

CHANCELLOR'S CABINET MEETING

Agenda

Monday, April 24, 2023

3:00pm

Zoom Link: <https://lrccd.zoom.us/j/84314954542>

Meeting ID: 843 1495 4542

1. Call to Order	Brian King
2. Finalize Agenda & Minutes of Meetings* a. March 27, 2023	Brian King
3. Review Board's Goal to Restore Enrollment to Pre-Pandemic Levels in Five Years a. Strategic Enrollment Management Planning: College and District Enrollment Targets* b. Recommendations/Suggestions from Stakeholder Groups on Enrollment Targets and Strategies	Brian King
4. Proposed Revisions to Board Policy/Administrative Regulation 8192: Campus Police and Safety Services*	Jake Knapp
5. 2023 Schedule Presentation	Alisa Shubb
6. Consider Other Items Raised for Information During the Meeting	Brian King
7. Adjournment	Brian King

*Attachment

CHANCELLOR'S CABINET MEETING

Minutes

Monday, March 27, 2023

District Office Board Room

3:00pm

1. CALL TO ORDER

Chancellor King called the meeting to order at 3:00pm.

2. FINALIZE AGENDA & MINUTES OF MEETINGS

The March 27, 2023 meeting agenda and the December 12, 2022 minutes were approved.

3. AMENDMENT TO REGULATION 9211 - SALARY SCHEDULE DEVELOPMENT

Chief Counsel Knapp presented proposed revisions to *R-9211: Salary Schedule Development*. The revisions are straightforward changes implementing the equivalent longevity eligibility for executive managers the Board of Trustees approved about a year and a half ago. There were no questions or concerns from Cabinet members.

4. UPCOMING CAMPUS CLIMATE AND PUBLIC SAFETY REFORMS

Chief Counsel Knapp and Executive Vice Chancellor Rodriguez informed members of Cabinet that Title 5 regulations will require new board policies for public safety. A districtwide public safety advisory committee will be created that will make recommendations to the Board of Trustees on public safety issues. The structure will be similar to the EEO Committees. This is an information item for now, and a heads up that policies will be brought to Cabinet for review in the future.

Executive Vice Chancellor Rodriguez also shared the transition plan for the Chief of LRPD. Captain Cox will serve as the Interim Chief while a national search and recruitment/hiring process for a permanent replacement for Chief Savidge occurs. Feedback from Cabinet was to hold town hall meetings in person and via Zoom at the colleges with district leadership to address public safety concerns and requests. LRCFT and the Academic Senate offered to advertise and encourage participation in the meetings. Separate conversations with each of the affinity groups were also suggested.

5. REGULATION 2222 - EXCESSIVE ABSENCES

District Academic Senate President Alisa Shubb provided context about why the Senate would like to review *R-2222: Excessive Absences* and shared the faculty perspective of the regulation language (ambiguity re: permission vs. mandate), noting that the "6% of the total hours of class time" is perceived as directive. There is a lack of clarity in the language given the changes in modes of instruction over the last few years, and the current policy/regulation can at times penalize students who need extra support. She asked members of Cabinet to think of how this policy/regulation affects various departments that would need to be taken into consideration.

6. OTHER PROPOSED REGULATORY AMENDMENTS CURRENTLY UNDER REVIEW

Chief Counsel Knapp shared that there will be additional proposed revisions to the dual enrollment regulations coming soon. This will be a package with minor, technical clean-up revisions, such as language alignment, etc. This was shared as an information item for now.

7. ADJOURNMENT

Chancellor King adjourned the meeting at 3:57pm.



LOS RIOS
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Strategic Enrollment Management Planning

College and District Enrollment Targets

April 12, 2023

Goal:

Los Rios, and each college, will restore access to pre-pandemic levels within 5 years

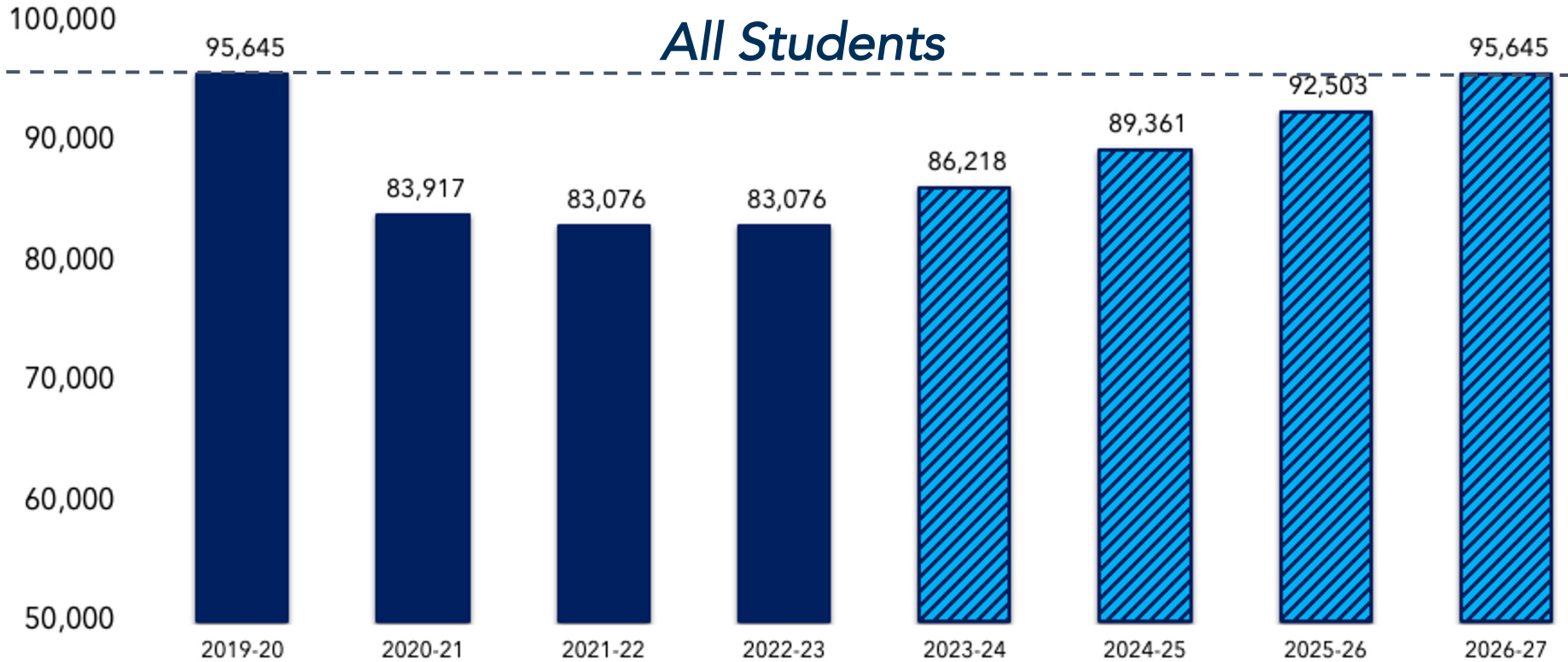
Assumptions

In order for Los Rios to achieve access restoration by 2026-27:

