

# Assessment: Assessment Unit Planning



## Program Review - VP of Student Services

### Initiative/Project Details: Equity-Minded Teaching and Learning Institute (Joint with all VP Plans)

Create and implement an Equity-Minded Teaching and Learning Institute (EMTLI). This program will be faculty led, but the Director of Institutional Research will be involved in the planning and implementation process and will regularly provide the necessary data. The planning body will consist of the faculty lead, Director of Institutional Research, Student Equity Committee co-chairs, Director of Academic Support, and Professional Development chairs (Classified Professional and Faculty).

The EMTLI program is based off the existing program at Cuyamaca College. The implementation team at Cuyamaca College will be used as a resource during the development of our program.

The program is designed to provide a structured framework to provide faculty with resources to start closing student equity gaps within the classroom. Initially the EMTLI will focus solely on faculty. However, an additional component will be an Equity Institute focused on providing consistent equity training for our students will also be instituted. Expansion of the EMTLI will include additional tracks for classified professionals and administrators.

Through its Equity Plan, FLEX activities, Equity Committee, Strategic Planning Councils, Communities of Practice, and many other college-wide, area, department, and discipline activities, RCC has offered a great deal of equity training. This project seeks to create institutional change by reaching more faculty to acknowledge, understand, and dismantle root causes of systemic barriers to student engagement and achievement, to address deficit thinking and promote validating students, to develop inclusive pedagogical practices, and to create racial equity agendas.

**Initiative/Project Status:** Initial Proposal

**Year(s) Implemented:** 2020 - 2021, 2021 - 2022

### Action Plan

- 2021 - 2022 - •** Hold ½ day college-wide (all constituent groups) event in August 2021
- Implement collegewide book reading and discussion
  - Launch Cultural Competency training for faculty in consultation with Puente Project State Office
  - Kick off Equity Institute with 1st cohort from Returning Faculty in Spring 2022
  - Implement Virtual Tool kit/Repository of Equity-minded Pedagogical Practices
- (Active)

- 2022 - 2023 - •** Kick off Equity Institute with New Faculty Hires in August 2022
- Continue collegewide events
  - Equity Institute with 2nd cohort of new faculty
  - Equity institute with 2nd cohort of returning faculty (Active)

- 2023 - 2024 - •** Assess and revise 2022-2023 Institute
- Continue collegewide events
  - Equity Institute with 3rd cohort of new faculty
  - Equity institute with 3rd cohort of returning faculty (Active)

- 2021 - 2022 -** Develop the framework for Equity-Minded Teaching and Learning Institute (EMTLI) for all student employees

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(including all student workers, peer mentors, SI Leaders, SGL's, etc.) during Summer 2021.  
Provide SPR's for faculty leads to develop equity modules for students, in addition to the established CRLA (College Reading and Learning Association) for Summer 2021.  
Conduct training of all student employees during the fall, prior to classes beginning August 2021. (Active)

**2022 - 2023** - Assess and evaluate the implementation of the Student modules of the EMTLI.  
Make appropriate modifications, collecting data to determine efficacy.  
(Active)

## Resources Needed

**Books (\$20 x 1000 books)**

**Faculty Special Projects to assess and provide feedback on student modules of EMTLI - Summer 2022** - Full-time faculty at RCC have extensive knowledge and passion for equity minded practices to share with our students. Having full-time faculty help to assess, modify modules provides our students an exceptional experience.

**Faculty Special Projects to develop student modules of EMTLI in Summer 2021** - Full-time faculty at RCC have extensive knowledge and passion for equity minded practices to share with our students. Having the full-time faculty help to develop and present the modules provides our students an exceptional experience.

**Funding for faculty development**

## RCC Goal Mapping

Strategic Plan

**1.0 STUDENT ACCESS** - The college will ensure all students have equitable access to the college's courses, programs, and services.

**Objective 1.2** - Reduce equity gaps by 40% in 5 years by removing barriers in the on-boarding process (including access to programs and services) through cultural proficiency training and targeted interventions based on disaggregated student equity data.

**2.0 STUDENT SUCCESS** - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.

**Objective 2.4** - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

**Objective 2.6** - Increase course success rates by 1% annually from the baseline of 67.3% in the 16-17 AY.

**Objective 2.8** - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

**3.0 INSTITUTIONAL EFFECTIVENESS** - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

**Objective 3.5** - Provide cultural proficiency training and comprehensive data coaching to support evidenced based discussion and development of strategies to help disciplines, departments and service areas meet equity goals.

**Objective 3.6** - Improve communication strategies internally among college constituencies and externally with the communities we serve.

## Initiative/Project Details: Restructuring of Guided Pathways for full implementation (Joint with all VP Plans)

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The Guided Pathways work is currently being led by one person, with support given to Engagement Centers by multiple Engagement Center Coordinators. Although it has been successful, it is time to provide support through different mechanisms. The current total reassigned time associated with Guided Pathways is 2.6 FTE. The restructure allows for the following project leads which aligns more closely with the pillars of GP and helps to align with Equity and Strategic Plan goals and targets:

- \* GP Coordinator - .6 (used to be 1.0)
  - \* Equity Data Coach project lead - .2
  - \* Faculty Advisors and Student Support (used to be Engagement Center Coordinators) - (4 x .4) = 1.6
  - \* Program to Career project lead - .2
  - \* Cultural Competency project lead - .2
- Total Reassigned time = 2.8 FTE (which is an increase of .2 FTE)

Each project lead will recruit GP members to part of Project Teams. Each project lead will then work closely with Leadership Councils and Academic Senate to scale up GP at RCC.

**Initiative/Project Status:** Initial Proposal

**Year(s) Implemented:** 2021 - 2022, 2022 - 2023, 2023 - 2024

## Resources Needed

**Additional Reassigned Time each semester aligned with the restructuring of Guided Pathways**

## RCC Goal Mapping

Strategic Plan
<b>1.0 STUDENT ACCESS</b> - The college will ensure all students have equitable access to the college's courses, programs, and services.
<b>Objective 1.1</b> - Increase the college going rate by 3% annually in order to increase attainment of living wages in our community.
<b>Objective 1.4</b> - In order to shorten the time to complete and improve college going rates, the college will increase the number (headcount) of high school students participating in dual enrollment programs (inclusive of CCAP, middle college, and concurrent enrollment) 5% annually.
<b>2.0 STUDENT SUCCESS</b> - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.
<b>Objective 2.1</b> - Increase by at least 20% annually the number of RCC students who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.
<b>Objective 2.2</b> - Increase by 20% annually the number of RCC students transferring to a UC, CSU, private college, or out-of-state public or private institution.
<b>Objective 2.3</b> - Increase the percentage of exiting students who report being employed in their field of study by 3.5% annually, an increase of 10%, median earnings 9.75% annually, and the number of those earning a living wage by 9.75% annually.
<b>Objective 2.7</b> - Ensure number of units for degrees does not exceed 15% above required number of units.
<b>Objective 2.8</b> - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

## Initiative/Project Details: Multi-Cultural Student Center (Joint with all VP Plans)

Discussions surrounding a new facility (or modification of existing facility) to include Student Activities and Equity Programs. This multi-purpose space will include rooms and spaces to support a variety of meetings, events and campus activities associated with equity programs. The Multi-cultural Student Center will be housed in a central location to increase access, enhance engagement and create a sense of belonging for the entire RCC community. Discussions surrounding location, functionality and funding will take place in the first year, with funding identification in year two and/or year three, and implementation soon after. This initiative is aligned with the Facilities Master Plan.

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**Initiative/Project Status:** Initial Proposal

**Year(s) Implemented:** 2021 - 2022, 2022 - 2023, 2023 - 2024

## Action Plan

**2021 - 2022** - Discuss current Facilities Master Plan and existing needs. Create a plan for using the space in a way that benefits student groups. Get feedback from groups on these plans. (Active)

**2022 - 2023** - Based on feedback and planning from prior year, work with facilities to include specific planning in the facilities master plan for the center development.

Identify and obtain funding. (Active)

**2023 - 2024** - Create / build / implement Multi Cultural Center (Active)

## RCC Goal Mapping

Strategic Plan

**2.0 STUDENT SUCCESS** - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.

**Objective 2.4** - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

**Objective 2.8** - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

**3.0 INSTITUTIONAL EFFECTIVENESS** - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

**Objective 3.5** - Provide cultural proficiency training and comprehensive data coaching to support evidenced based discussion and development of strategies to help disciplines, departments and service areas meet equity goals.

## Initiative/Project Details: Improvement in Overall Student Services - Enrollment Management (RCC STRATEGIC GOAL 1: STUDENT ACCESS)

Enrollment Services includes Financial Aid, Admissions and Records (including Evaluations), Outreach, Veterans Services, and Assessment. Enrollment Services serve students on a daily basis throughout the life cycle of the student...everything from assistance with applying for admissions to posting their degree and mailing their diploma (any everything in between). The in between, includes, but is not limited to : placement testing, registration, dropping/withdrawing, ECP's, financial aid assistance, scholarships, work study, veterans benefits, transfer credit evaluations, transcript and/or verification requests, degree posting/diploma mailing, marketing, general inquiries about the college, assigning registration dates, commencement planning, matriculation events, campus tours, high school visits, and more!

Benchmarks for Enrollment and Financial Aid - Establish enrollment benchmarks and increase the number of student applying for financial aid for the specific academic year, as compared to the previous academic year. Numbers will be based on FAFSA and Dream Applications received with Riverside City College school code listed.

International Programs - The Center for International Students and Programs (ISP) works with students from all over the world. The Center offers social and cultural programs on campus and in the colleges' respective communities, valuing the opportunity for global awareness and international connections. Almost 500 students from more than 50 countries are currently working on their associate degrees and developing an educational path to be able to transfer to four-year colleges and universities.

