

## Mission Statement:

To create a safe academically supported social, spiritual, cultural, psychological and recreational learning environment outside of the classroom to enhance the overall student experience at RCC. Through these efforts, the Division of Student Services will connect with, support, and engage students throughout their matriculation at the college.

The Vice President of Student Services directs, manages and coordinates all operational activities related to Student Services throughout the college, including but not limited to the following areas: Admissions and Records, Enrollment Management, Assessment, Disability Resources Center, Extended Opportunity Programs and Services, Financial Aid/Scholarship, Matriculation, Student Activities, Student Health and Psychological Services, International Students Program, Veterans Affairs, Community Outreach/Recruitment, Cal Works, Special Programs, Student Recruitment, Retention, Dual-Enrollment, Gateway/Early College and Athletics.

## Initiative #1:

Guided Pathways - Improvement in Overall Student Services – Categorical Student Support Programs – ***No resources requested, prioritization not needed***

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.

### Veterans

- Improve Veterans Experiences and Success at RCC: Conduct a VA Work-study retreat to increase leadership development of student employees (student success).
- Continue to host a campus-wide annual Graduation Recognition Ceremony for Veteran students with 5% student participation growth annually.
- The DRC/VRC Counselor will develop an online orientation and in-person intake process that is specifically for veterans and their unique needs.
- Veterans Coordinator will lead outreach efforts to local bases and other avenues for reaching active military members, their dependents and veterans. VC will attend/present on GI Bill and other educational opportunities/strategies at Veteran's University, and other events that require VRC representation.
- Implement a communication plan that introduces the variety of student services available to veteran students, utilizing multiple mediums of communication.

### CalWORKS

- Meet with Riverside County GAIN staff every fall and spring.
- Present to CalWORKS recipients at two Riverside County Offices each month.
- Assist CalWORKS student graduates with job placement services, with goal of 3% of graduates employed in their field of study.
- Ensure that 100% of students follow SEP and 20% of students will earn a certificate, degree or transfer.

### EOPS

- Increase number of EOPS students completing associates degrees, credentials, certificates and transfer by supporting major selection during the first year of enrollment.
- EOPS will increase program enrollment by 5% annually by supporting students identified in the RCC Student Equity Plan.

## **Initiative #2:**

### **Guided Pathways – Improvement in Overall Student Services – Enrollment Management**

#### ***Category 4 – College-wide strategy and resource needs to support that strategy.***

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!

- 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.
- 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%.
- Increase capture rates by 5% annually from feeder High Schools.
- Establish enrollment benchmarks
  - o Develop a one sheet benchmark document for reference based on one year data.
  - o Application & Enrollment HC/FTE
  - o Retention
  - o Success
  - o Services (Qless & SARS)

#### **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.

Goals include actively recruiting 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.

<b>Resources Needed</b>	<b>Resource Category</b>	<b>Funding Source</b>	<b>Amount</b>
Augmentation to Commencement Budget	Other	General Fund	\$100,000

## **Initiative #3:**

### **Improvement in Overall Student Services – Student Life and Activities *Resources allocated, no prioritization needed.***

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 Umoja. In addition, the departments host a variety of equity and diversity programs and events.

- 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.
- Increase direct mental health counseling support for students by securing funding to hire the Mental Health professional that was approved during the 2019-20 Budget Prioritization process.

### 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.

- o 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 would be the Staff Dining Hall or the former office of the Dean of Student Life, both in the Bradshaw Building, or other spaces as programs shift on campus. Space needs to be easily accessible to students.

### Cultural 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, Umoja, 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 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.
  - o Decrease equity gap of success for African-American students by 3% in 2020-2021.
- Develop a DREAM space for undocumented student and legal support partner

Resources allocated, no prioritization needed

The following resources have been funded and do not need additional prioritization	Resource Category	Funding Source	Amount
Mental Health Supervisor (approved in 2019-2020, funding secured as of 10/21/20)	HR – Management	General Fund/Health Services Resource	\$155,980
Dedicated Space for Full-fledged Food Pantry on Campus	HR – Classified	General Fund	\$20,000
Dedicated DREAM space	Capital Outlay	General Fund	\$10,000
Funding for speakers and events	Other	Equity	\$15,000
Relocation and construction of Track & Field Throws Area on Field C-Evans Field	Capital Outlay	General Fund	\$350,000
Full-time Clerk/Coordinator to manage/coordinate Basic Needs Resources (resources allocated by restructure and salary savings.)	HR – Classified	General Fund	\$100,000

## **Initiative #4:**

### **Improve Institutional Efficiency, Effectiveness, and Customer Service in the Division of Student Services – *Resources allocated, prioritization not needed***

Engage in streamlining process to decrease the wait time of students. Develop online or automated systems to better serve students. 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. Provide a robust social media presence with posts at least weekly on Facebook, Instagram, Twitter and Snapchat.

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

#### **Division of Student Services Reorganization**

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

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

#### **Improve Communication with Students**

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

- By increasing communication to students, we will support guided pathways by ensuring students can get on the path by applying for admission and registering for classes; by ensuring student can stay on the path by supporting them through subsequent term registration and applying for financial aid. We will ensure that we are being consistent and cohesive across our departments with messaging that is simple and easy to understand. We will communicate in various ways-via social media, texting, and emailing.

The following resources were funded through the CARES Act and do not need prioritization.

<b>The following resources have been funded and do not need additional prioritization</b>	<b>Resource Category</b>	<b>Funding Source</b>	<b>Amount</b>
Live Chat and ChatBot - Oncelot (Student Services, Counseling and Academic Support)	Other	CARES Act	\$54,000

## **Initiative #5:**

### **Partnerships, Collaborations, and Resource Development Grantsmanship and Resource Development**

#### ***Category 1 – Discipline/area specific strategy and resource needs to support the strategy.***

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

- 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.
- 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).

#### **RCC Outreach Events**

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.

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
- 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.

#### **Build Partnerships (Community, Regional, National and International)**

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.

- 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.
- Offer and recruit students to attend Upward Bound Saturday Academies.

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.

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

<b>Resources Needed</b>	<b>Resource Category</b>	<b>Funding Source</b>	<b>Amount</b>
Cellphones and/or hot spots for Internet connection (includes data plans)	Supplies	General Fund	\$2,800

**Joint Initiative A:**

Guided Pathways/Equity: Equity and Development (with VPAA, VPSS)

***Category 4 – College-wide strategy and resource needs to support that strategy.***

Create an Academic Administrator (Dean/Director, etc.) position based on the recommendations from a proposed Equity audit. Both the audit and the new position aligns with our guided pathways framework, Call to Action and our continuous commitment to equitable outcomes for our institution.

<b>Resources Needed</b>	<b>Resource Category</b>	<b>Funding Source</b>	<b>Amount</b>
Equity Audit	Other	General Fund	\$20,000
Explore Equity, Inclusion, and Diversity Academic Administrator with classified support, location and budget	HR - Management	General Fund/ Equity	\$200,000+

\*Notes: VPSS Plan was created in collaboration with managers and program leads and shared – 7/14/20, 8/11/20