- Districtwide enrollment will need to increase by approximately 3.6% per year
- Black/African American enrollment will need to increase by approximately 4.4% per year
- Latino/a enrollment will need to increase by approximately 3.3% per year
- Based on regional population trends (per RP Group study), we expect a faster rate of growth at CRC and FLC

Los Rios Enrollment Trend and Annual Goals

All Students

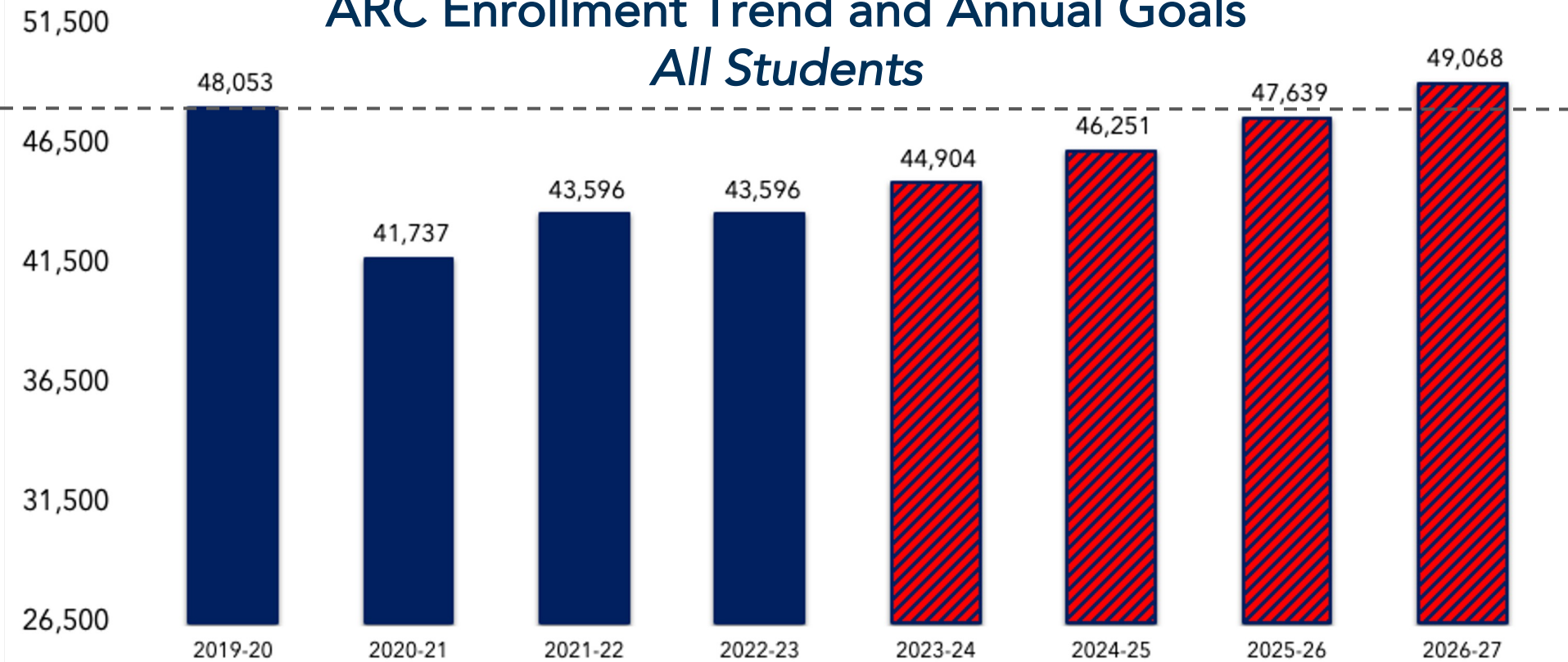


American River College

College Enrollment Targets and Strategies

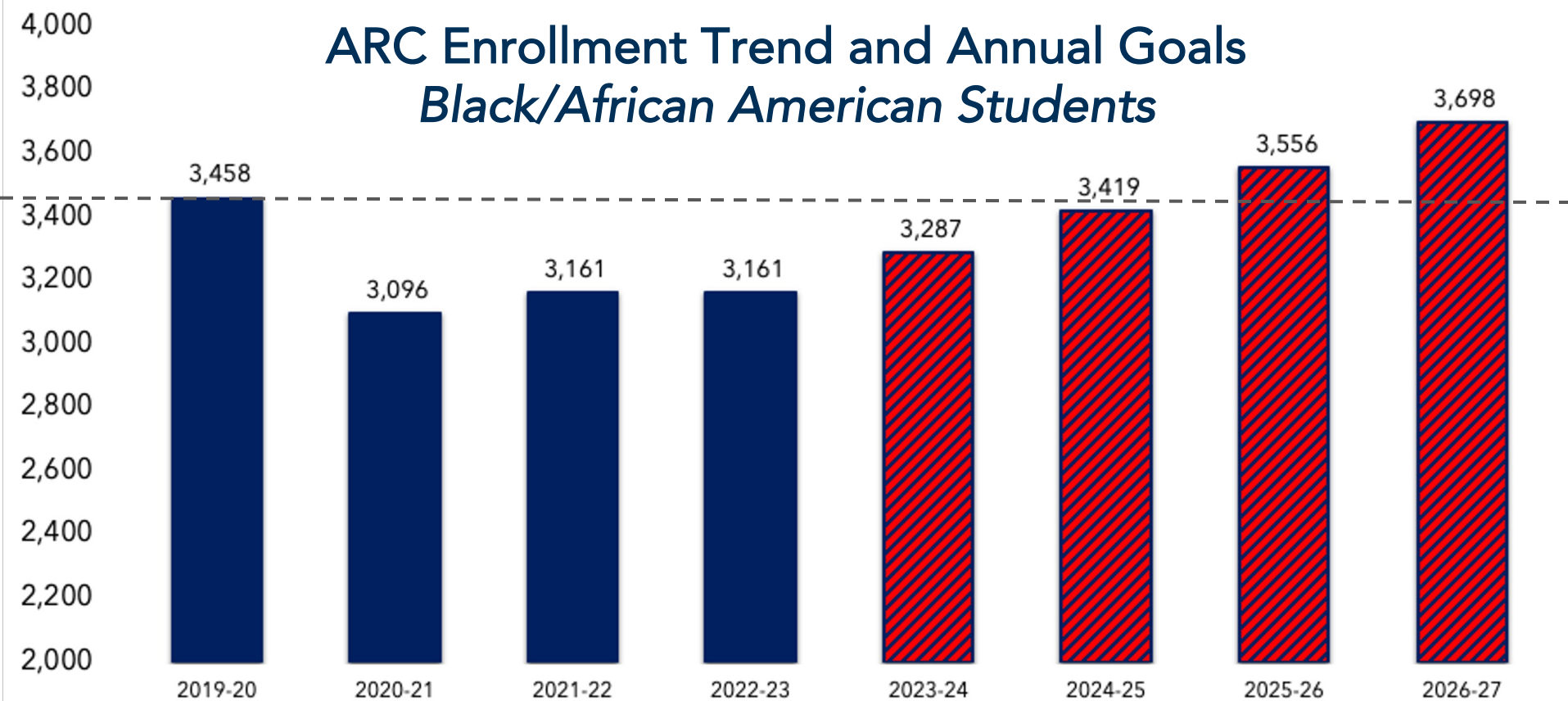
ARC Enrollment Trend and Annual Goals

All Students



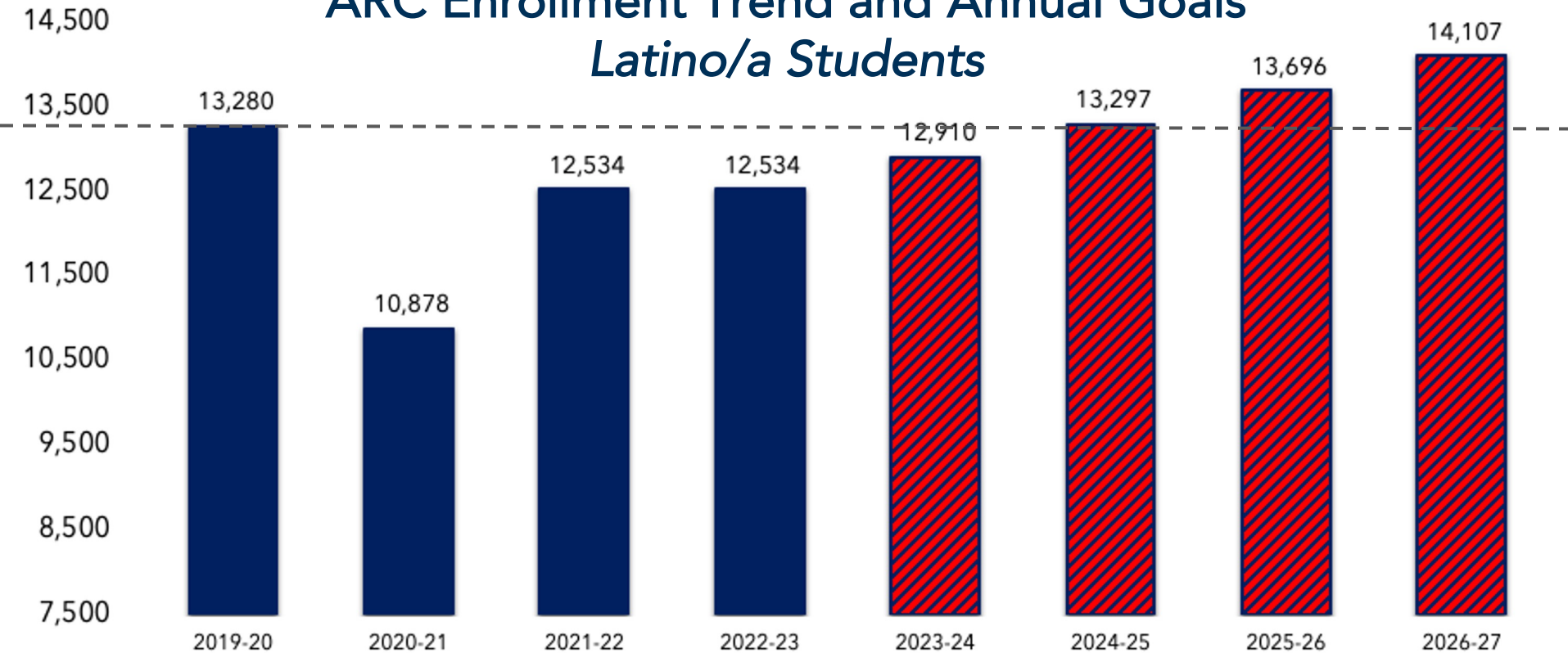
ARC Enrollment Trend and Annual Goals

Black/African American Students



ARC Enrollment Trend and Annual Goals

Latino/a Students



Top Access Restoration Strategies

1. Thirteen newly hired Student Support Specialists will help meet the Outreach Plan objectives, including a comprehensive communication plan; a structure and a process for marketing, outreach, and recruitment efforts that are culturally responsive; and policies that are more student centered.