**Initiative/Project Status:** In Progress

**Year(s) Implemented:** 2016 - 2017, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022, 2022 - 2023

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## Action Plan

**2019 - 2020** - Provide the necessary student enrollment services that will aid the effort to increase academic success, persistence, retention and timely graduation of all students. Increase number of students applying for financial aid thru targeted outreach on campus and at local high schools and community organizations. Increase on campus workshops and training in the welcome center to promote application assistance and completion. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Active)

**Initiative/Project Target:** 90% of students who appeal for ineligible Satisfactory Academic Progress (SAP) statuses will complete the GetSAP training module online (Success)

90% of students who appeal for ineligible SAP statuses will score 80% or higher in the GetSAP training module online (Success)

Increase the veteran student population by 5% from the 2018/19 baseline (access, success)

To increase Gateway student engagement and positive relationship metrics on annual student survey by 2% over the 2018-19 baseline.

Five percent (5%) increase in Gateway students served from 18-19 baseline

**2020 - 2021** - Increase number of students enrolled at the College by 3% annually. Although the outreach unit has attended community events and worked with veteran students. In 2019-2020 the department will increase the number of activities specifically focused on Community groups and Veterans by 10%. (Active)

**Initiative/Project Target:** A & R-improve communication to support growth

Outreach-community outreach, continued high school outreach, establish sound recruiting practices for veterans

International Students & Programs-increase enrollment by sound recruiting processes, increasing retention, developing key partnerships

FA Chatbot: 24/7 online AI question and answer service for students

**Implementation Timeline:** July 1, 2020 - June 30, 2021

**2020 - 2021** - Increase capture rates by 5% annually from feeder HS (Active)

**Initiative/Project Target:** Outreach-continued presence in high school, increased presence with middle schools.

Provide Greater presence in HS and younger students. Provide Dual Enrollment information in outreach increased presence in high schools (targeting younger students) and middle schools to talk about dual enrollment as a pathway to college

**2020 - 2021** - Actively recruit international students by visiting local and surrounding high schools who have a large international population of students and to recruit them from abroad. This will be done with face-to-face visits, use of technology, and the contracting with reputable and capable education agents in countries where they provide strategic benefit in creating a consistent channel for enrollment and international engagement.

Recognizing English Language Proficiency Tests/Levels . Likewise, we will continue to onboard students and get them acclimated to RCC and the surrounding community. During their orientation, they will be informed of all the academic and student support services on campus. (Active) (Active)

**Initiative/Project Target:** Initiative/Project Target: Expand international student access through recognizing three additional English language proficiency tests/levels (In Progress)

Establish Enrollment Benchmarks Establish enrollment benchmarks

1. Applications & Enrollment HC/FTE
2. Retention

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3. Success

4. Services (Qless & SARS) (In Progress)

Increase the international student population by 3% from the 2018/19 baseline (access, success)

Collaborate with Outreach Center to educate international students about the many services offered on campus.

Work with Outreach Center, Counseling, and Ed Advisors to make sure that eighty-five percent (85%) of international students are on Pathway Contracts. (Success)

Collaborate with Testing Center to ensure that 100% of International Students complete required testing/assessment (Access, Success)

Host at least seven (7) programs/activities for international students.

Contract with Agents to recruit up to 45 international students to RCC. (student access)

Implementation Timeline:

**2020 - 2021** - Establish Enrollment Benchmarks (Active)

**Initiative/Project Target:** Develop a one sheet benchmark document for reference based on one year data, including but not limited to the following:

2020 - 2021

1. Applications & Enrollment HC/FTE
2. Retention
3. Success
4. Services (Qless & SARS) (Active)

**2021 - 2022** - Ensure equitable access to all by improving communication with students, prospective students, the general public, and community groups. Increase communications to incomplete students via email, text and phone call

(Active)

**Initiative/Project Target:** ERP Templates/Customer Journey creation to push student actions (registration, application, etc)

Utilize RFI and CRM to contact prospective students

Reduce the number of students attending but not completing financial aid verification requirements by 2% per year.

2019-20 Files completed: 21074

2020-21 Files completed: 19208 to date as of 3-30-21 (2% increase to 19-20 to date)

2020-21 Goal: 21496

Offer 1 on 1 appointments in incomplete communications for students to help complete the verification process

**2021 - 2022** - Build RCC international reputation of quality.

Maintain the quality of orientation/service between 4 and 5 on 5-point Likert scale.

Maintain the quality of application process between 4 and 5 on 5-point Likert scale.

Develop advising quality bench marks.

(Active)

**Initiative/Project Target:** • Update orientation communication plan

- Add video about Riverside city history/life
- Invite campus and other partners to present

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- Review procedure and feedback from students on orientation and improve
- Add ice-breaking activity
- Deliver two application support workshops
- Deliver one visa support workshops
- Process admissions for completed applications within two business days
- Respond to email and voicemail inquiries within two business days
- Contact campus to develop process and start collecting 1 year of data
- Dedicate SW or staff at front desk

## 2021 - 2022 - • Deliver two application support workshops

- Deliver one visa support workshop per semester
- Agent communication plan
- Student lead communication plan (monthly)
- Student applicant communication plan (weekly)
- Recruit new agencies (at least one agent a year)
- Participate in at least 2 student fairs annually
- Participate in at least 2 agent fairs annually
- When open, visit local language and high schools
- Update and improve website and chatbot content
- Employ social media communication plan for student recruitment
- Develop MOAs with institutional partners (pending)
- Update English proficiency tests matrix
- Update CISP flier
- Update and improve CISP outreach PowerPoint
- Travel to recruit when possible
- Obtain scholarships for international students
- Engage international student alumni through social media
- ETS TOEFL leads project (Active)

(Active)

**Initiative/Project Target:** Increase international student enrollments.

Improve retention rates by 5%

Improve success rates by 5%

Provide information about support and services through different channels

Maintain student enrollment in minimum 12 units

Maintain RCC enrollment trend at or above the national level.

**2021 - 2022 -** Increase recruitment efforts within the athletic department for prospective student-athletes, creating more opportunities for recruiting visits and recruiting communications with more potential student-athletes. (Active)

**Initiative/Project Target:** RCC athletics will improve its recruiting efforts and assist in decreasing the barriers in the onboarding process through outreach and continued education and training.

## Resources Needed

**Budget Augmentation to Cover the cost of Commencement** - Using Commencement 2015 as a baseline, it was clearly established that the commencement budget was inadequate to support the number of graduates (and their guests) who were participating in the ceremony. Special one-time funding was requested to implement the centennial commencement ceremony, but it is imperative that additional resources be invested in the commencement budget on an ongoing basis to increase participation and to provide an appropriate infrastructure to accommodate the proceedings. This has been an annual request since 2018 and we have

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been receiving the annual infusion of resources to support commencement. Accordingly, it is requested that the commencement budget be permanently increased from \$18,321 to \$114,930. Proposed budget can be provided upon request.

**Year of Request:** 2021 - 2022

**Resource Category:** Capital Outlay (Physical Resources)

**Resource Life Cycle:** Yearly

**Projected Cost :** 100000

## RCC Goal Mapping

Strategic Plan

**1.0 STUDENT ACCESS** - The college will ensure all students have equitable access to the college's courses, programs, and services.

**Objective 1.1** - Increase the college going rate by 3% annually in order to increase attainment of living wages in our community.

**Objective 1.3** - Increase percentage of students eligible for financial aid who receive aid by at least 2% per year.

**3.0 INSTITUTIONAL EFFECTIVENESS** - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

**Objective 3.3** - In order to maintain funding, and to meet the needs of students, attain a college level efficiency average of 595 (WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

## Initiative/Project Details: Improvement in Overall Student Services - Categorical Student Support Programs (RCC STRATEGIC GOAL 1: STUDENT ACCESS)

Categorical Student Support Programs including EOPS, TRIO for Disabled Students and Veterans , Foster Youth programs, and CalWORKs/CARE provide integrated academic support, including educational planning, advising, probation counseling, orientation and student success workshops. Each of their programs has a dedicated director or coordinator to provide intensive, one-on-one caseload management for the participating students. The management ensures the integration of support across the matriculation, instruction, and co-curricular support activities.

CalWORKs Counselor/Coordinator and staff meet and/or present to the local Riverside County DPSS GAIN offices each fall and spring semester and present to CalWORKs recipients at the Riverside County Job Clubs two times a month.

**Initiative/Project Status:** In Progress

**Year(s) Implemented:** 2016 - 2017, 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022, 2022 - 2023

### Action Plan

**2019 - 2020** - Regular meetings will occur between the Dean of Student Services and the Directors, Coordinators, Ed Advisors, and Counselors for each program to share best practices, discuss opportunities for improvement, work to integrate and coordinate activities to leverage resources, facilitate engagement, and create more shared experiences for students across campus. (Active) (Active)

**Initiative/Project Target:** 2019-20

EOPS Offering intrusive counseling with consistent counselors, primary-term to primary-term persistence rates will increase. Increase persistence rates from primary term to primary term by ensuring that the students are knowledgeable about the program and the benefits that are offered, offering services that are consistent, and offering accurate information that is related to their goal.

