VPSS PRaP Aug 26 2022

Program Review - VP of Student Services

Initiative/Project Details: VPSS #1 - Improvement in Overall Student Services - Student Life and Activities

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, and Health and Psychological Services. In addition, the departments host a variety of equity and diversity programs and events.

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.

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.

Initiative/Project Status: In Progress
Year(s) Implemented: 2018 - 2019, 2020 - 2021, 2021 - 2022, 2022 - 2023

Action Plan

2021 - 2022 - Track and Field Throws Area on Field C - Evans Field

AND NIL Additional Funding_copy (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, TLLC, 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.

Additional funding needed for Name, Image, and Likeness licensing.
Related Documents:
Resource Request Form - NIL-Spry.pdf

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)

Program Review - VP of Student Services

2022 - 2023 - CONTINUE Track and Field Throws Area on Field C - Evans Field

AND NIL Additional Funding (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, TLLC, 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.

Additional funding needed for Name, Image, and Likeness licensing.

Resources Needed

Name Image and Likeness CCCAA Requirements - Requirement that all CC's be a part of NIL initiative.

Cost will be added into the CCCAA membership dues.
Year of Request: 2021 - 2022
Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc
Funding Source (Grant, Allocation, General Funds, etc.): Institutional
Resource Life Cycle: Ongoing
Projected Cost : 6500

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: VPSS #2 - Athletics Equity Initiatives

ATHLETIC GENDER EQUITY SELF-STUDY
•RCC athletics, in partnership with stakeholders on campus must complete a gender equity self study as part of the Orange Empire Conference program review

Initiative/Project Target: Complete Self-Study by June 2023; maintain monthly athletic advisory committee meetings Implementation Timeline: April-May 2022 for self-study group; select Athletic Advisory Committee

ATHLETICS ADVISORY COMMITTEE
•Also, to ensure student equity and that athletics maintains its connection to Guided Pathway s, the Athletic Advisory Committee should be formed to serve as a liaison between the Athletics Department, faculty, staff, an d administration and exists to help the College develop and maintain the best possible intercollegiate athletic program consistent with the academic integrity of the

institution and the academic, social, and personal development of student-athletes. Discussions should still be held about this proposal, but each is integral to moving forward in athletics with equity and excellence. Initiative/Project Status: Initial Proposal

Initiative/Project Status: In Progress
Year(s) Implemented: 2021 - 2022, 2022 - 2023
Guiding Questions: Guiding Questions: Both items will help with student equity and Guided Pathways on campus. Each item connects the athletic department in a more intrinsic manner to the other areas of the college and creates heightened levels of accountability and support.

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Action Plan

2021 - 2022 - Identify need and determine current data.

Contact and select Equity Self-Study group and contact and select Athletic Advisory Committee; conduct meetings on monthly basis. (Active)

Related Documents:
VPSS Strategic Plan for 2022.docx
Resource Request Form - Self-Study.pdf
Spry Accelerate Tiers.pdf

2022 - 2023 - Identify potential vendors for equity self-study or other alternatives for self-study.

Complete Self-Study by June 2023; maintain monthly athletic advisory committee meetings Implementation Timeline: April-May 2022 for self-study group; select Athletic Advisory Committee.

Review self-study and begin implementing changes / modifications as needed. (Active)

Resources Needed

Self Study Vendor - Vendor to provide expertise for self-study included analysis and recommendations.

Proposed Vendor: Good Sports, Incorporated

Cost range from $5,000 to $16,000 depending on service selected.
Year of Request: 2022 - 2023
Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc
Funding Source (Grant, Allocation, General Funds, etc.): General Fund
Resource Life Cycle: One Time
Projected Cost : 16000

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

Program Review - VP of Student Services

(WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

Initiative/Project Details: VPSS #3 - 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.