2. Continue to build and support a quality, equity-driven Dual Enrollment program in partnership with K-12 school districts in our service area.

Top Access Restoration Strategies

3. Follow the HomeBase Resource Panel recommendations and fully build out, design, and measure HomeBases **for equitable outcomes in access, retention, and success.**
4. Develop course schedules that reduce obstacles to completion by **aligning course offerings with Program Roadmaps,** and by coordinating schedules across instructional areas to reduce conflicts and overlaps.

Top Access Restoration Strategies

5. Ensure students are supported for equitable completion of transfer-level Math and English.

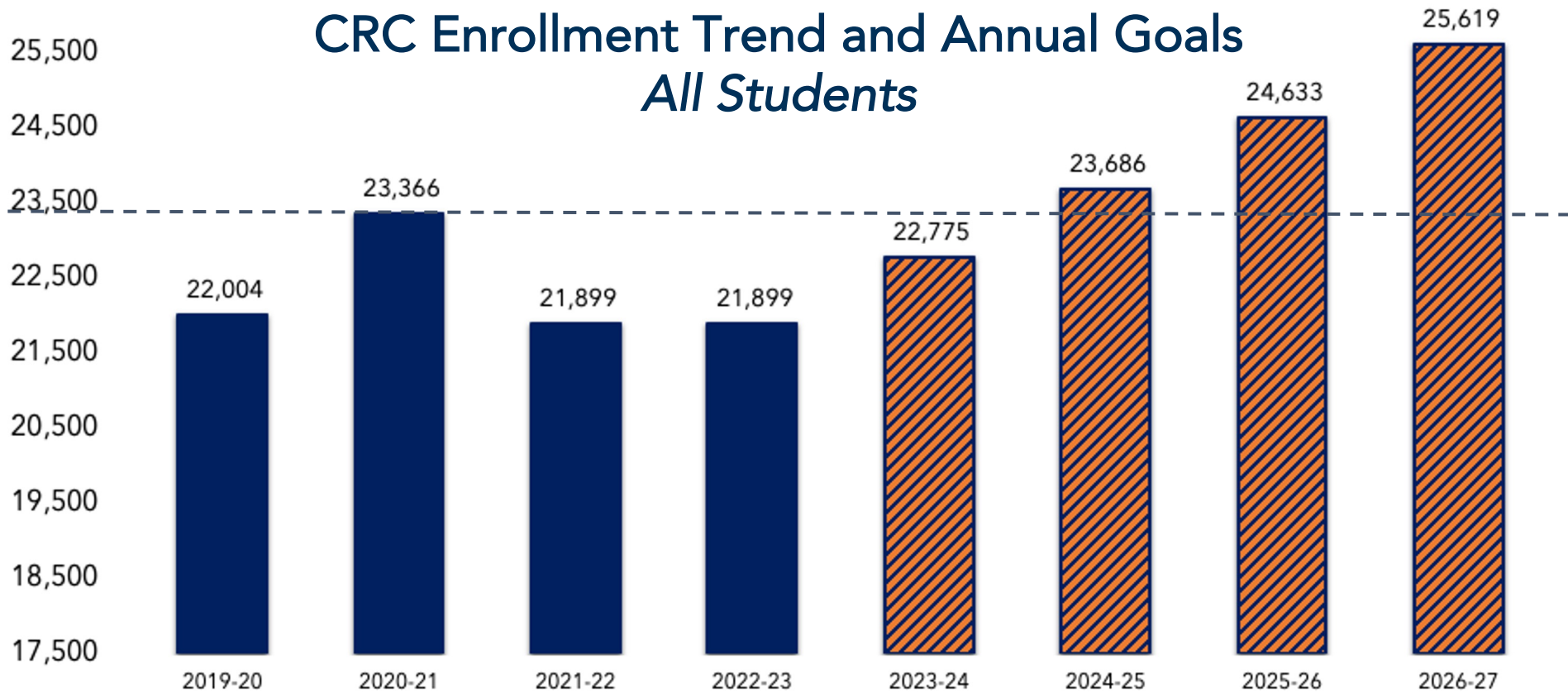
Consultation/Engagement - ARC Strategic Planning Community Forums took place in January/February 2023 and were open to all students and employees. ARC's SEM Plan is currently moving through the college collegial consultation process.