EOPS will reach out to Equity Gap BOG eligible students with the goal to recruit this specific population by an additional 25%. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Access & success)

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Serve an unduplicated EOPS count of 1,175 ( access & success)

Create targeted interventions and support to assist preparatory pathways and 1 year CTE pathway students moving to transfer track or completion of CTE programs. Increase number of program participants completing preparatory coursework and /or certificates by 10%. (Success)

Examine all 17-18 transfer and CTE cohort and map time out to graduation. Evaluate if interventions and services increased transfer 2 year completion by 10% over initial baseline. (Success)

Go over program cap in DRC and VRC programs by 10%. Implement cross over services and tracking by TRIO, DRC and VRC. Recruit 105 DSSS students and 126 VSSS student. (Success)

Review tutoring data (completion, success rates); increase success rates by an additional 5%. (Success)

Assuming the renewal of the Workability, at least 20 additional students will be placed in internships/vocational experience. (Access & success)

Implement new CTE/Certificates programs objectives set forth by the California Wellness Grant. Five additional (20 total) RCC students interested in a CTE certificate program will be recruited.(Access & success)

Establish the Peer mentoring/tutoring program. At least 65% of those students who attend the peer tutoring will increase their GPA. (Success)

EOPS probation students will receive targeted interventions and services. 50% of those student who receive the services will increase their GPA. (Success)

Explore opportunities for create and/or expand services for formerly incarcerated students who are matriculating at RCC. (Access/Success)

**2019 - 2020** - Improve Veterans Experiences at RCC to help Veterans succeed, we need to provide wrap around services by partnering with other groups on campus as well as in the community. Collaborative support for Veteran and students with disabilities -- Tenure-Track Counselor supporting Veterans with Disabilities. We also need to increase the amount of Veteran specific programming to help Veterans feel more comfortable on campus, and we need to recognize and acknowledge their success. We will also reduce the length of time for the certification process, ensuring that Veterans get their benefits sooner. (Active)

**Initiative/Project Target:** 2019 - 2020 Conduct a VA Work-study retreat to increase leadership development of student employees (student success)

2019 - 2020 Continue to host a campus -wide annual Graduation Recognition Ceremony for Veteran students with 5% student participation growth annually (success, engagement)

2019 - 2020 VRC will collaborate with counseling to develop an orientation online and in person that is specifically for veterans and their unique needs. (access, success)

2019 - 2020 VRC will collaborate with counseling to develop an orientation online and in person that is specifically for veterans and their unique needs. This will be in place by the end of 17-18 to target incoming students for 18-19. (access, success)

2019 - 2020 Veteran's Coordinator will lead outreach efforts to local bases and other avenues for reaching active military members, their dependents, and veterans. VC will attend and, if allowed, present on GI bill and other educational opportunities/strategies, at Veteran's University, put on by House Rep Dr. Ruiz, along with any other events that requires Veterans Resource representation.

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2019 - 2020 Implement a communication plan that introduces the variety of student services available to veteran students. The comprehensive communication plan will include how best to communicate with veterans. It will also provide a plan that utilizes multiple mediums of communication that include but is not limited to social media, outreach tables throughout campus, email and in person interactions. (learning, access, engagement)

2019-2020 A counselor for student Veterans is an absolute necessity. In conjunction with the DRC (Disability Resource Center), we would propose to create a new full time counselor that will be dedicated 50% to Veterans and 50% to students with disabilities, with the acknowledgement that many Veterans also could benefit from services available in the DRC. Our hope is that more Veterans will take advantage of accommodations that will enable them to be more successful in class while breaking down the stigma that prevents many Veterans from seeking help in the first place. This position will be housed in a currently empty office in the DRC. (access, engagement, success) (Active)

**Related Documents:**

[Support for Veteran.DRC Counselor.docx](#)

[Vet.DRC Counselor.docx](#)

[veterans with disabilities in higher education.pdf](#)

**2020 - 2021** - Improve Veterans Experiences and Success at RCC. Collect data on the number of students served compared to the number of students that we have the capacity to serve. Provide wrap around services by partnering with other groups on campus as well as in the community. (Active)

**Initiative/Project Target:** 2020-21 Conduct a VA Work-study retreat to increase leadership development of student employees (student success)

2020-21 Continue to host a campus -wide annual Graduation Recognition Ceremony for Veteran students with 5% student participation growth annually (success, engagement)

2020-21 The DRC/VRC Counselor will develop an orientation online and in person intake process that is specifically for veterans and their unique needs. (access, success)

2020-21 Veteran's Coordinator will lead outreach efforts to local bases and other avenues for reaching active military members, their dependents, and veterans. VC will attend and, if allowed, present on GI bill and other educational opportunities/strategies, at Veteran's University, put on by House Rep Dr. Ruiz, along with any other events that requires Veterans Resource representation.

2020-21 Implement a communication plan that introduces the variety of student services available to veteran students, utilizing multiple mediums of communication (i.e., social media, outreach tables throughout campus, email and in person interactions)

**Implementation Timeline:** July 1, 2020- June 30, 2021

**2020 - 2021** - Meet with Riverside County GAIN staff every fall and spring. Present to CalWORKs recipients at two Riverside County offices each month. (Active)

**Initiative/Project Target:** Increase the number of CalWORKs recipient referrals from the county to attend RCC.

**Implementation Timeline:** Fall 2020

**2020 - 2021** - Increase number of EOPS students completing associate's degrees, credentials, certificates and transfer (Connected to Vision for Success Goal # 1 and Goal #2), by supporting major selection during the first year of enrollment. (Active)

**Initiative/Project Target:** EOPS will increase program enrollment 5 % annually by supporting students identified in the RCC Student Equity Plan.

100% of EOPS students will have chosen their major by their second term in EOPS. Increase program enrollment by 5% annually, with special focus on disproportionately impacted students identified in the RCC Student Equity plan.

Offer the MBTI and SII to students in their first counseling contact. Student will develop a comprehensive SEP by their 2nd

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semester with the EOPS program.

Continue to reduce Equity Gaps (Connected to Vision for Success Goal # 5)

Continue to recruit and support disproportionately impacted students identified in the RCC Student Equity Plan. By increasing enrollment numbers and outreach to disproportionately impacted populations, the program will support the success and retention rates for these populations.

EOPS will extend the application period dates, with special focus and extensions for disproportionately impacted students.

Baseline Metrics:

2019-2020 program enrollment goal: 1224 unduplicated students served

2020-2021 program enrollment goal: 1285 unduplicated students served

2021-2022 program enrollment goal: 1349 unduplicated students served

2022-2023 program enrollment goal: 1416 unduplicated students served

2023-2024 program enrollment goal: 1486 unduplicated students served

**Implementation Timeline:** July 1, 2020 - June 30, 2024

**2020 - 2021** - Collaborate with RCC CTE Employment Specialist to assist CalWORKs student graduates with job placement services, such as completing resume, interviewing skills, and job opportunities. (Active)

**Initiative/Project Target:** Expect 3% of graduates report being employed in their field of study.

Refer CalWORKs students in their last semester to the RCC CTE Employment Specialist for assistance with employment opportunities.

Track students and follow up with them to identify best practices and additional opportunities for placement / employment.

**2020 - 2021** - Increase Certificate, Degree, Transfer Completion (Active)

**Initiative/Project Target:** Ensure that 100% students follow their SEP and expect for 20% of the CalWORKs students will earn a certificate, degree, and/or transfer. (Success)

All CalWORKs students are required to have a SEP to provide to their DPSS county worker. Students must follow the SEP, as the county will only approve the courses listed for participation hours, childcare, and textbook vouchers. Additionally, students are on a time limit to receive county support, so following the SEP is beneficial to receive support and it will direct them to complete their goal most efficiently.

17% - 2014-15: Associate Degree - 22, certificates - 20, transfer - 16

19% - 2015-16: Associate Degree - 31, certificates - 14, transfer - 17

18% - 2016-17: Associate Degree - 29, certificates - 17, transfer - 17

17% - 2017-18: Associate Degree - 32, certificates - 6, transfer - 18

20% - 2018-19: Associate Degree - 32, certificates - 17, transfer - 14

\* From RCC Admission data - current and past CalWORKs student graduation numbers are: AA/AS - 55, certificates - 30.

**2021 - 2022** - CalWORKs Counselor/Coordinator and staff will meet and/or present to the local Riverside County DPSS GAIN offices beginning in the fall 2021 and spring 2022 semester and present to CalWORKs recipients at the Riverside County Job Clubs two times a month.

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Pre-Covid Calworks student enrollment dropped considerably from an average of 180 or more per year to just 90 students for Spring of 2021. The return to work plans scheduled for August, 23, 2021, the office will begin performing aggressive outreach to increase student numbers and to continue supporting existing students.

The Calworks team believes it will take at least one year and a half to get student numbers back to the 180 mark. However, Calworks leaders believes that by Spring 2022, we could see a 5% increase from the solid numbers of 2019, get the group close to the 200 student mark.

The office of the Dean of Student Service will continue to monitor and support the leadership team to meet the annual goals. Meetings and conversation are currently happening on a weekly basis to trouble shoot and address recruitment needs/concerns.

(Active)

**Initiative/Project Target:** Meet with Riverside County GAIN staff every fall and spring. Present to CalWORKs recipients at two Riverside County offices each month.

Review data to determine if the increased RCC presence at the Riverside County GAIN office has directly increased the RCC CalWORKs student numbers.

**2021 - 2022** - Continue to recruit and support disproportionately impacted students identified in the RCC Student Equity Plan. By increasing enrollment numbers and outreach to disproportionately impacted populations, the program will support the success and retention rates for these populations.

EOPS will extend the application period dates, with special focus and extensions for disproportionately impacted students.

(Active)

**Initiative/Project Target:** EOPS will increase program enrollment 5 % annually by supporting students identified in the RCC Student Equity Plan. The Dean of Students Services will assist and challenge the team to work on specific diversity areas where the program may need increases in. Specifically, recruitment and retention of African American males will be a priority for the next 3 to 5 years.