CUSTOM GATE INSTALLMENT FOR DRC
o   DRC is seeking to install a pony door at our front desk to minimize the traffic of individuals that wander back into the professional area, impacting our service delivery to students with whom we are meeting.
Initiative/Project Status: In Progress
Year(s) Implemented: 2019 - 2020, 2020 - 2021, 2021 - 2022, 2022 - 2023

Action Plan

2021 - 2022 - Install the DRC Custom Gate (Active)
Related Documents:
EST24900 Kane Bldg Custom Gate_Pricing Summary.pdf
DRC.pdf

2022 - 2023 - Collect data and benchmark need for funded testing position. Position is needed to meet demand and support student learning and accommodate testing needs. There is a currently-unfilled, unfunded position which can meet this need.

Identify equipment to expand the closed circuit camera system in the Test Center and installation of the system.   - This camera system helps monitor students during their testing process and serves to uphold the integrity of the exam process.

Identify furniture and acoustic panels. - Furniture to create a more open and visible test center, to minimize barriers to monitoring students during the exam process, as well as installation of acoustic panels to minimize noise and distractions.

For GATE -- receive approval and funding for gate. (Active)

Resources Needed

DRC Custom Gate - Pony Door to minimize traffic
Year of Request: 2022 - 2023
Resource Category: Capital Outlay (Physical Resources)
Funding Source (Grant, Allocation, General Funds, etc.): General Fund
Resource Life Cycle: One Time Cost
Projected Cost : 8075

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.

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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: VPSS #4 - Student Employment -- Admissions and Records

Increase the department's ability to provide effective customer service.

Currently open 46.5 hours with 1x 40 hour staff member for entire department who also responsible for all student employment duties (job creation and posting, hiring, payroll, balance statements). Would provide ability to create student employment general email account and monitoring.

PT Customer Service Tech to assist Heather Yates - Need to increase accessibility and customer service provided by student employment for students by adding a permanent part time customer service clerk to provide service for hours that the 1 full time staff member is not scheduled. This classification will allow for the required security access to be able to assist students, conduct data entry and follow up services for student employment that are not currently available to student workers.
   a. Student Employment service hours equal 46.5 hours and there is only 1 40 hour full time employee assigned to that area. Adding a PPT Customer Service clerk will provide service for the remaining needed hours
   b. Need to provide necessary desk time needed for the full time staff member to complete their assignments that are delayed due to customer service interruptions and lack of assistance with required data access such as intake of hire packets, data entry, payroll data entry, balance inquiries, payroll inquiries, supervisor assistance.
   c. PPT classification will allow for access to required student information and data systems in order to serve students, supervisors and provide assistance to the Student Employment Personnel Specialist.

Initiative/Project Status: Initial Proposal
Year(s) Implemented: 2022 - 2023

Action Plan

2022 - 2023 - Increase student employment counseling and customer service to increase availability of information to students thru additional support staff to cover required customer service hour needs. In person, via phone and via development of a student employment general email address.

Identify and hire part-time clerk. Also need to identify desk space, computer support, etc.   (Active)
Related Documents:
VPSS Strategic Plan for 2022.docx
Resource Request Form (RRF) Customer Service-Enrollment Services.pdf

Resources Needed

Part Time Clerk - Need to increase accessibility and customer service provided by student employment for students by adding a permanent part time customer service clerk to provide service for hours that the 1 full time staff member is not scheduled.
Year of Request: 2022 - 2023
Resource Category: Human Resources - Classified Staffing
Funding Source (Grant, Allocation, General Funds, etc.): General Fund
Resource Life Cycle: Ongoing
Projected Cost : 35000

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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.
2.0 STUDENT SUCCESS - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.
Objective 2.1 - Increase by at least 20% annually the number of RCC students who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.
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.

Initiative/Project Details: VPSS #5 - Veterans Resource Center Staffing

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.

This area is in need of a director and support staff for the VRC 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 / dependent students within the district (1100 Student Veterans) pre-Covid and over 840 as of April 22. 2021. 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%. Especially, when we return to campus at100% in the fall on August 22, 2022. 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.

