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RIVERSIDE CITY COLLEGE

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# PROGRAM REVIEW REPORT

Program Review - VP of Student Services

## Comprehensive Program Review Response

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### Executive Summary: Comprehensive Program Review and Planning (CPRaP 2025)

The 2025 Comprehensive Program Review and Planning (CPRaP) process marks the culmination of a transformative five-year period for Student Services at Riverside City College. This review reflects significant growth, innovation, and resilience in advancing student equity, access, and success—despite unprecedented challenges including the COVID-19 pandemic, staffing and funding constraints, and evolving state and federal mandates.

### Key Accomplishments (2020–2025)

Over the past five years, the division has achieved substantial progress in expanding student access, strengthening support systems, and enhancing institutional capacity:

- **Exponential Growth and Service Expansion:** The Basic Needs Resource Center (BNRC) has achieved over **400% growth in students served**, expanding programming across all seven service areas, including food, housing, hygiene, and emergency aid. Intake, referral, and tracking systems were fully digitized to improve efficiency and data collection.
- **Accessibility and Technology Integration:** The Disability Resource Center (DRC) implemented *DRC Connect*, an online disability management system that allows students to independently manage accommodation requests, schedule exams, and access services. Additionally, the AI-assisted note-taking tool *Genio* has transformed academic access for students with note-taking accommodations.
- **Facility and Service Enhancements:** The DRC Test Center underwent major upgrades, including camera and sound system improvements, to enhance exam integrity and accessibility.
- **Community and Institutional Partnerships:** Robust partnerships have been established with RCCD Foundation, Care Solace, and more than a dozen community-based mental health organizations, offering individualized and group therapy options. Collaborations with RUSD Family Resource Center and the CA Union for Domestic Workers have expanded holistic student support.
- **Student Success and Retention:** Despite global challenges, international student enrollment was maintained, while student engagement and retention improved through targeted outreach, onboarding, and wraparound support programs.
- **Regulatory Compliance:** Processes were streamlined to strengthen compliance with SEVP (Student and Exchange Visitor Program) regulations and to enhance Designated School Official (DSO) training.

## Program Review Narrative

### Challenges and Strategic Responses

Persistent challenges—including staffing shortages, funding limitations, space constraints, and rising fraud in student applications—were met with innovation and cross-functional collaboration:

- Restructured staffing models, cross-training, and leveraging student assistants improved efficiency.
- Budget optimization and intake prioritization maximized limited funding.
- AI-based fraud detection systems were deployed, alongside improved verification workflows between Admissions & Records and Financial Aid.
- Ongoing immigration support and the “Know Your Rights” initiative were launched to educate students and ensure a safe, inclusive campus environment.

### Lasting Impacts of COVID-19

COVID-19 catalyzed enduring structural and cultural change within Student Services:

- **Digital Transformation:** All forms and intake systems were moved online, enabling permanent hybrid and remote service options.
- **Expanded Accessibility:** Students now have multiple modes of engagement—Zoom, phone, email, and in-person—allowing greater flexibility for working adults, parents, and students with transportation barriers.
- **Resilience and Innovation:** Drive-up service models, mailed supplies, and creative virtual outreach (“Feeding Hungry Tigers,” “Calling Tigers”) exemplified the division’s adaptability and empathy in crisis.

### Opportunities Missed and Lessons Learned

While the division made remarkable strides, earlier adoption of online advising and data dashboards could have strengthened continuity and analytics. Resource constraints also limited international recruitment expansion and real-time service tracking prior to the pandemic. These insights are informing forward-looking priorities under the 2025–2030 Strategic Plan.

### Alignment with the 2025–2030 Strategic Plan

Future priorities align with RCC’s institutional goals of equity, innovation, and sustainability:

- **Student Success:** Expand wraparound and data-informed interventions to improve retention and completion.
- **Equity and Access:** Intensify focus on disproportionately impacted populations through targeted support and culturally responsive practices.
- **Community Partnerships:** Deepen collaborations with local agencies to provide holistic, interconnected services.
- **Innovation and Technology:** Implement CRM systems, expand fraud prevention strategies, and enhance digital accessibility.
- **Sustainability:** Secure long-term funding and institutionalize Basic Needs as a core component of the college’s infrastructure.