Goal: Continue to reduce Equity Gaps (Connected to Vision for Success Goal # 5)

2021-2022 program enrollment goal: 1349 unduplicated students served

2022-2023 program enrollment goal: 1416 unduplicated students served

2023-2024 program enrollment goal: 1486 unduplicated students served

Note: EOPS numbers have remained solid with only a 10% decline during the pandemic. These numbers are expecting to return to normal in the Fall 2021.

**2021 - 2022** - Continue to recruit and support disproportionately impacted students identified in the RCC Student Equity Plan. By increasing enrollment numbers and outreach to disproportionately impacted populations, the program will support the success and retention rates for these populations. (Active)

**Initiative/Project Target:** The office will begin to meet regularly and streamline programming efforts. These areas have often worked counterproductively in silos. With the addition of a full-time DRC/VRC counselor, there has been a substantial increase in the amount of Veteran Student referrals to the DRC. These efforts have increased the in classroom technological support services while also providing mental health and other appropriate services in real time as needs are addressed. These are significant accomplishments for an area that is accustomed to working in a vacuum.

Veterans Resource Center student numbers are currently at 840 students with 340 currently using their benefits. Pre-Covid numbers for Veterans and or dependents at RCC were over 1100 students. The VRC expects with the return to face-to-face services and these new established collaborations for the number to rise again swiftly in the Fall 2021.

TRIO Veteran Student numbers are current at 83 which is short of the goal of 120 students annually to be served by the

# Program Review - VP of Student Services

grant. Strengthening collaboration with DRC/VRC will assist in creating stronger pipeline opportunities.

**2021 - 2022** - Work with Veterans Center and Division to create an effective model to ensure integrated support. This Resource Center model should align functionally with RCC's Instructional Engagement Center model.

Work with Veterans Services to identify staffing needs and create a short-term and mid-term plan to fill the need. Coordinate as needed with division deans to determine what overlap may be occurring.

Provide data of amount of student served versus amount that could be served with appropriate leadership structure and management.

Explore other community colleges outside of the district that have this organizational structure in place.

Reach out to key stakeholders in Counseling, VRC, Financial Aid, DRC, Health Services, Riverside County Veteran Services, TRIO Student Support Services, and select faculty.

Establish key community contact and partnership within the district to strengthen our Student Veteran outreach and resource sharing. (Active)

**Initiative/Project Target:** Student Veteran numbers are expected to increase in the next 3 to 5 five years by 25%. Especially, when we return to campus in the fall on August 23, 2021. Setting appropriate Organizational Leadership at the VRC will greatly assist in reaching a broader student base, manage operational budget funds, serve as a liaison to admission and records, and serve as an institutional leader for the district.

## RCC Goal Mapping

Strategic Plan

**1.0 STUDENT ACCESS** - The college will ensure all students have equitable access to the college's courses, programs, and services.

**Objective 1.1** - Increase the college going rate by 3% annually in order to increase attainment of living wages in our community.

**Objective 1.3** - Increase percentage of students eligible for financial aid who receive aid by at least 2% per year.

**3.0 INSTITUTIONAL EFFECTIVENESS** - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

**Objective 3.3** - In order to maintain funding, and to meet the needs of students, attain a college level efficiency average of 595 (WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

## Initiative/Project Details: Improvement in Overall Student Services - Student Life and Activities (RCC STRATEGIC GOAL 2: STUDENT SUCCESS)

The Office of Student Life department is comprised of several student support programs. The department supports all aspects of student engagement and success at the College and works directly with Athletics, Student Activities, Health and Psychological Services, La Casa, and Ujima/Umoja. In addition, the departments host a variety of equity and diversity programs and events.

Non-Academic Engagement/Resource Centers

Many of RCC's co-curricular activities are centered in engagement centers with a dedicated, professional Educational Advisor and/or Adjunct Counselor. These working professional ensures the integration of support across the matriculation, instruction, and co-curricular support activities of students in each program. Fully functional engagement centers for targeted populations including: La Casa, Ujima, Veterans, Disabled Students, Foster Youth, and Athletics

Ed Advisors and/or Counselors are meeting with targeted students on a monthly basis. Workshops are being scheduled to meet the needs of students. Engagement Centers are also providing space to integrate academic support. Faculty are hosting office hours in

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the centers. The centers host guest speakers, cultural events, academic workshops, and social activities promoting a community of scholars. Collectively, these programs demonstrate the effects of education on students' potential for success and for strengthening their communities. (Active)

The Riverside City College Athletic Department supports student equity and opportunity by creating an environment focused on academic and personal development, following the four pillars of Guided Pathways. Athletics has several ongoing efforts and future plans to help address the objectives of the Student Equity Plan. Expanded, targeted intervention for specific groups such as Asian-Pacific Islanders, African American, Latinx and female studentathletes, which include offering tutoring in engagement centers through special grant funding, faculty-coaches, administrators and support staff participating in Cultural Proficiency training, professional and personal development programming opportunities and supporting college initiatives to reduce achievement gaps, including working more closely for example with Ujima and La Casa to provide layered, wrap-around support services. Athletics will continue to strengthen bonds and partnerships in the college and community to provide greater, more equitable access and opportunities to our student-athletes.

Provide Basic Need Resources to Students (Food Insecure, Homeless/Housing Insecure)

Work with Dean of Enrollment Services, Dean of Student Services, Warehouse Supervisor, and Student Activities team to increase the numbers of food insecure students receiving necessary food resources and support. The Hunger Free Campus Allocation Grant has given us the resources to build a sustainable program so our students are given regular access to food and meals. While prior to January 2019 we had the Food Pantry and ASRCC Resource Center, in spring of 2019, we did 7 programs across the campus where students were given a meal. While working those events, we talked with many students who expressed the need for ongoing programming and access. Over 1500 students attended the spring events while the ASRCC Resource Center saw more than 1000 students a month during that time. We must continue to put resources, time, and energy in this area.

Though we received one of the largest Hunger Free Campus Allocation Grants in the state. We also have one of the largest student populations at our college. We know from our demographics that we have a population of students who are not only food insecure but also have students who do not have housing or financial resources for their basic needs. We need a half-time clerk/coordinator to serve as a caseload manager to help access the needs of students individually and collectively and manage volunteers for the pantry.

**Initiative/Project Status:** In Progress

**Year(s) Implemented:** 2018 - 2019, 2020 - 2021, 2021 - 2022, 2022 - 2023

## Action Plan

**2019 - 2020 - Increase Outreach and Events for Students Who Are Food Insecure (Active)**

**Initiative/Project Target:** Work with faculty Coordinators in Student Activities to increase the numbers of Hungry Tiger events beginning in the fall of 2019 and continue to reach an even wider numbers of students on campus. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. The Hunger Free Campus Allocation Grant has given us the resources to build a sustainable program so our students are given regular access to food and meals. While prior to January 2019 we had the Food Pantry and ASRCC Resource Center, in spring of 2019, we did 7 programs across the campus where students were given a meal. While working those events, we talked with many students who expressed the need for ongoing programming and access. Over 1500 students attended the spring events while the ASRCC Resource Center saw more than 1000 students a month during that time. We must continue to put resources, time, and energy in this area. (Initial Proposal)

Obtain space for a second food pantry.

**2019 - 2020 - Continue to Build RCC Cares Program While Increasing Outreach to Faculty and Staff (Active)**

**Initiative/Project Target:** In January of 2019, the Behavioral Intervention Response Team (BIRT) was changed to the RCC Cares Team. The Dean of Student Life visited with 6 academic departments, Faculty Senate, and Counseling to discuss the program. Presently, the team consists of representatives from the following areas:

Police  
Student Health and Psychological Services  
Mental Health

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Faculty (2)  
Counseling  
Disability Resource Center  
Student Services/Conduct

The team now focuses on preventative care and response for students who are experiencing difficulty academically and personally. The team also continues to respond to crises on campus. The team now meetings every 2 weeks (instead of once a month). RCC Cares also holds emergency meetings in the event of a crisis. (In Progress)

**2019 - 2020** - Increase direct mental health counseling support for students (Active)

**Initiative/Project Target:** Expand the one-on-one mental health counseling available in the Student Health and Psychological Services (SHPS) Center. SHPS will collaboratively work with (including Human Resources and Employees Relations, Planning, and the Business Fiscal department) and hire a full-time Mental Health Supervisor to divide the workload. (Initial Proposal)

**2019 - 2020** - Increase Equity-related Programming on Campus and Expand Outdoor Seating and Staging. Work with faculty Coordinators in Student Activities and ASRCC to increase the number of equity related programs throughout the year (Ex. Hispanic Heritage Month, Black History Month, LGBTQ Pride Week, International Week, Women's History Month, etc). For RCC to serve all of its students and honor the rich diversity of the community, there needs to be more intellectually stimulating programming around issues of race, gender, and sexual orientation on campus. For the 2019-2020 year, we would like to plan several major speakers, panels, and events during the months/week celebrating Latino, International, LGBTQ, African American, and Women's history and heritage. (In Progress) (Active)

**Initiative/Project Target:** Identify the need and provide examples of equity activities and events to help with planning for 2019-2020 calendar. (Active)

Work with the Student Activities Coordinators and ASRCC to begin planning events in late summer for fall and spring.

Work with Facilities Department to create an outdoor staging area behind the Bradshaw Building and increase the seating capacity/dining area in the Patio behind Bradshaw immediately off the cafeteria.

The team will present a workshop at fall flex (it will repeat every day during flex). The workshop will focus on "What is RCC Cares" and give tools to faculty and staff on working with students of concern. There will also be more visits/presentations to departments in fall of 2019 and more flex workshops in the spring.\_copy (Active)

**2019 - 2020** - Track and Field Throws Area on Field C - Evans Field (Active)

**Initiative/Project Target:** This Project was approved during the 2016-17 Strategic Planning Cycle. However, it was brought forth within a funding stream being identified. In order to resolve this matter, one-time money has been identified for this capital outlay project.