Cosumnes River College

College Enrollment Targets and Strategies

CRC Enrollment Trend and Annual Goals

All Students

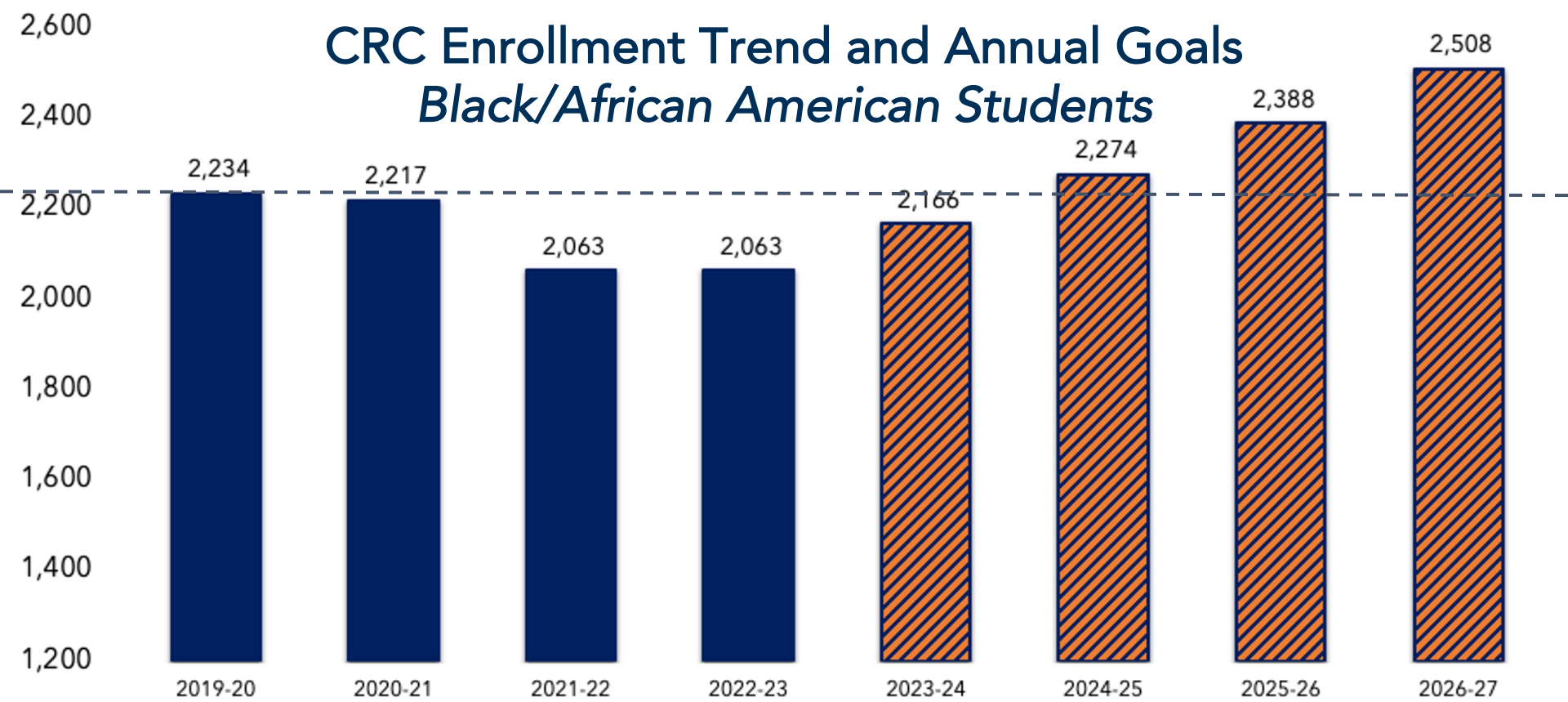


COSUMNES
RIVER COLLEGE

*Measured in Annual Unduplicated Student Headcount

CRC Enrollment Trend and Annual Goals

Black/African American Students

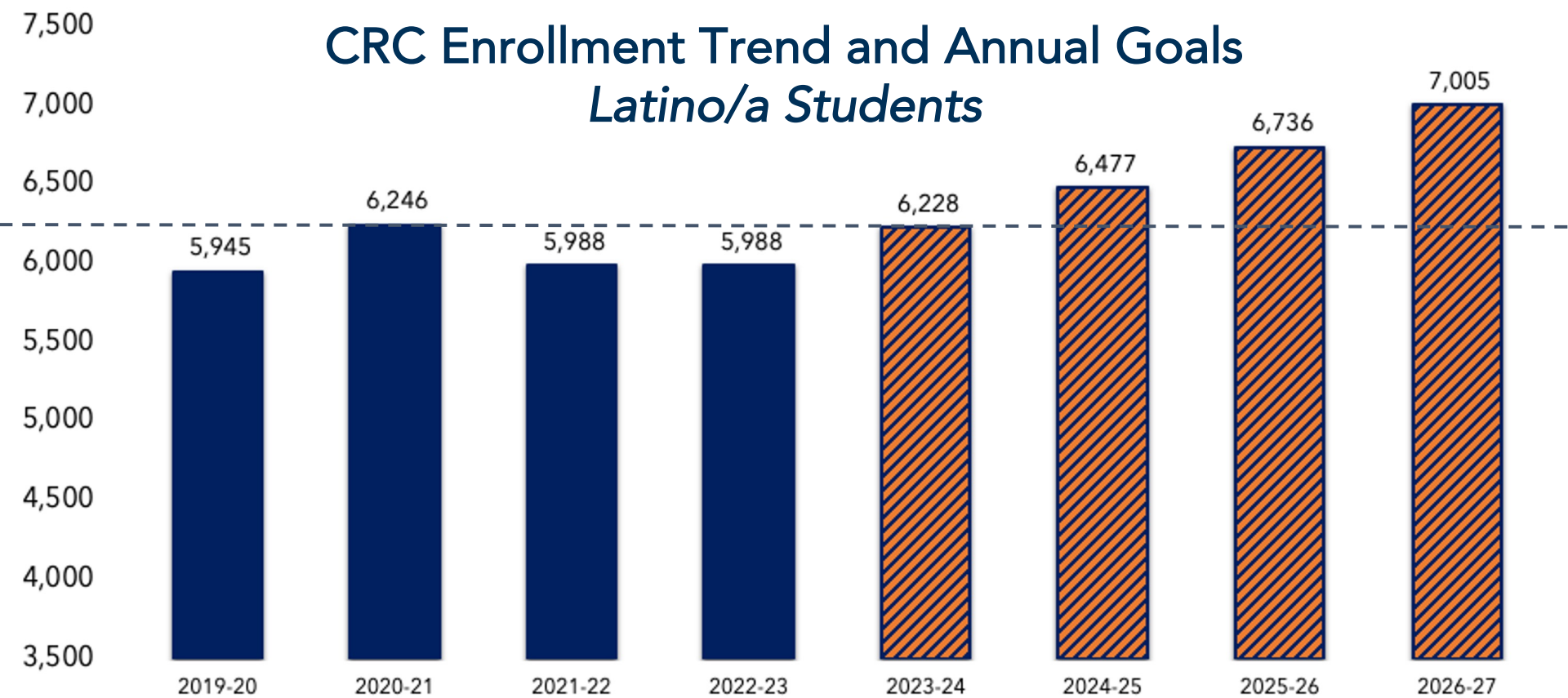


COSUMNES
RIVER COLLEGE

*Measured in Annual Unduplicated Student Headcount

CRC Enrollment Trend and Annual Goals

Latino/a Students



COSUMNES
RIVER COLLEGE

*Measured in Annual Unduplicated Student Headcount

Top Access Restoration Strategies

1. Continue to scale CRC's "opt out" initiative by ensuring sufficient math and English courses are scheduled to accommodate student pathways.
2. Further develop and market OER/ZTC degree pathways.
3. Provide intrusive case management Outreach support that guides students through the onboarding process.
4. Utilize local data to identify the appropriate program pathways for adult learners that align with their employment/academic goals and workforce needs.

Top Access Restoration Strategies

5. In coordination with EGUSD develop Dual Enrollment pathway options for high school students to complete GE and/or program requirements and to work collaboratively with EGUSD to outreach to families of potential students.
6. Continued implementation of the “We Won’t Fall Plan” that focus on the first semester onboarding and success of African American and Latino(a) students.

Top Access Restoration Strategies

Consultation/Engagement - The strategies identified in CRC's SEM are aligned with strategies that are contained in our college's strategic plan and our student equity and achievement plan which has been widely discussed and vetted by or participatory governance committees and college constituency groups.

