

## 2021-2022 Program Review Summary

Updated 09/10/2021

### 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.

### VPSS1 – Improvement in Overall Student Services – Student Life and Activities

[Click here for more information about this initiative](#)

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 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 student athletes, 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.

Resources Needed	Resource Category	Funding Source	Amount
Part-time Clerk	HR - Classified		\$100,000
Relocation and Expansion of Veterans Resource Center	Capital Outlay	One-Time Funds	\$60,000
<b>TOTAL INITIATIVE COST</b>			<b>\$160,000</b>

*The following resource aligned with this initiative are funded through grants, and do not require prioritization.*

Resources Needed	Resource Category	Funding Source	Amount
Food Pantry	Capital Outlay	Hunger Grant	\$5,000

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.3		3.3		

## VPSS2 – Improvement in Overall Student Services – Enrollment Management

[Click here for more information about this initiative](#)

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.

Resources Needed	Resource Category	Funding Source	Amount
Budget augmentation for commencement expenses	Other	General Fund	\$100,000
<b>TOTAL INITIATIVE COST</b>			<b>\$100,000</b>

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.3		3.3		

## VPSS3 – Improve Institutional Efficiency, Effectiveness, and Customer Service in the Division of Student Services

[Click here for more information about this initiative](#)

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

Resources Needed	Resource Category	Funding Source	Amount
ChatBOT Expansion	Yearly Expenditure		\$30,000
<b>TOTAL INITIATIVE COST</b>			<b>\$30,000</b>

### RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.3		3.3, 3.6		

# Joint Initiatives with all VP Plans

## J1 – Equity-Minded Teaching and Learning Institute – (Joint with all VP Plans)

[Click here for more information about this initiative](#)

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.

Resources Needed	Resource Category	Funding Source	Amount
Books (\$20 x 1000 books)	Other	General Fund	\$20,000
Faculty Special Projects to assess and provide feedback on student modules of EMTLI - Summer 2022	HR - Faculty Staffing	Equity, GP, or General Fund	\$15,000
Faculty Special Projects to develop student modules of EMTLI - Summer 2021	HR - Faculty Staffing	Equity, GP, or General Fund	\$25,000
Faculty Development	Other	General Fund	\$40,000
<b>TOTAL INITIATIVE COST</b>			<b>\$100,000</b>

### RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.2	2.4, 2.6, 2.8	3.5, 3.6		

## J2 – Restructuring of Guided Pathways for full implementation – (Joint with all VP Plans)

[Click here for more information about this initiative](#)

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 in 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.

Resources Needed	Resource Category	Funding Source	Amount
Additional Reassigned Time each semester aligned with the restructuring of Guided Pathways	HR - Faculty Staffing	Guided Pathways	\$20,000
<b>TOTAL INITIATIVE COST</b>			<b>\$20,000</b>

### RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.4	2.1, 2.2, 2.3, 2.7, 2.8			

The following initiatives do not require prioritization and are included for transparency. These initiatives are items for discussion or funded through other means.

For detailed information about the VPSS No Resources Needed Initiatives [click here](#)

## Improvement in Overall Student Services – Categorical Student Support Programs

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.

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.3		3.3		

## Grantsmanship, Fundraising, Proposal Writing

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

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
			4.1	

## Building Partnerships and Collaborations (Local, Regional, National, and International)

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.

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
				5.1, 5.2, 5.3, 5.4

**Multi-Cultural Student Center – (Joint with all VP Plans)**

[Click here for more information about this initiative](#)

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.

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
	2.4, 2.8	3.5		