Track & Field Throws Area on Field C, has been approved via the Beach Volleyball Complex Project by the various committees, RDAS, ACTPIS, and SAS to EPOC. Budget has not been allocated. Will coordinate efforts with Facility Master Plan. Will create architectural and engineering plans to facilitate the construction of Track & Field Throws Area on Field C. Coordinating request with Kinesiology.

Discussion with Director of Facilities and request permission to relocate Track and Field Throws area.

In coordination with RCC Facilities Master Plan.

**2021 - 2022** - Work with faculty Coordinators in Student Activities and ASRCC to increase the number of equity related programs throughout the year (Ex. Hispanic Heritage Month, Black History Month, LGBTQ Pride Week, International Week, Women's History Month, etc). For RCC to serve all of its students and honor the rich diversity of the community, there needs to be more intellectually stimulating programming around issues of race, gender, and sexual orientation on campus. For the 2019-2020 year, we would like to plan several major speakers, panels, and events during the months/week celebrating Latino, International, LGBTQ, African American, and Women's history and heritage. (Active)

**2020 - 2021** - Increase direct mental health counseling support for students by securing funding to hire the Mental Health

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professional that was approved during the 2019-20 Budget Prioritization process. (Active)

**Initiative/Project Target:** Expand the one-on-one mental health counseling available in the Student Health and Psychological Services (SHPS) Center. SHPS will collaboratively work with (including Human Resources and Employees Relations, Planning, and the Business Fiscal department) and hire a full-time Mental Health Supervisor to divide the workload. (Initial Proposal)

**2020 - 2021 - Track and Field Throws Area on Field C - Evans Field\_copy (Active)**

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Discussion with Director of Facilities and request permission to relocate Track and Field Throws area. In coordination with RCC Facilities Master Plan.

**2020 - 2021 - Create a DREAM space for Undocumented Students (Active)**

**Initiative/Project Target:** Identify vacant space to create a safe and supportive environment for undocumented students.

Space will also house the legal aid support team that the college has received funding for.

**2020 - 2021 - Decrease by Equity Gap of Success for African-American students by 3% in 2020-21. Increase the number of students participating in the Umoja Community (from 2019-20 baseline numbers (Active)**

**Initiative/Project Target:** Non-Academic Engagement Center (Umoja Community). Use equity funds to hire full-time Counselor/Coordinator to provide support services to Umoja students to get them on the Guided Pathway and monitor/coach their success (Active)

**Implementation Timeline:** By the beginning of Fall 2021 hire a full-time Counselor/Coordinator to support a full caseload of Umoja Community Guided Pathways Students and provide coordinating support services to the Umoja team of professional.

Date Added: 08/05/2020

**2020 - 2021 - Develop a DREAM space for undocument student and legal support partner (Active)**

**Initiative/Project Target:** Our undocumented students have concern for their safety and general welfare due to concerns from ICE and others due to their undocumented status. We are proposing to reconfigure current vacant space in Bradshaw for this space. Space will also house the legal aid support team that the college has received funding for.

**2021 - 2022 - We have a large number of students who are food insecure. The space in Student Activities currently being used as the Food Pantry is too small for our needs. Identify adequate space in a secure location that is easily accessible to students. Location options are dependent of other areas moving into larger spaces on campus, so the space identification will be a result of the dominoe effect of moves. (Active)**

**Initiative/Project Target:** Dedicated Space for Full-fledged Food Pantry on Campus

Use Q-less to check in students and provide reports/assessments

**2021 - 2022 - Hire a half-time Clerk/Coordinator in the fall of 2021 so we can increase the number of programs on campus and meet the requirements of the Basic Needs Campus Allocation Grant. (Active)**

**2021 - 2022 - Ensure equity through the conduct process for all campus community members amongst our students,**

# Program Review - VP of Student Services

faculty and staff. In collaboration with college and district representative, begin to review the conduct process and explore opportunities for Restorative Justice practices and educational classroom/campus management opportunities for our faculty and staff. (Active)

- Initiative/Project Target:**
1. Review of the Clery Report
  2. Review of Board Policy 3500 - Standards of Student Conduct
  3. Review Disciplinary Procedures - 3500A
  4. Review of Maxient Usage and Referrals
  5. Overview of Title IX Investigative Process and Disciplinary Procedures
  6. Review of Educational opportunities for faculty
  7. Development of consistent Restorative Justice practices
  8. Review of RCCD Policing practices
  9. Development of Campus Crisis Communication Plans
  10. Understanding the role of the RCC CARES team with effective campus communication plans

Note: These are suggested ideas at this time and may change or be subject to updates as we develop this work.

**2021 - 2022** - Establish key community contact and partnership within the district to strengthen our Student Veteran outreach and resource sharing.

1. District Wide Coordinator meetings.
2. Attendance at local & Region Conferences for Staff, faculty, & students.
3. Strong community partnership ties
4. Inter-district communication and collaboration. (Active)

**Initiative/Project Target:** Equip VRC staff and VA work study with tools to help assist our unique population and issues that may hinder their success. With training from the VA and local Veteran Services training Increase funding, club participation, and have promotional items. Actively collaborate with local veteran community groups to improve access to resources for veteran students. Increasing student club participation to 20 students. Have promotional items for Club Rush and Tiger Roar. Participate in Riverside County Veteran Legislative breakfasts, DAV, VFW and VA Loma Linda meetings and activities locally on a consistent base.

Developing town and gown relationships will be the role of the Dean of Student Services until adequate leadership can be establish within the VRC. The coordinator and specialist at this present time are tied down with supporting students and certifications. As we grow in student numbers and programming reach, additional staffing would have to be considered in future plans.

The Dean of Student Services will continue to survey students, review research and best programming models and system practices. Collaboration with peer colleges as well as 4 year institutions will also enhance this work.

**2021 - 2022** - Student Athletes and Coaching staff will participate in Academic & Compliance Orientations with Athletic Department personnel. and designed to impart

Student- athletes will be evaluated by completing a pre-orientation quiz and a post orientation quiz of their knowledge of the academic requirement to compete and transfer to a four-year institution.

All student-athletes will have an individualized educational plan.

(Active)

**Initiative/Project Target:** T.I.G.E.R.S. Program will provide information regarding the academic and student support services available on campus, intrusive monitoring of student-athletes, assist the athletic department to annually increase percentage of RCC student-athletes who earn associates degrees, credentials, certificates, or specific job-oriented skill sets as well as annually increase percentage of RCC student-athletes transferring to four-year institutions.

Student Athlete will understand CCCAA requirements and basics regarding requirements to transfer to four-year colleges and universities and the comprehension of the academic requirements required for their competition. Student-athletes will pass the exam with a score of 80% or above.

Targets: At least 90% of student-athletes will have a 2.0 GPA or higher; All teams will have a cumulative team GPA of 2.5

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GPA or higher; At least 90% of student-athletes will retain CCCAA eligibility during their full-time enrollment and matriculation at RCC.

## Resources Needed

**2nd Mental Health Supervisor VPSS DIVISIONAL PRIORITY #1. Approved during the 2019-20 Budget Prioritization process, however, funding was never obtained. PRIORITY- #2** - The second Mental Health Supervisor is needed to divide the workload in the department. Face-to-face mental health counseling for students is crucial and a critical need to ensure academic success. The number of college students with mental health issues and diagnoses is increasing at staggering rates across the country. RCC is no exception. We had a number of conduct and RCC Cares cases involving students who are struggling with mental health issues. We failed to retain even more students with these issues. To have one Mental Health Counselor for over 30,000 students is not meeting the needs of our community. We need a trained psychologist who can diagnose and treat serious mental health issues. We also need someone who can support faculty and staff in their work with students who are presenting in classrooms and across campus with these issues.

The annual total cost of position (TCP) is \$155,980 calculated at Grade R, Step 1 and included the base salary and all benefits.

**Year of Request:** 2020 - 2021

**Resource Category:** Human Resources - Management Staffing

**Funding Source (Grant, Allocation, General Funds, etc.):** Use Health Services Resource (contingency funds) 1070 or General Funds

**Resource Life Cycle:** SALARY RANGE is \$78,222 - \$95,232 plus benefits. The annual total cost of position (TCP) is \$155,980 calculation at Grade R, Step 1 and included the base salary and all benefits.

**Projected Cost :** 155980

**Coordinator or Director of Equity Programs (to oversee the programmatic planning and direction/supervision for La Casa, Umoja Community, and Athletic Resource Center (optional) PRIORITY #3** - Many of RCC's co-curricular activities are centered in engagement centers with a dedicated, professional Educational Advisor and/or Adjunct Counselor. There is no manager who is responsible for the oversight of La Casa and Umoja Community. A manager is needed to supervise the working professional and to ensure the integration of support across the matriculation, instruction, and co-curricular support activities of students in each program. This individual will have oversight over both non-academic engagement centers.

**Year of Request:** 2020 - 2021

**Resource Category:** Human Resources - Management Staffing

**Funding Source (Grant, Allocation, General Funds, etc.):** Equity Funding

**Projected Cost :** 121000

**Dedicated Space for a DREAM Center** - Our undocumented students have concern for their safety and general welfare due to concerns from ICE and others due to their undocumented status. We are proposing to reconfigure current vacant space in Bradshaw for this space. Space will also house the legal aid support team that the college has received funding for.

**Year of Request:** 2020 - 2021

**Resource Category:** Capital Outlay (Physical Resources)

**Funding Source (Grant, Allocation, General Funds, etc.):** Holding Account

**Projected Cost :** 10000

### **Dedicated space for a DREAM center.**

- Our undocumented students have concern for their safety and general welfare due to concerns from ICE and others due to their undocumented status. We are proposing to reconfigure current vacant space in Bradshaw for this space. Space will also house the legal aid support team that the college has received funding for.