Initiative/Project Status: In Progress
Year(s) Implemented: 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022, 2022 - 2023
Date Started: 10/19/2017
Guiding Questions: Student Access

Action Plan

> **2021 - 2022 -** 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.
>
> These individual will provide essential information to our incoming Veteran Students.
>
> The HOF will be reserved for these event. (Active)
> **Initiative/Project Target:** 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.

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UPDATE: This Exploratory Study was completed with supplemental data provided in a PowerPoint. This powerpoint will be shared via this program review and other interested leadership groups (If Needed).
Implementation Timeline: April 21, 2021 - Jan 1, 2022.
Related Documents:
Cruz Soto Resource Request Form.pdf

Resources Needed

Customer Service Clerk (19 hours) (FULLY GRANT FUNDED) - 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: 2021 - 2022
Resource Category: Human Resources - Classified Staffing
Funding Source (Grant, Allocation, General Funds, etc.): Grant Funded
Projected Cost : 23311

Director, Veterans Services -- BEING RESEARCHED FOR FUTURE PRIORITIAZATION -- NOT REQUESTED THIS CYCLE
Resource Category: Human Resources - Management Staffing

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 2.1 - Increase by at least 20% annually the number of RCC students who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.
Objective 2.2 - Increase by 20% annually the number of RCC students transferring to a UC, CSU, private college, or out-of-state public or private institution.
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.

Initiative/Project Details: VPSS #5 - Athletic Department Restructuring

Proposed Restructure of Athletics under the Dean of STEM
•Aligned with the interconnectedness of the Kinesiology Department and RCC Athletic Programs and Student-Athletes
•Feasibility of AD becoming Assoc. Dean/Athletic Director if title change is needed
•Aid in the IOI Process so the teaching and the coaching can be incorporated

This initiative aims to provide more effective oversight of the Kinesiology and Athletics programs and the reduction of confusion in resolution of potential conflict.
Initiative/Project Status: Initial Proposal
Year(s) Implemented: 2022 - 2023

Action Plan

2022 - 2023 - Change organizational management structure to incorporate Associate Dean of Kinesiology/Athletic Director as the manager over the Kinesiology and Athletics Departments.

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Identify and hire Associate Dean of Kinesiology / Athletic Director

As the Kinesiology and Athletics departments share faculty, classified professional staff, student-athletes, physical and financial resources, so should the management of Kinesiology and Athletics be a single position. In the current organization of any aspect deemed as Kinesiology overseen by the Dean of STEM & Kinesiology, and any aspect deemed as athletics overseen by the Athletic Director, there are issues that are often overlapping, and which end up taking up the focus of both managers.

The current structure also produces confusion for faculty, classified professionals, and student -athletes when any issue arises. Past practice at RCC has shown that a single manager (Dean of Kinesiology and Athletics, c. 2005-2011) over Kinesiology and Athletics has worked well in the past. (Active)

Related Documents:
VPSS Strategic Plan for 2022.docx

Resources Needed

Associate Dean of Kinesiology / Athletic Director - Realignment of existing Athletic Director roles and responsibilities to include management of Kinesiology department along with Athletic department.

Current reporting of Kinesiology and Athletics to two different managers is inefficient and results in confusion to faculty, classified professional staff and student-athletes. Having both Athletics and Kinesiology under single supervision is more efficient and effective leadership.

Year of Request: 2022 - 2023
Resource Category: Human Resources - Management Staffing
Projected Cost : 200000

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 1.4 - 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.
2.0 STUDENT SUCCESS - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.
Objective 2.1 - Increase by at least 20% annually the number of RCC students who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.
Objective 2.2 - Increase by 20% annually the number of RCC students transferring to a UC, CSU, private college, or out-of-state public or private institution.
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 3.4 - Provide a framework and tools to recognize excellence and sharing and implementing of best practices across disciplines, departments and service areas to create an environment in which students, faculty, and staff feel supported and valued.
5.0 COMMUNITY ENGAGEMENT - The college will actively pursue, develop, and sustain collaborative partnerships with

educational institutions, civic organizations, and businesses.