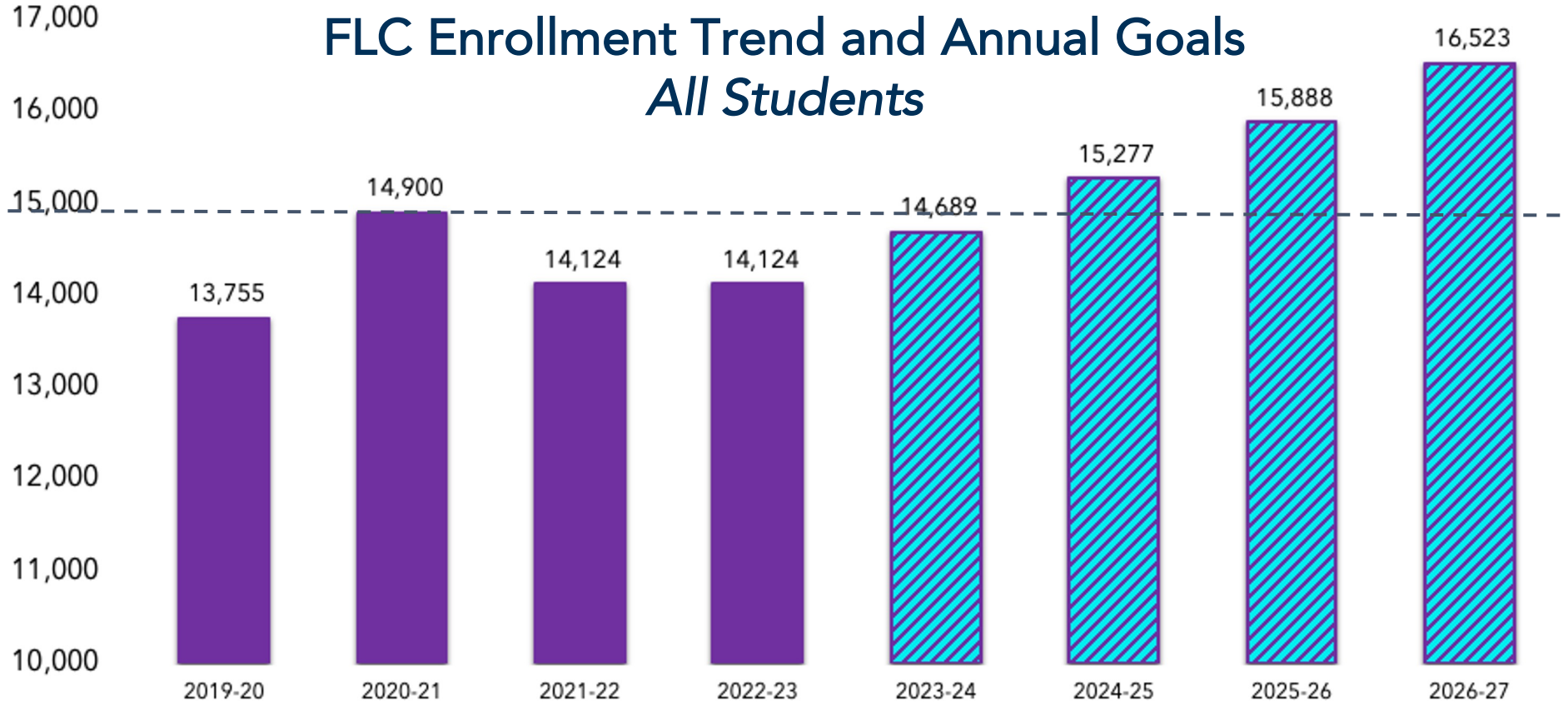
Folsom Lake College

College Enrollment Targets and Strategies



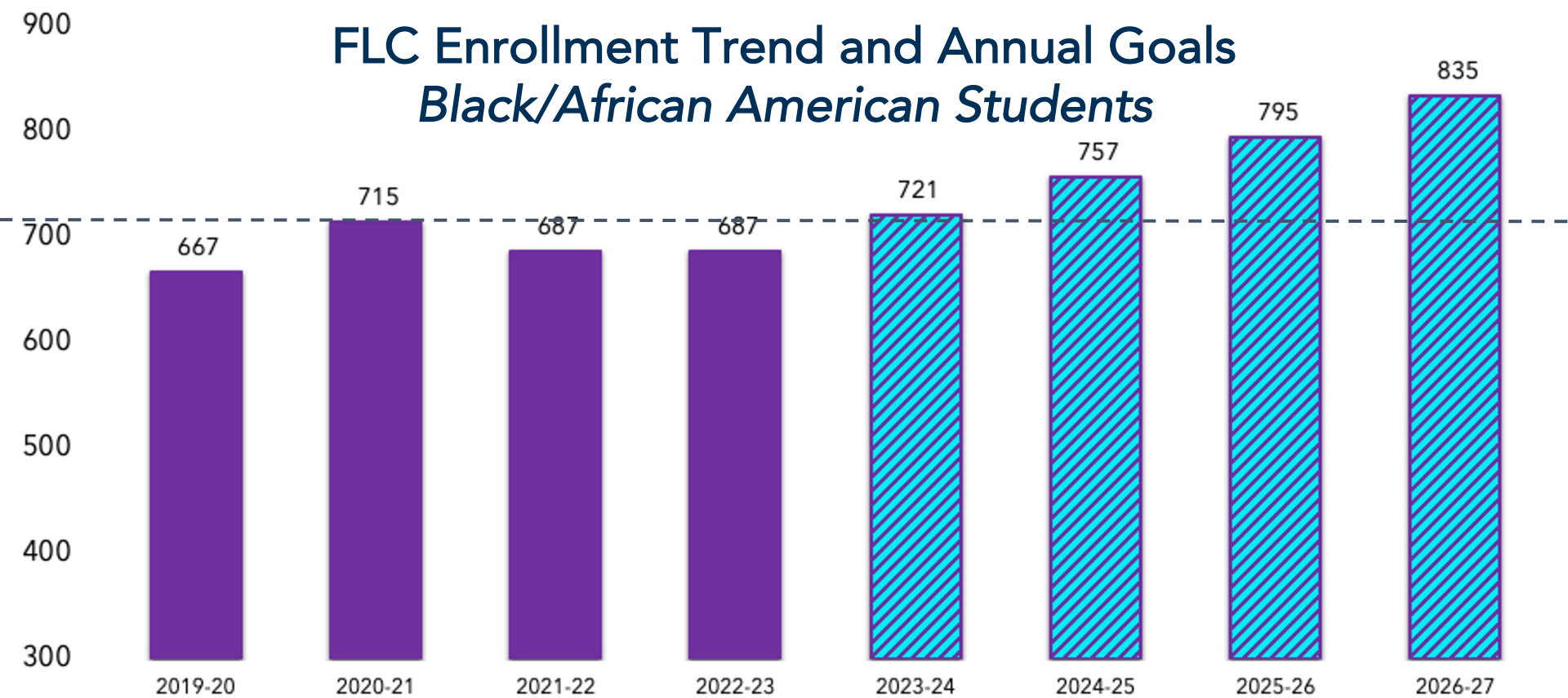
FLC Enrollment Trend and Annual Goals

All Students



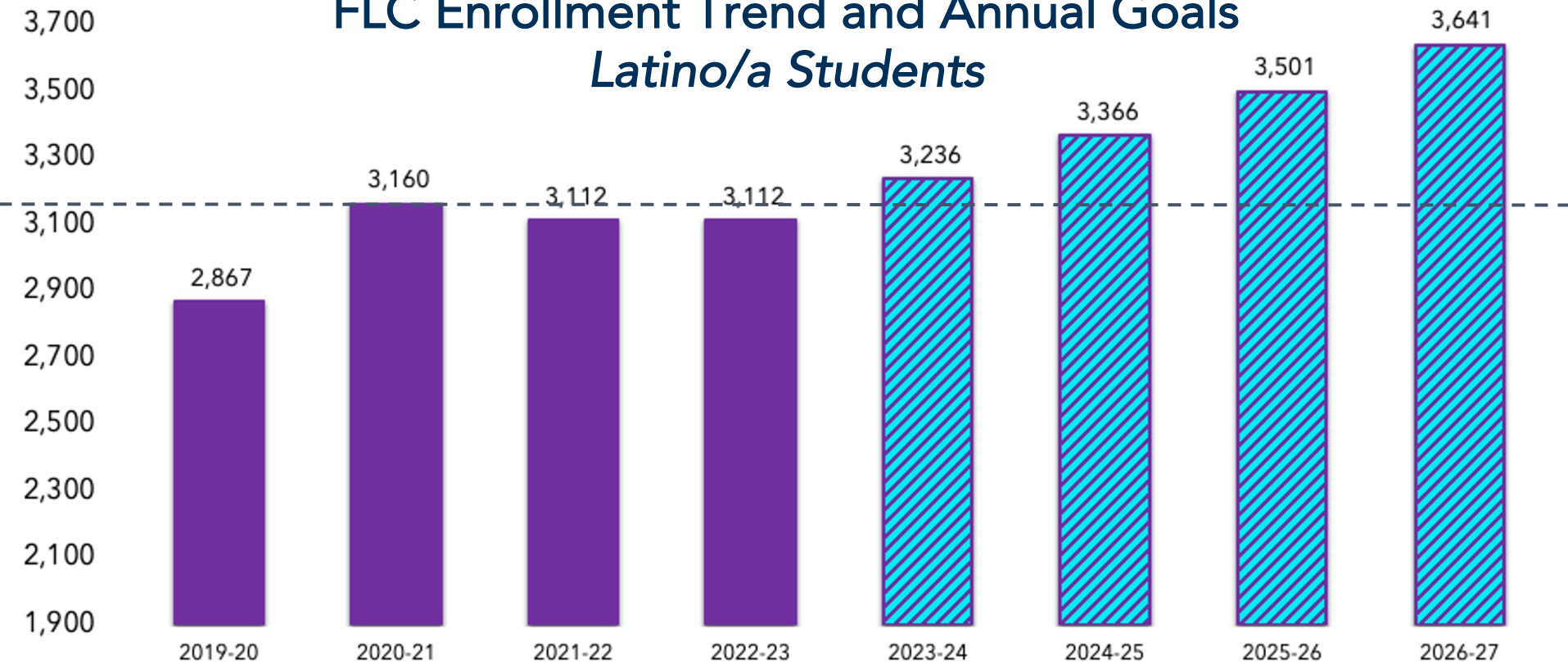
FLC Enrollment Trend and Annual Goals

Black/African American Students



FLC Enrollment Trend and Annual Goals

Latino/a Students



Top Access Restoration Strategies

1. Implement a comprehensive college communication plan to improve the student experience.
2. Ensure equitable academic achievement across all racial, socioeconomic, and gender groups through targeted outreach and student services.
3. Leverage districtwide initiatives like the K-16 Collaborative and Dual Enrollment.



Top Access Restoration Strategies

4. **Strengthen collaboration** with educational, community, and business partners.
5. Improve the **student matriculation experience**.