**Year of Request:** 2020 - 2021

**Funding Source (Grant, Allocation, General Funds, etc.):** Pulled from multiple accounts

**Projected Cost :** 10000

# Program Review - VP of Student Services

**Dedicated Space for Full-fledged Food Pantry on Campus - NO FUNDS BEING REQUESTED!!!!** - We have a large number of students who are food insecure. The space in Student Activities currently being used as the Food Pantry is too small for our needs. Potential space needs to be easily accessible to students.

**Year of Request:** 2021 - 2022

**Resource Category:** Capital Outlay (Physical Resources)

**Funding Source (Grant, Allocation, General Funds, etc.):** Funds will come from the Hunger Grant Funds that we already have. NO FUNDS BEING REQUESTED!!!!

**Projected Cost :** 5000

**Full-time Counselor/Coordinator for the Umoja Community - PRIORITY #1** - A full time counselor is needed to have a permanent and dedicated counselor to help Umoja students and other African-American students to close the equity gap that has been identified in Guided Pathways and our Vision for Success data.

The Umoja Community is requesting to hire a full-time, tenure track counselor. The cost of the counselor will range between \$64,658 - \$99,621 as the base salary, not including benefits. The above totals are estimates, since the cost of salary will vary depending on educational level and experience, as well as the benefits amount will vary according to the chosen benefit package.

The annual total cost of position (TCP) is \$158,299 calculation at Faculty Grade H, Step 3 and included the base salary (\$99,696) and all benefits.

**Year of Request:** 2020 - 2021

**Resource Category:** Human Resources - Faculty Staffing

**Funding Source (Grant, Allocation, General Funds, etc.):** Equity Funding

**Resource Life Cycle:** 64,658 - \$99,621 of the Counselor Salary Schedule

**Projected Cost :** 158299

**Funding for speakers and events** - Increase the number of equity related programs throughout the year (Ex. Hispanic Heritage Month, Black History Month, LGBTQ Pride Week, International Week, Women's History Month, etc). For RCC to serve all of its students and honor the rich diversity of the community, there needs to be more intellectually stimulating programming around issues of race, gender, and sexual orientation on campus. For the 2021-2022 year, we would like to plan several major speakers, panels, and events during the months/week celebrating Latino, International, LGBTQ, African American, and Women's history and heritage.

**Year of Request:** 2020 - 2021

**Resource Category:** Other - Staff Development/Guest Speaker/Conference/Etc

**Funding Source (Grant, Allocation, General Funds, etc.):** Student Equity or General Funds

**Resource Life Cycle:** Yearly

**Projected Cost :** 15000

**Hire a part-time Clerk to manage/coordinate our Basic Need Resources - NO FUNDS BEING REQUESTED** - We need a full-time clerk/coordinator to serve as a caseload manager to help access the needs of students individually and collectively and manage volunteers for the pantry. This will help us to access, track, and ultimately increase the number of students who are food or housing insecure obtaining food and housing resources and support.

**Year of Request:** 2021 - 2022

**Resource Category:** Human Resources - Classified Staffing

**Funding Source (Grant, Allocation, General Funds, etc.):** This position is already budgeted - Student Activities Clerk under the Welcome Center. Instead of sitting primarily at the Welcome Desk, the person will be in the Basic Needs Resource space. NO FUNDS BEING REQUESTED!!!!

**Projected Cost :** 100000

**Disciplines / Departments sharing Cost of Resource:** Already budgeted. Current vacant position that is in the OATS queue for posting.

**Relocation and construction of Track & Field Throws Area on Field C - Evans Field.** - The project was approved during the 2016-17 Strategic Planning Cycle. Unfortunately, no budget funding stream was available at that time. We have been able to identify one-time money that can be used for this construction project.

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**Year of Request:** 2020 - 2021

**Resource Category:** Capital Outlay (Physical Resources)

**Funding Source (Grant, Allocation, General Funds, etc.):** One-time funding from Holding Accounts

**Projected Cost :** 400000

**Relocation and expansion of the Veterans Resource Center** - The current Veterans Resource Center is in a heavy traffic area with a single way in and out of the space which causes anxiety and in some cases PTSD-related triggers for our veteran students. We are in need of a locate with appropriate spacing to certify, do counseling, and host meeting and workshops from the Veterans Administration and local community organizations affiliated with Veterans and/or military. The center would be a safe space for Veterans to lounge and congregate. With 2 enter and exit points, an automatic door for disabled vets and space for service dogs.

**Year of Request:** 2021 - 2022

**Resource Category:** Capital Outlay (Physical Resources)

**Funding Source (Grant, Allocation, General Funds, etc.):** One-time funding/Holding Account

**Projected Cost :** 60000

## RCC Goal Mapping

Strategic Plan

**1.0 STUDENT ACCESS** - The college will ensure all students have equitable access to the college's courses, programs, and services.

**Objective 1.1** - Increase the college going rate by 3% annually in order to increase attainment of living wages in our community.

**Objective 1.3** - Increase percentage of students eligible for financial aid who receive aid by at least 2% per year.

**3.0 INSTITUTIONAL EFFECTIVENESS** - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

**Objective 3.3** - In order to maintain funding, and to meet the needs of students, attain a college level efficiency average of 595 (WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

## Initiative/Project Details: Improve Institutional Efficiency, Effectiveness, and Customer Service in the Division of Student Services (RCC STRATEGIC GOAL 3: INSTITUTIONAL EFFECTIVENESS)

Division of Student Services Reorganization - Evaluate the needs of the Division to improve efficiency, effectiveness, accountability, transparency, and delegation of authority.

Efficiency/Effectiveness - Engage in streamlining process to decrease the wait time of students. Develop online or automated systems to better serve student. Develop comprehensive training and on-boarding plan for new and incumbent staff. Close one Friday per major term to have an enrollment services retreat/customer service training/policy updates session. Explore webinars for professional development for staff and reduce the need to travel.

Improve Communication with Students - Ensure equitable access to all by improving communication with students, prospective students, the general public, and community groups.

Provide a robust social media presence with posts at least weekly on Facebook, Instagram, Twitter, and Snapchat.

The initiative will also allow us the opportunity to evaluate the following:

Where are the duplication in services? Where are the overlaps? What common services are provided? Monitoring – by the end of each term, with milestones set and measured. Delegation of Authority – Who was supposed to do it? When was it supposed to be done? How will it be done?

OUTPUTS Evaluating – look at what targets were set and to what degree were they achieved. Why did we meet the target (insight can help us decide if targets/goals were set correctly). Assessing – look at the processes/strategies. How did you integrate the plan?

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How did it work in each department? Were there issues? Were we efficient? Was there clear accountability?

**Initiative/Project Status:** In Progress

**Year(s) Implemented:** 2017 - 2018, 2018 - 2019, 2020 - 2021, 2021 - 2022, 2022 - 2023

## Action Plan

**2019 - 2020** - Improve efficiency, effectiveness, transparency, and quality customer service. Improve communication with Students - ensure equitable access to all by improving communication with students, prospective students, the general public, and community groups. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Active)

**Initiative/Project Target:** Revamp phone tree for all areas of Enrollment Services

-Implement ChatBot for Admissions & Records, International Students & Programs, and Outreach

-Create communication plan inclusive of all Enrollment Services departments for incoming, current, and graduating students

The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts.

Create and provide eight to ten health and wellness workshops (nutrition, exercise, coping, meditation, deep-breathing, motivation, and anxiety) per semester (Success).

Provide Written and Face-to-Face Evaluation of all direct reports

Have monthly meetings with all Student Services Direct Reports

Have monthly meetings with heads of all Student Services Departments/Areas

Have at least one Divisional Meetings each Fall and Spring Semester

Have monthly One-on-One Meetings with Direct Reports

Participate in Monthly Campus and District Committee Meetings

Participate in Weekly PLT Meetings

Conduct Productivity analysis/Data analysis of Student Services areas

Review Strategic Plan and modify adjust based on Divisional and College goals

Conduct Productivity analysis/Data analysis of Student Services areas

Develop communication plan for various segments of prospective students (transfer students, concurrent enrollment) (effectiveness)

Involve student opinion in formation of communication i.e. create a social media work group that includes students. (institutional effectiveness)

Work collaboratively with IT to identify online activity as well as other online resources to measure effectiveness of social media efforts. (institutional effectiveness)

Ongoing: Assess the local area students to maintain freshness of communication. (institutional effectiveness)

Present information on Student Services during weekly PLT Meetings (Institutional Effectiveness)

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Present information on Student Services during monthly SASLC Meetings (Institutional Effectiveness)

Present information on Student Services during EPOC/Joint Council Meetings (Institutional Effectiveness)

Participate in Multi-directional communication/Transparency (Institutional Effectiveness)

**2020 - 2021** - Improve efficiency, effectiveness, transparency, and quality customer service. Improve communication with Students - ensure equitable access to all by improving communication with students, prospective students, the general public, and community groups. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts.\_copy (Active)

**Initiative/Project Target:**

Expand the use of ChatBot across the Division of Student Services, where applicable.

-Create communication plan inclusive of all Enrollment Services departments for incoming, current, and graduating students

The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts.

Create and provide eight to ten health and wellness workshops (nutrition, exercise, coping, meditation, deep-breathing, motivation, and anxiety) per semester (Success).