## Program Review Narrative

### Division-Level Reflection and Transformation

The past five years have redefined Student Services as a *comprehensive, student-centered, one-stop resource hub*. The division now serves a broader, more diverse student population with flexible, technology-enabled approaches. COVID-19 accelerated digital transformation and highlighted the importance of empathy, equity, and agility in service delivery.

Key transformations include:

- New digital workflows and hybrid service models.
- Expanded Basic Needs infrastructure and mental health support.
- Greater collaboration across divisions to minimize silos and align student success initiatives.

### Looking Ahead: Institutional Resilience and Wellbeing

As RCC transitions into its next strategic phase, it is imperative to recognize the extraordinary dedication—and fatigue—of staff who have carried multiple institutional mandates while maintaining student-centered excellence. Continued investment in workforce wellbeing, technology infrastructure, and sustainable funding will be critical to sustaining the progress made.

The division remains steadfast in its mission: to empower every student—regardless of background—to access, persist, and succeed at Riverside City College.

# Resources Needed

## # 1 Veteran's Resource Center Director

Rationale

See initiative

Requested Year for Funding

2025 - 2026

Total Amount Requested

223,007

Options for Funding

Grant

Human Resources Position - Only complete the following two fields if the request is for a Human Resources position. For Human Resources Position: Budget Details contact Elia Blount / Sendy Powell / Aprilyn Tulod

Is there an existing physical location for this position?

Yes

Is there technology / equipment needed for the position?

No

Facility / Space Resource Request - Only complete the following if this is a Facility/Space request.

Technology Resource Request - Only complete the following field if this is a Technology resource request.

Mapping

Program Review - VP of Student Services: (X)

- Veteran's Resource Center Staffing: WPLAN AND UPDATES:

The veterans center is taking on two new initiatives that increase student servingness. They are participating in Credit for Prior Learning efforts. VA services has also received a 2-year mental health grant during 2024-2025 year.

- Credit for prior learning – The Veteran's Resource Center is supporting the work by accessing the Joint Service Transcripts and uploading them into MAP. Lizette Tenorio has been given 5 hours a week to enter Joint Service Transcripts into MAP.

- VA Counselors are also supporting this work, including how to identify articulated courses and add them to the students' education plan and transcripts.

- Mental health Services- Implementation includes providing mental health services to veterans, professional development for faculty and staff, and peer-to-peer mentorship.

- For Mental Health – Currently trying to get MOU's with local VA organization and the Campus Health Services Office. They are working on advertising services and creating a process for referrals.

- Planning to create a Peer-to-Peer mentorship. Will work with Sharon Walker (Director, Student Services) to create a peer-to-peer mentorship program using Veteran's Work Study through the VA. Identify and hire peer workers, train them, create schedules and support their work.

- For Professional Development – VA center will use the Vet Net Ally seminars offered in Fall 2025 as part of this process.

- The full-time counselor's salary was moved back to the general fund as it was originally written. This will result in much-needed salary savings for VRC.

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. Recruitment and Outreach to Women Veterans and Dependents will also be ongoing for this center in 2025-26. (X)

## Resources Needed

### # 2 Increased hours for part-time VRC administrative assistant

#### Rationale

The current administrative technician works for 19.5 hours a week. The needs of the VRC are much higher. The Admin technician maintains consistency at the VRC center, oversees student workers, needs to be the time-keeper of the office and needs to be available to keep the center open when the other employees are off, working flex schedules, or splitting their time between other centers on campus.

#### Requested Year for Funding

2025 - 2026

#### Resource Type Requested

#### Classified Professional Position

#### Total Amount Requested

12,345

#### Options for Funding

#### General Fund

Human Resources Position - Only complete the following two fields if the request is for a Human Resources position. For Human Resources Position: Budget Details contact Elia Blount / Sendy Powell / Aprilyn Tulod Facility / Space Resource Request - Only complete the following if this is a Facility/Space request.

Technology Resource Request - Only complete the following field if this is a Technology resource request.

#### Mapping

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## Resources Needed

### # 3 CalWorks -- A classified professional to support parenting students.

#### Rationale

This person can guide parenting students through their academic journey. This person can connect students with resources at RCC as well as resources in the community. They will be responsible for programming events for parenting students (in-person and online). The SPARC Leader can assist in programming and marketing of events of the center.