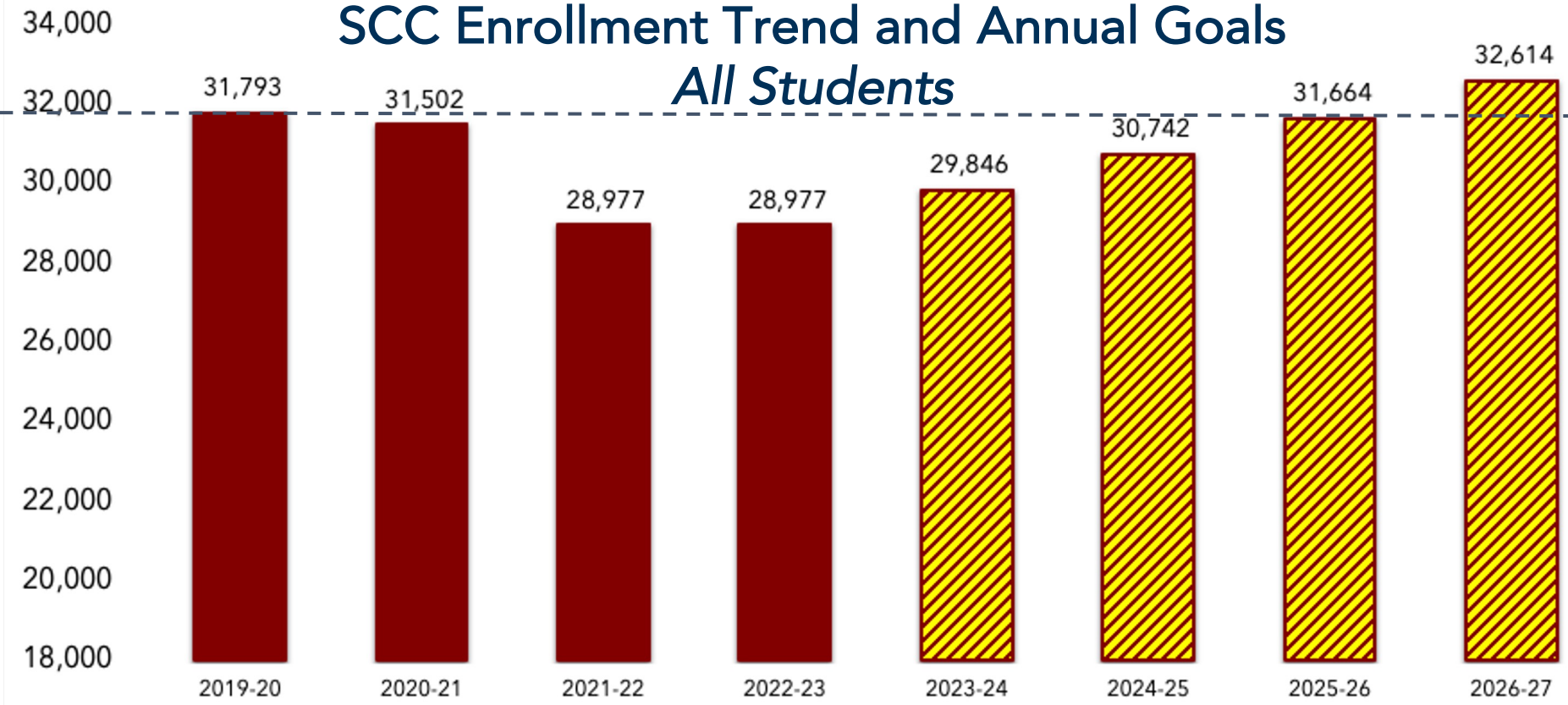
Consultation/Engagement - FLC's SEM strategies were developed with collegial consultation by multiple FLC shared governance committees and all FLC constituencies.