Have monthly meetings with all Student Services Direct Reports

Have monthly meetings with heads of all Student Services Departments/Areas

Have monthly One-on-One Meetings with Direct Reports

Review Strategic Plan and modify adjust based on Divisional and College goals

Present information on Student Services during weekly PLT Meetings (Institutional Effectiveness)

Present information on Student Services during monthly SASLC Meetings (Institutional Effectiveness)

Present information on Student Services during EPOC/Joint Council Meetings (Institutional Effectiveness)

Participate in Multi-directional communication/Transparency (Institutional Effectiveness)

**2020 - 2021** - Evaluate the Veterans Resource Center to assess whether there is a need to increase staff support. This work will be done by the Dean of Student Services in collaboration with the Veterans Resource Center team to create an effective model to ensure integrated support. This Resource Center model should align functionally with RCC's Instructional Engagement Center model.

It has been suggested that this area is in need of a director or coordinator to managed the day to day operations, student traffic, budget requirements, student work study team, and manage 2 staff members. Riverside City College has the largest amount of Veteran students within the district (600 Student Veterans). This position would add uniformity and strategic onsite management to an areas of growth that desperately needs it.

Student Veteran numbers are expected to increase in the next 3 to 5 five years by 25%. Setting appropriate Organizational Leadership at the VRC will greatly assist in reaching a broader student base, manage operational budget funds, serve as a liaison to admission and records, and serve as an institutional leader for the district. (Active)

**Initiative/Project Target:** Work with Veterans Services to identify staffing needs and create a short-term and mid-term plan to fill the need. Coordinate as needed with division deans to determine what overlap may be occurring.

# Program Review - VP of Student Services

Provide data of amount of student served versus amount that could be served with appropriate leadership structure and management.

Perform exploratory study of 115 community college to determine if a director model for VRC is appropriate based on best practices and organizational structure of other colleges. This study will take one to two months. This data will be available during program review requests.

**2020 - 2021** - Improve Communication with Students - Ensure equitable access to all by improving communication with students, prospective students, the general public, and community groups. (Active)

- Initiative/Project Target:**
1. Revamp phone tree for Financial Aid and Outreach
  2. Create communication plan inclusive of all Enrollment Services departments for incoming, current, and graduating students
  3. Revise CISP website content for accuracy
  4. Create CISP social media accounts
  5. Redevelop CISP website content for simplification
  6. Implement Chat Pot function for CISP website
  7. Create and execute social media communication plan
  8. Promote RCC to international students - Brazil High School FFP, Southeast Europe EducationUSA Tours other destinations as possible with COVID-19 situation (Southeast Europe travel was cancelled due to COVID-19)

**2021 - 2022** - Office of Institutional Effectiveness initiated Data Coaching and developed PowerBI dashboards to use.

Leading from the Middle cohort identified to intentionally link data to faculty and staff development resources

The Dean of Student Services, as Co-Chair of the Student Advisory and Support Leadership Committee (SASLC) will work with this Leadership Council to continue conversations regarding classroom engagement and pedagogically impactful best practices. (Active)

**Initiative/Project Target:** Data-informed conversations focusing on classroom engagement and pedagogically impactful best practices. Increase awareness of student achievement in the classroom by having an open, data-informed, facilitated conversation on course-level student achievement gaps disaggregated by race/ethnicity and gender. Then identify specific faculty best practices to help close these gaps. This initiative will help create conversations about where students are doing well and where specific disproportionately affected groups need additional intervention and support. This data-informed structure is meant to bring awareness to student achievement gaps but also provide faculty support, ideas, and resources to address these gaps.

Plans and programs will be developed to deliver transparent messaging to student and decision-making administrators in the best interest of the students.

The Strategic Planning and Guided Pathways will lead all student driven work.

**2021 - 2022** - SHPS will develop a client satisfaction survey to use for face-to-face and telehealth therapy sessions

By Fall Semester 2022, SHPS staff will administer client satisfaction surveys after face-to-face and telehealth therapy sessions. (Active)

**Initiative/Project Target:** Environment Maintain a healthy and safe environment for students, faculty, and staff, by developing a process through which the college can be responsive to any health and safety recommendation.

**2021 - 2022** - Develop a Timeline for the review, editing, and approval processes to ensure that participatory governance is ensured. (Active)

**Initiative/Project Target:** Update Student-Athlete Handbook and Athletic Department Policies and Procedures.

**2021 - 2022** - Do an athletic/sports program specific budget review.

# Program Review - VP of Student Services

Looking at the spending trends over a five-year period (longitudinal study)

Create an annual budget that includes all anticipated costs and expenditures for the Athletic Department (including all sports programs/teams) so that there is a transparent cost analysis of the overall budgetary needs of the Athletic Department as it relates to: transportation, meals, officials, entry fees, and game expenses, etc.

NOTE: Based on current dollars controlling for inflation and cost, to improve sport specific budgets, the department will request budget enhancement from ASRCC and the College general fund. (Active)

**Initiative/Project Target:** Analyze resources to determine what can be more efficiently utilized for the Athletic Department and its student athletes. The RCC Athletics budget needs to be more effective and efficient. The Athletic and Business Service Departments need to jointly assess all non-curricular expenses to improve planning and budgets to meet the growing needs of the Athletic Department. This

## Resources Needed

**ChatBot expansion** - Student Financial Services is already using a ChatBot with great success. Using a ChatBot will enable 24/7 online access available in English or Spanish. This will tie in perfectly with the new website. FATV ChatBot: online AI question and answer service. 100% online AI, no staff needed. Answers general and detailed customized questions from students via our website/mobile app/portal. Creates 24/7 365 access to financial aid questions, admissions, veterans and other student service department questions. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts.

**Year of Request:** 2020 - 2021

**Resource Life Cycle:** Yearly expenditure

**Projected Cost :** 30000

**Disciplines / Departments sharing Cost of Resource:** Cost covers 5 additional departments (A&R, International Office, Outreach, and three additional Student Service departments (TBD)).

**Coordinator or Director of the Veterans Resource Center** - The Veterans Resource Center needs a manager who has full understanding of the VA, State and Federal requirements and mandates who can advocate for the VRC and request funding. Serving as a liaison for VRC and administration. (Initial Proposal)  
Strategic management is needed in the area to effectively run at student veteran center that is doubling in capacity and needs leadership to managed funding, conduct programming, provide institutional leadership, establish / forecast a mission and vision for the center, serve as a liaison for the college.

**Year of Request:** 2022 - 2023

**Customer Service Clerk for DRC (19 hours)** - Due to high volumes of student traffic. This position would be essential for basic office management, trouble shooting, purchasing request, budget oversight, and office services orientation to students. This position would be a great compliment to the work of the future director and current coordinator in establishing positive work management culture.

**Year of Request:** 2022 - 2023

## RCC Goal Mapping

Strategic Plan

**1.0 STUDENT ACCESS** - The college will ensure all students have equitable access to the college's courses, programs, and services.

**Objective 1.1** - Increase the college going rate by 3% annually in order to increase attainment of living wages in our community.

**Objective 1.3** - Increase percentage of students eligible for financial aid who receive aid by at least 2% per year.

**3.0 INSTITUTIONAL EFFECTIVENESS** - The college works to create a positive campus climate and identifies, measures, and reports

# Program Review - VP of Student Services

on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

**Objective 3.3** - In order to maintain funding, and to meet the needs of students, attain a college level efficiency average of 595 (WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

**Objective 3.6** - Improve communication strategies internally among college constituencies and externally with the communities we serve.

## Initiative/Project Details: Grantsmanship, Fundraising, Proposal Writing (RCC STRATEGIC GOAL 4 : RESOURCE DEVELOPMENT AND ALLOCATION)

Generate external resources to advance the services and programs offered in the Division of Student Services

**Initiative/Project Status:** In Progress

**Year(s) Implemented:** 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022, 2022 - 2023

### Action Plan

**2019 - 2020** - Generate external resources to advance the services and programs offered in the Division of Student Services (Active)

**Initiative/Project Target:** Increase Tiger Backers membership to 200 members (Community engagement, Resource and Learning Environment Development)

Create sponsorship program designed to increase opportunities (\$50,000-\$100,000 per year)

The Athletic Department will raise a minimum of \$50,000 per year to help support the 18 sport offerings.

The Athletic Department will conduct 2 major community events to help promote engagement.

Division will submit (write or co-write) six (6) proposals/grants (Resource and Learning Environment Development)

**2020 - 2021** - Work with Student Services' managers, Dean of Grants team, RCCD Foundation team, and external funding agencies to generate revenue to support programs, services, and students within the Students Services umbrella and the College as a whole. (Active)

**Initiative/Project Target:** Division will submit (write or co-write) four (4) proposals/grants

Increase Tiger Backers membership (Community engagement, Resource and Learning Environment Development)

Create athletic sponsorship program designed to increase opportunities (\$25,000-\$50,000 per year)

**Implementation Timeline:** July 1, 2020 - June 30, 2021

**2021 - 2022** - Work with Student Services' managers, Dean of Grants team, RCCD Foundation team, and external funding agencies to generate revenue to support programs, services, and students within the Students Services umbrella and the College as a whole. (Active)

**Initiative/Project Target:** Write and/or co-write proposals/grants to external funding agencies (foundation, corporation, governmental)

Partner with RCCD Foundation to grow athletic development and advancement proceeds.

Goal of expanding Tiger Backers to at least 200 members

Research the processes/strategies needed to establish an athletic alumni group

# Program Review - VP of Student Services

Cultivating relationships that create an increase in corporate sponsorships and gifts-in-kind for RCC Athletics.

## RCC Goal Mapping

Strategic Plan

**4.0 RESOURCE DEVELOPMENT AND ALLOCATION** - The college will acquire, manage, and deploy resources -- including human, facilities, technology, and financial -- to support college goals and advancement.

**Objective 4.1** - Efficiently manage existing resources to support the ongoing academic and student support programs, and strategically develop external revenue sources to maximize the resources available to support student learning and success. (Target: 30% of overall budget will be from external revenue sources.)