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

Initiative/Project Details: INFORMATION ONLY NO PRIORITIZATION NEEDED -- Improvement in Overall Student Services - Enrollment Management

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.

Enhance Dual Enrollment Programs – Upward Bound and Foster Youth Services (K-12)
Initiative/Project Status: In Progress
Year(s) Implemented: 2016 - 2017, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022, 2022 - 2023

Action Plan

2022 - 2023 - PILOT PROGRAM - ADOPT A SCHOOL (K-8)
•   Start with Twin Hill Elementary School
•   Expand to a school per Unified School District
•   Establish MOU with School and or USD, if needed
•   Focused Events on the actual adopted campus to expose Elementary and/or Middle School students to RCC so they can have college on the radar long before reaching high school.

PILOT PROGRAM - MOTIMATIC
o   The going rate for this is $250 per conversion (conversion being defined as the student applying and registering for classes).
o   Send them a stop out list of students who are not graduates but stopped attending at some point during COVID who have not re-engaged (defined by not applying or registering). So basically-we are giving them our students who have fallen off of the face of the earth and they re-engage them with targeted social media.
o   The cost is $250 per student who applies AND registers for classes.
o   We can put a cap on the contract, I just need to know what the cap is to get the final contract over to them (we can't go above 90k because of the bid-I doubt we will go above that anyway, but please let me know). Once we hit the cap, they will stop services (targeted social media ads).

 (Active)

2022 - 2023 - Dual Enrollment Programs – Upward Bound and Foster Youth Services (K-12)

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. (Active)

Initiative/Project Target: Establishes strong collaborative ties with Upward Bound, Foster Youth, and the College and Career Access Pathways Program (CCAP).

2021 - 2022 - 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
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:

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.

RCC Goal Mapping

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(WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

Initiative/Project Details: jOINT INITIATIVE A: INFORMATION ONLY NO PRIORITIZATION NEEDED - Equity-Minded Learning Institute

Continue creating and implementing an Equity-Minded Learning Institute (EMLI). 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 EMLI 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 EMLI 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 EMLI 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.

Additionally, RCC's student employees will participate in EMLI training as part of Academic Support's efforts to include student-equity focused training for these groups.

Initiative/Project Status: In Progress
Year(s) Implemented: 2020 - 2021, 2021 - 2022, 2022 - 2023

Action Plan

2021 - 2022 - Develop the framework for Equity-Minded Learning Institute (EMLI) for all student employees (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

- 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

Assess and evaluate the implementation of the Student modules of the EMLI.
Make appropriate modifications, collecting data to determine efficacy

Include student employees in EMLI training.   (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)

Resources Needed

Faculty Special Projects to assess and provide feedback on student modules of EMLI - 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.
Year of Request: 2022 - 2023
Resource Category: Human Resources - Faculty Staffing
Funding Source (Grant, Allocation, General Funds, etc.): Equity, GP, or General Fund
Projected Cost : 15000
Disciplines / Departments sharing Cost of Resource: VPAA / VPPD

Salary for students who participate in Student Employee Training (PIMC, EMLI) - Student employees must earn an hourly wage while participating in training. This training supports the college's efforts at closing student equity gaps.
Year of Request: 2022 - 2023
Funding Source (Grant, Allocation, General Funds, etc.): SEA Funding
Resource Life Cycle: Ongoing
Projected Cost : 25000

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.
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 3.4 - Provide a framework and tools to recognize excellence and sharing and implementing of best practices across disciplines, departments and service areas to create an environment in which students, faculty, and staff feel supported and valued.
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: JOINT INITIATIVE B: INFORMATION ONLY -- RESEARCHED FOR FUTURE PRIORITIZATION -- Multi-Cultural Student Center

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.

Initiative/Project Status: In Progress
Year(s) Implemented: 2021 - 2022, 2022 - 2023, 2023 - 2024

Action Plan

Program Review - VP of Student Services

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.