also reports that she continues to process retention alert cases as do the other Success Coaches. The instructors have been reporting class attendance and class performance issues. There are various methods by which students are contacted regarding the retention alert cases submitted by their instructors. Methods of contacting students include: email, phone, and in person. Communication with instructors regarding the cases continues.

Testing

Ms. Stephanie Perkins, Testing Center Director, reports that overall in the month of October 541 students have tested at the main campus testing center and 124 students have tested at the EWCHEC-Hutto testing center. Tests administered include the TSI Assessment, GED, ACCUPLACER, TEAS-V, HESI-A2, CLEP, classroom exams, and proctored exams from other colleges/universities.

The Testing Center is pleased to announce that we have been listed as an institution, for both testing centers, with the Consortium of College Testing Centers. This means that when a student searches for a local testing center to have an exam proctored for distance education, they can choose Temple College. We are excited to move one step forward in becoming a certified testing center with the National College Testing Association.

Veteran's Affairs

Certifications:

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<td>Totals</td>
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Mr. Patrick Finnegan, Veteran Affairs Coordinator reports he is processing student records in VAOnce for add/drops. He is working closely with Texas A&M Central Texas and other institutions to ensure program continuity and course transferability for Veteran students.

The VA had 523 students enrollment fall 2015 compared to 466 fall 2014.

BUSINESS & CONTINUING EDUCATION (BCE)

No report.
Temple College Foundation
Director’s Report
November 2015

Events

Golf Tournament - Significant change in earnings due to change in venue Income $39,000

Low Brow High Tea – Increase in attendees – Inspired Barnhart Donation (charitable remainder trust)

Kings of Cuisine – Reduction in earnings due to lighter turnout (Rain) Income $4000

Cruise for the College – We have 8 cabins paid for (16 passengers). Income $3000

Holiday Cocktail Party – Dec. 10 at Thomas and Cindy Baird’s home

Scholarships

6 Students who didn’t write thank you notes were given funds, and then asked to return the money after it had been spent. We are working with them to collect the thank you cards and are paying their scholarships

Scholarship application opens January 1, 2016

Expect diminished scholarships for 2016-2018 due to market fluctuation

Retroactive Scholarships – Continue application process, but make all awards conditional upon successful completion of coursework. My recommendation is to implement this plan for 2016-2017. Essentially, we’ll Leopard Loan the scholarship and forgive the loan upon course completion.

Loan Program

Loan program met with good feedback from both fundraisers and elected Trustees

Building

Temple College has purchased the Bandy property on the southwest corner of 1st and Ave. U. This gives them ownership of all land between Loop 363 and Ave. U on both the east and west side of 1st Street. This ensure no one else is able to put an eyesore on what already appears to campus grounds. It also allows for future expansion. The Foundation put up the earnest money and acted as the negotiating entity on behalf of the college, allowing the transaction to happen without publicity which may have attracted other buyers. We have signed over the contract, and the college will reimburse us for the earnest money.
There has been discussion from the college that they may be willing to renovate the building and allow the Foundation to use it free of charge. This would reduce the Foundation’s expenses for electricity, internet, and maintenance. The Foundation would have the option to sell the existing building and use the income for an operating endowment. Income from that endowment would not meet the operating budget – especially in low income producing years, and the Foundation would lose the ability to use the existing building as a revenue stream.

**Community Projects**

Bike Share – VA and Library should be online by March 1. Kickoff event on during Spring Fling

Santa Fe Market Days – Can continue to run Saturday markets 3 times a month using student workers. Pro: Revenue from vendors, experience for students Cons: Time