## Initiative/Project Details: Building Partnerships and Collaborations (Local, Regional, National, and International) - RCC STRATEGIC GOAL 5: COMMUNITY ENGAGEMENT

Build Partnerships (Community, Regional, National, and International) - Develop community, regional, national and international partnerships and communication infrastructure to engage and inform stakeholders. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. Build strong relationships with our community partners through interaction, and participation in community engagement activities and events geared towards serving the same target population as we serve.

Strengthening Unified School District Relationships - Outreach engages in activities and strategies that aim to increase equitable access to programs and services offered at RCC. We educate students and the community about the many services offered on campus and provide recruitment efforts for RCC programs. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. The outreach department is a key partner in meeting enrollment targets. Outreach student staff provide key staffing in the department by providing coverage for the Welcome Center, the information booth of the Kane Building as well as outreach services to the local area schools through college booth coverage in the field, class presentations and peer mentorship.

Increase the number of potential students who are accessing information about RCC through outreach events and other efforts. Plan outreach events, activities, Zoom sessions, marketing materials to target specific groups, including but not limited to the following:

- Veterans
- African Americans
- Undocumented Students
- Other under-represented groups
- Justice impacted groups

Increase partnership with Unified School District through Upward Bound Saturday Academies

By participating in senior workshops during Saturday Academies throughout the academic year, students will successfully complete college applications in order to gain acceptance to a college or university of their choice. The goal is straight to a four-year university. We will meet with all seniors to insure that their application is complete and submitted.

By participating in senior workshops during Saturday Academies throughout the academic year as well as the summer program, students will successfully apply to FAFSA in order to receive financial aid. Students will also be highly encouraged to apply to scholarships and grants throughout the year. An effort will be made to request admission and financial aid presentations during college field trips.

Students that need help in remedial courses in high school will receive extra help during after school tutorials, Saturday academies and the summer program in order to be at grade level before they graduate and start college. Summer school will be recommended to make up the credits. By utilizing tutorials and resources such as the Harvey Mudd Homework Hotline, students will improve their scores.

# Program Review - VP of Student Services

**Initiative/Project Status:** In Progress

**Year(s) Implemented:** 2016 - 2017, 2017 - 2018, 2018 - 2019, 2020 - 2021, 2021 - 2022, 2022 - 2023

## Action Plan

**2019 - 2020** - Go out to each high school on a monthly basis. We are also communicating with high school counselors and principals to promote events like Summer Roar, so that they can tell their students who are interested in RCC to attend. Every high school in our local area will have the opportunity for a placement tests to be held at their school. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Active)

**Initiative/Project Target:** Host at least twenty (30) Financial Aid Presentations and/or Application Workshops to local area high schools

Work collaboratively with the outreach to support efforts in the local schools. Examples include providing staffing for special campus tours, data for directed outreach efforts and mass emails to support communication plans. (community engagement)

Provide local area high schools with financial aid and college application workshops in order to increase presence in schools with annual increase

The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Access, Success)

**2020 - 2021** - Go out to each high school on a monthly basis. We are also communicating with high school counselors and principals to promote events like Summer Roar, so that they can tell their students who are interested in RCC to attend. Every high school in our local area will have the opportunity for a placement tests to be held at their school. The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Active)

**Initiative/Project Target:** Host at least twenty (30) Financial Aid Presentations and/or Application Workshops to local area high schools

Work collaboratively with the outreach to support efforts in the local schools. Examples include providing staffing for special campus tours, data for directed outreach efforts and mass emails to support communication plans. (community engagement)

Provide local area high schools with financial aid and college application workshops in order to increase presence in schools with annual increase

The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Access, Success)

**2020 - 2021** - Increase partnership with Unified School District through Upward Bound Saturday Academies (Active)

**Initiative/Project Target:** Offer and recruit for students to attend Saturday Academies.

Offer Saturday Academies for high school students through the TRIO/Upward Bound Program. Activities will include, but not be limited to:

Assist students to successfully complete college applications in order to gain acceptance to a college or university of their choice.

Assist students with filling out FAFSA applications and encourage them to apply for scholarships and grants throughout the year.

# Program Review - VP of Student Services

Provide utilizing tutorials and resources such as the Harvey Mudd Homework Hotline, students will improve their scores.

Work with the Office of Institutional Effectiveness to track student enrollment in 4 year colleges and universities.

**2020 - 2021** - Plan target specific outreach events, activities, and marketing materials for equity-related populations (Active)

**Initiative/Project Target:** RCC's Outreach efforts are targeting specific groups.

Outreach is working with local high schools in coordination with CCAP courses to target students who have an understanding of RCC's offerings. This includes targeting freshmen and sophomores to get onto their radar as an educational option early in their high school career.

Outreach is beginning to work with middle school students as well -- orienting them to college-going opportunities and enroll in CCAP courses in high school.

Outreach is working with engagement centers to support application, registration, and initial onboarding support. This is a role of the Outreach Center on campus as well as at each of the high schools supported by the District. (Active)

**2020 - 2021** - Develop International Memorandums of Agreements. Work with campus and community partners. Have templates approved by accreditation officers and other partners (campus/community/international). (Active)

**Initiative/Project Target:** 1. Ceremonial International MOU

2. Develop the Conceptual Plan for a Student/Faculty Exchange

3. Development/Collaborate to design a Program/Course Articulation

4. Collaboration between Center for International Students and Program and the RCCD Study Abroad team to develop/conceptualize an Inbound/Outbound Study Abroad

**2021 - 2022** - The Division of Student Services wants to look at opportunities to enter into formal collaborations, partnerships, and/or Memorandums of Understanding, as deemed appropriate. Join various community groups, boards, committees. Participate in campus and community discussions. (Active)

**Initiative/Project Target:** Create partnership and MOU arrangement with a local rapid rehousing agency (i.e., Path of Life Ministries, Lutheran Social Services, City of Riverside - Office of Homeless Solutions) (Community engagement)

The Division of Student Services wants to look at opportunities for better Division-wide marketing and strategic communications efforts. (Community engagement, Access)

Maintain collaborative relationships local high schools (Community engagement, Access)

Develop partnership with local credit union or banking institution to provide financial literacy workshops for students.

Develop a flourishing working relationship with the local VA office and various VA community organizations (Community engagement)

Actively seek out organizations with a veteran focus to establish collaborative relationships (Community engagement)

Collaborate with RCC School of Nursing students to offer flu shot clinics during flu season(Success).

**2021 - 2022** - Recruit high school students to attend Upward Bound Saturday Academies (Active)

**Initiative/Project Target:** Offer and recruit for students to attend Saturday Academies. As a result of these academies.

Working with the Office of Institutional Effectiveness, Upward Bound will track student enrollment in 4 year colleges and universities.

# Program Review - VP of Student Services

**2021 - 2022** - Strategic meetings with key administrators like Dean Adrienne Grayson, General Counseling, and community partners are already underway and should continue when we return to campus on August 23, 2021. Identifying opportunities for collaborations and seeking out new target school district for future grant opportunities and renewal grants in 2022.

Establishes strong collaborative ties with Upward Bound, Foster Youth, and the College and Career Access Pathways Program (CCAP). (Active)

**Initiative/Project Target:** Dual Enrollment Programs - Upward Bound and Foster Youth Services. Upward Bound (UB) is currently working with RECHS program out the Jurupa Valley School to have students take college courses at Riverside City College via classroom portables locate onsite (Rubidoux Annex). Upward Bound also plans on working with the College and Career Access Pathways (CCAP) to identify students that can be participants and take college courses at all three high schools that we service. As UB recruits new students, the program informs all students of the opportunities available at each high school for dual enrollment.

Foster Youth Services has established a one-year pilot program in collaboration with John Burton Advocates for youth, Career Ladders Project, Chabot College, and Compton College. This projects goal is to engage current foster youth in our k-12 feeder school districts, and encourage more participation in RCC's Dual Enrollment program. Spring 2021 term, currently has 5 foster youth participating in the pilot. The grant is one-time funds in the amount of \$40,000 initiative that is available for annual renewal.

The Dean of Student Services will continue to monitor and support the development of both these exciting new initiatives. Lines of communication and future work will be completed with the support of Rachel Weiss (Dean of Grants) and Dr. Adrienne Grayson (Associate Dean for Education Partnerships) at Riverside City College.

**2021 - 2022** - Explore creation of youth program for children ages 5-12 years old, providing fun activities and connection to RCC athletics for the youth of the area.

RCC Athletics (pandemic permitting) will partner with local schools and youth programs in the community for outreach opportunities with our student-athletes and coaches.

RCC Athletics (pandemic pending) will host two community events and will encourage attendance and support at other community and campus events by faculty-coaches, staff, and student-athletes through department competition. (Active)

**Initiative/Project Target:** Expand Athletic Department/Sport Team exposure to the Riverside Community and surrounding areas.

## RCC Goal Mapping

Strategic Plan

**5.0 COMMUNITY ENGAGEMENT** - The college will actively pursue, develop, and sustain collaborative partnerships with educational institutions, civic organizations, and businesses.

**Objective 5.1** - Enhance and maintain partnerships with the community's K-12 districts, universities, and other regional partners by actively participating in collaborative groups to increase equitable student success and completion at all levels.

**Objective 5.2** - Expand work with local businesses and CTE advisory groups to ensure that the college's educational programs provide the necessary skills that lead to living wage employment opportunities.

**Objective 5.3** - Continue providing programs and services that are responsive to and enrich the community.

**Objective 5.4** - Collaborate with the RCCD Foundation to ensure the continuation and growth of philanthropy to enhance educational programs and student support services at RCC.