#### Requested Year for Funding

2025 - 2026

#### Resource Type Requested

Classified Professional Position

#### Total Amount Requested

12,345

#### Options for Funding

General Fund

Human Resources Position - Only complete the following two fields if the request is for a Human Resources position. For Human Resources Position: Budget Details contact Elia Blount / Sendy Powell / Aprilyn Tulod Facility / Space Resource Request - Only complete the following if this is a Facility/Space request.

Technology Resource Request - Only complete the following field if this is a Technology resource request.

#### Mapping

##### Program Review - VP of Student Services: (X)

- CalWorks: The RCC CalWORKs program is designed to guide and support students similar to Guided Pathways, with the program's purpose to assist students through education to transition from receiving public assistance to employment and economic self-sufficiency. The RCC CalWORKs program provides support to low-income parents to create an equitable education experience and lessen the financial barriers that increase the equity gap for this population. Similar to the Guided Pathways framework, CalWORKs integrates support services in ways that make it easier for CalWORKs students to get the help they need during every step of their community college experience.

Students are most successful when they have the basic resources needed to study and complete assignments, such as textbooks, access codes, laptop, and printer. The Resource Center in the CalWORKs office has computers available and students can print up to 15 pages a day. CalWORKs students also benefit from borrowing laptops from the CalWORKs program and library.

(X)

### # 4 Support Deaf and Hard-of-Hearing (DHH) students

#### Rationale

On July 1, 2025 DRC will be without a depth of available American Sign Language (ASL) interpreters. The possible lack of ASL interpreters will create barriers for communication, inclusion, and participation within the RCC community, impacting this group of students' opportunity to successfully transfer or complete their education.

#### Requested Year for Funding

2025 - 2026

#### Resource Type Requested

Permanent / On-going Budget Increase

#### Total Amount Requested

100,000

#### Options for Funding

General Fund

## Resources Needed

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### Mapping

#### Program Review - VP of Student Services: (X)

- Disability Resource Center: Work with RCC's Finance Department to understand the DRC's staffing structure and identify opportunities for appropriate realignment of staff and / or additional staffing positions which are needed to meet this initiative. There is an existing Disabilities Specialist position "on the books" but not filled nor funded Work with HR and Finance to correctly reallocate DRC budget to be able to fill the Test Center staff position. There is no difference in salary base between the two positions so there will be no impact on the DRC's budget. (X)

### # 5 Institutionalize Student Success Coach for DRC

#### Rationale

The Student Success Coach is currently funded by the PACT Grant through RCCD. The district wide grant provides (2) Student Success Coaches that is shared between all three colleges. The coach provides psycho-social support and services to students with Autism, and is meant to create the opportunities for this population to participate in campus community and outside of their academic programs which should create a greater sense of belonging and engagement.

The Coach would provide psycho-social support and services to students with disabilities to create opportunities for them to engage in RCC campus activities, navigate college resources and establish a greater sense of belonging to the RCC community which should support a higher rate of degree completion and/or transfer.

The coaches are funded through RCCD grant money and is funded through 2026-2027 academic year. The DRC would like to institutionalize this position beginning in 2027-2028. This means that we need to have the position prioritized and funded as part of 2026-2027 cycle.

#### Requested Year for Funding

2025 - 2026

#### Resource Type Requested

Classified Professional Position

#### Total Amount Requested

25,000

#### Options for Funding

General Fund

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### Mapping

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# Resources Needed

A Parent Resource Center - INFORMATION ONLY, NO PRIORITIZATION NEEDED

## Rationale

### Rationale

- Age-appropriate rooms/furniture
- Computer/printing services
- Storage for donations
- Refrigerator and sink
- Lactation area
- Children's books

Data specific to RCC shows that the demographics of parenting students is like that of RCC with 63.2% Hispanic, 13.9% white, and 11.9% black. The Student Parent Club sent a pilot survey for parenting students and received 26 responses. Out of the respondents 70% mentioned that they took a break (from their education) of more than 3 years. 84% mentioned that they are using the Basic Needs Resource Center. 84% of parenting students mentioned that they took advantage of priority registration. Having an opportunity to access priority registration is a game changer for parenting students, especially because they must plan their school schedule around their kids' schedules and other responsibilities. One of the top responses as to the challenges they face was lack of childcare, which oftentimes prevents them from taking in-person classes. Respondents mentioned that having a family-friendly space such as a Student Parent (Family) Resource Center on campus would be an invaluable support. There were 6208 parenting students flagged for priority registration for winter and spring 2025, 2794 parenting students flagged for summer and fall 2024, and 2054 parenting students who were flagged for winter and spring 2024.

There are a few Community Colleges that have a student-parent space:

LA Valley College

<https://www.lavc.edu/student-services/spr/frc>

Pasadena City College

<https://pasadena.edu/academics/support/family-resource-center/index.php>

Cosumnes River College

<https://crc.losrios.edu/student-resources/the-nest-family-resource-center>

Requested Year for Funding

2025 - 2026

Resource Type Requested

Facilities / Space

Total Amount Requested

150,000

Options for Funding

General Fund

Human Resources Position - Only complete the following two fields if the request is for a Human Resources position. For Human Resources Position: Budget Details contact Elia Blount / Sendy Powell / Aprilyn Tulod Facility / Space Resource Request - Only complete the following if this is a Facility/Space request. Technology Resource Request - Only complete the following field if this is a Technology resource request.

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(X)

### Increased Mental Health Services Funding - INFORMATION ONLY, NO PRIORITIZATION NEEDED

#### Rationale

We are at a pivotal moment.

Mental health challenges are increasingly preventing students at Riverside City College (RCC) from reaching their academic and personal goals. Amid intensifying immigration anxieties, financial strain, and racial trauma, our most vulnerable students—Black, Latinx, undocumented, first-generation, and low-income—are navigating college under immense psychological stress.

We respectfully request an additional \$100,000 to expand RCC's capacity for culturally responsive mental health services. This investment will address urgent needs, support student retention, and align with RCCD's strategic vision of equity, student success, and guided pathways.

Mental health care is no longer a support service—it is an academic success strategy.

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Requested Year for Funding

2025 - 2026

Resource Type Requested

Permanent / On-going Budget Increase

Total Amount Requested

100,000

Options for Funding

General Fund

Human Resources Position - Only complete the following two fields if the request is for a Human Resources position. For Human Resources Position: Budget Details contact Elia Blount / Sendy Powell / Aprilyn Tulod Facility / Space Resource Request - Only complete the following if this is a Facility/Space request.

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#### Mapping

Program Review - VP of Student Services: (X)

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Previous and Planned Conversations

## Resources Needed

This request builds on ongoing conversations with Vice Chancellor Bishop, who has expressed an interest in continued conversations regarding supporting the mental health needs of our students.

Additional strategic conversations include:

- Upcoming meetings with members of the RCCD Foundation, to explore donor-aligned wellness initiatives
- Dialogue with student government leaders and cultural affinity groups, to enlist support focused on stigma reduction and peer engagement
- Faculty roundtables on trauma-informed pedagogy and classroom wellness

These partnerships are critical to sustaining long-term mental health equity.

### How the \$100,000 Will Be Used

- Expanding current contracted provider support offering one-on-one therapy services; prioritizing culturally competent staff.
- Train students in peer counseling, active listening, and outreach.
- Host mental wellness events for Latinx, Black, and undocumented students.
- Create effective emergency support funds to provide crisis stipends for students in acute distress.
- Development of current awareness campaign & materials by developing culturally relevant bilingual print/digital wellness content.

### Measuring Success

We will assess outcomes based on:

- Increased student appointments and reduced wait times
- • Peer ambassador outreach logs and event attendance
- Student satisfaction surveys and mental wellness self-assessments
- Academic data: retention, GPA improvement, and course completion rates
- A comprehensive year-end report shared with RCCD, the Foundation, and program stakeholders

### Conclusion: A Call to Act

RCC students bring brilliance, resilience, and ambition—but many are fighting silent battles. Some face eviction while writing research papers. Others are grieving family members while trying to pass midterms. Some fear ICE more than finals. This is an opportunity to be part of the solution. With financial support, we can build a foundation of wellness that honors student dignity, promotes mental strength, and advances racial equity.

This \$100,000 investment is not a cost—it is a commitment. A promise that RCC stands with every student, especially those the world too often overlooks.

(X)