Sacramento City College

College Enrollment Targets and Strategies

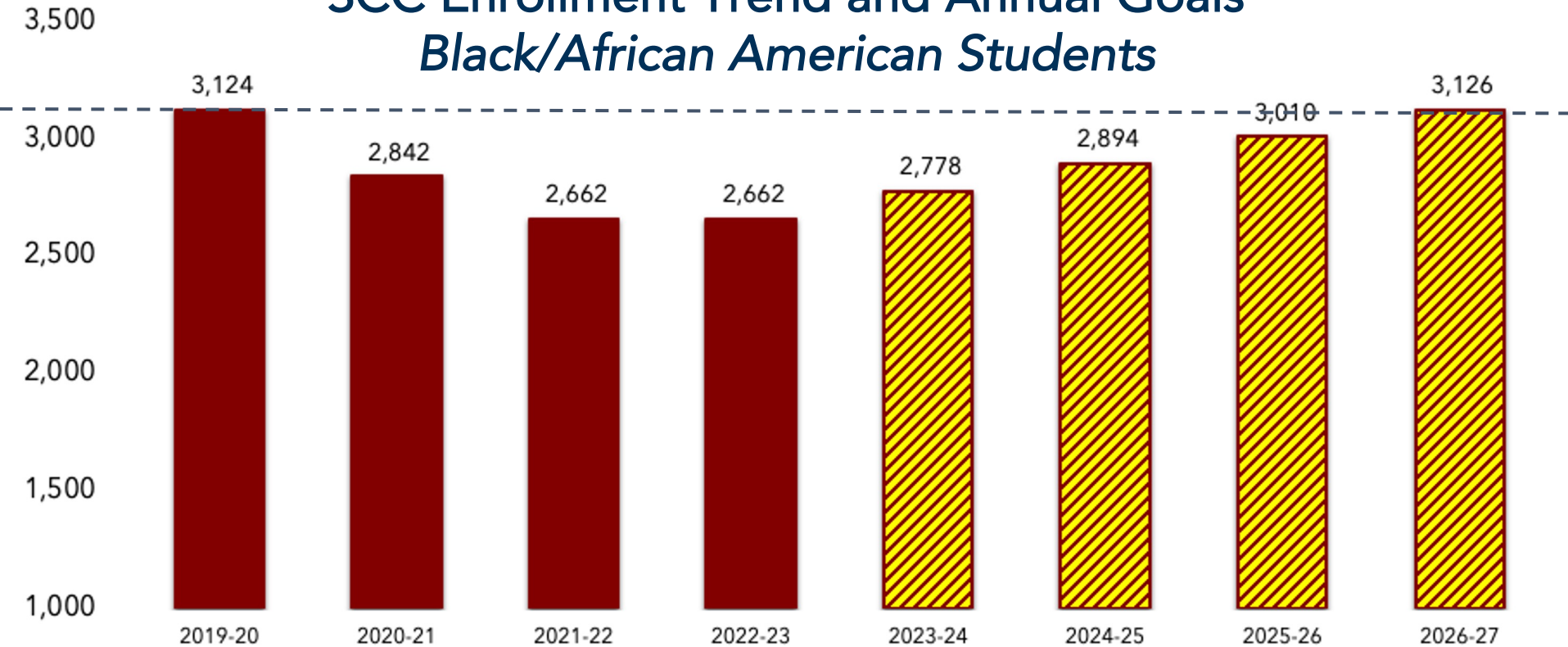
SCC Enrollment Trend and Annual Goals

All Students



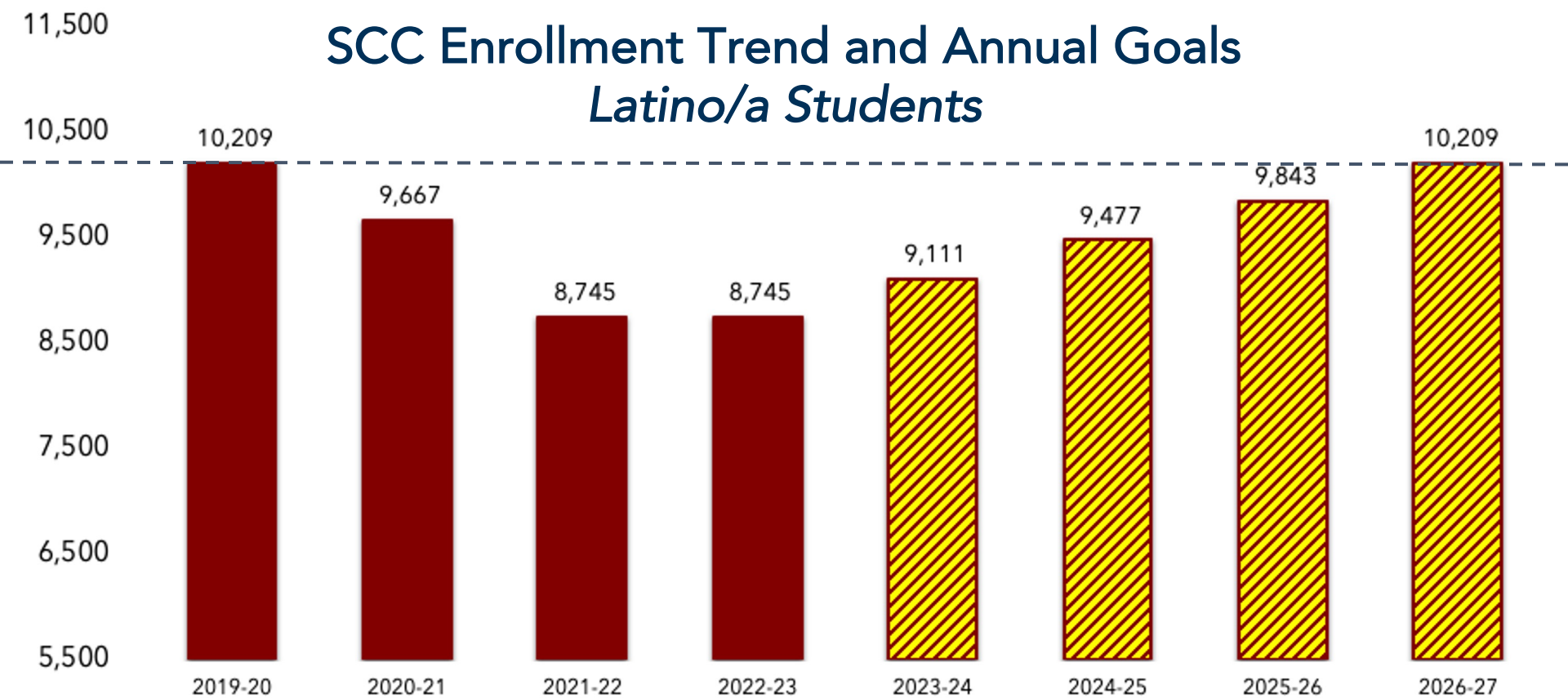
SCC Enrollment Trend and Annual Goals

Black/African American Students



SCC Enrollment Trend and Annual Goals

Latino/a Students



Top Access Restoration Strategies

1. Increase presence at feeder schools using multiple approaches, including Dual Enrollment.
2. Offer classes and support services in a variety of modalities and at various locations.
3. Facilitate easier enrollment processes by providing seamless onboarding services to students.
4. Increase offerings and marketing of courses that will draw 25+ year old students.

Top Access Restoration Strategies

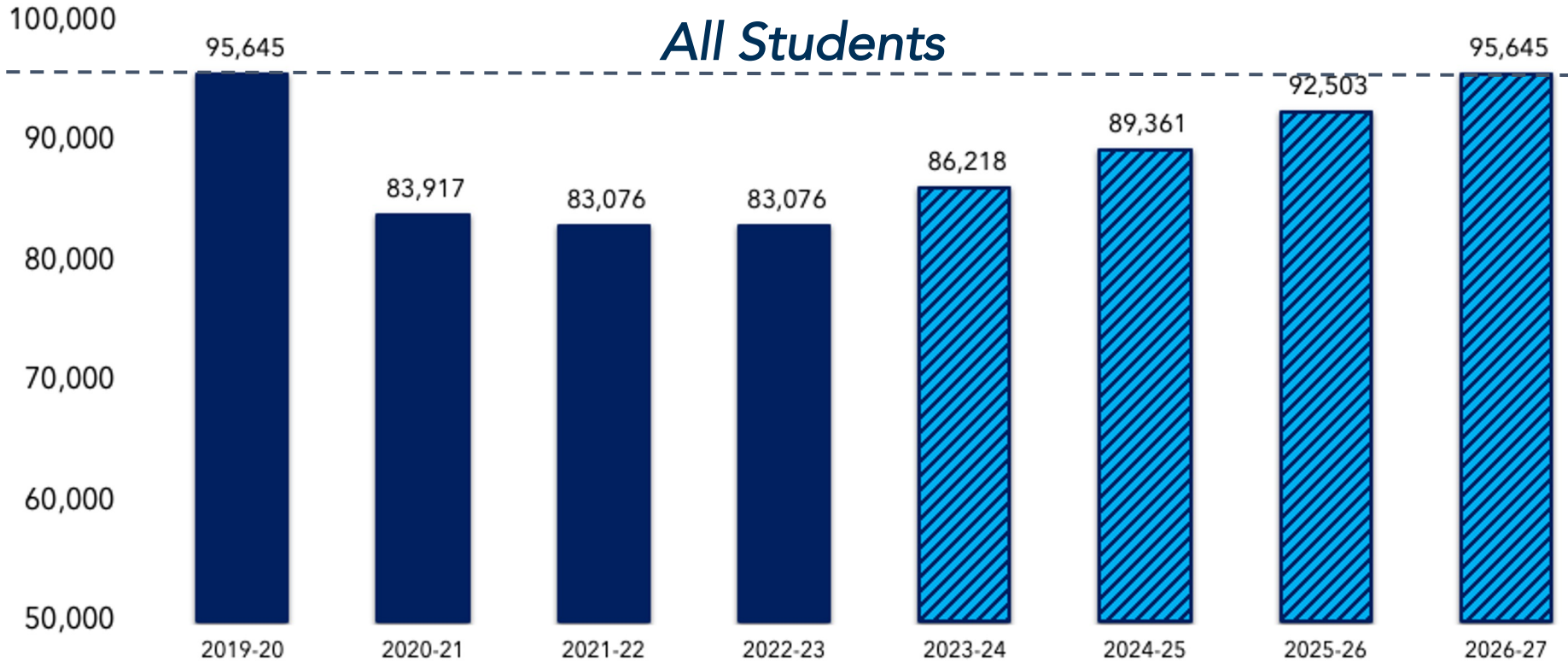
5. Develop community-informed outreach and marketing approaches that are tailored to specific audiences.
6. Promote the engagement and success of all students, with an emphasis on disproportionately impacted groups.

Consultation/Engagement - These strategies were vetted across the college through consultation in College Council as well as for approval by all constituent groups.

Districtwide Enrollment Targets

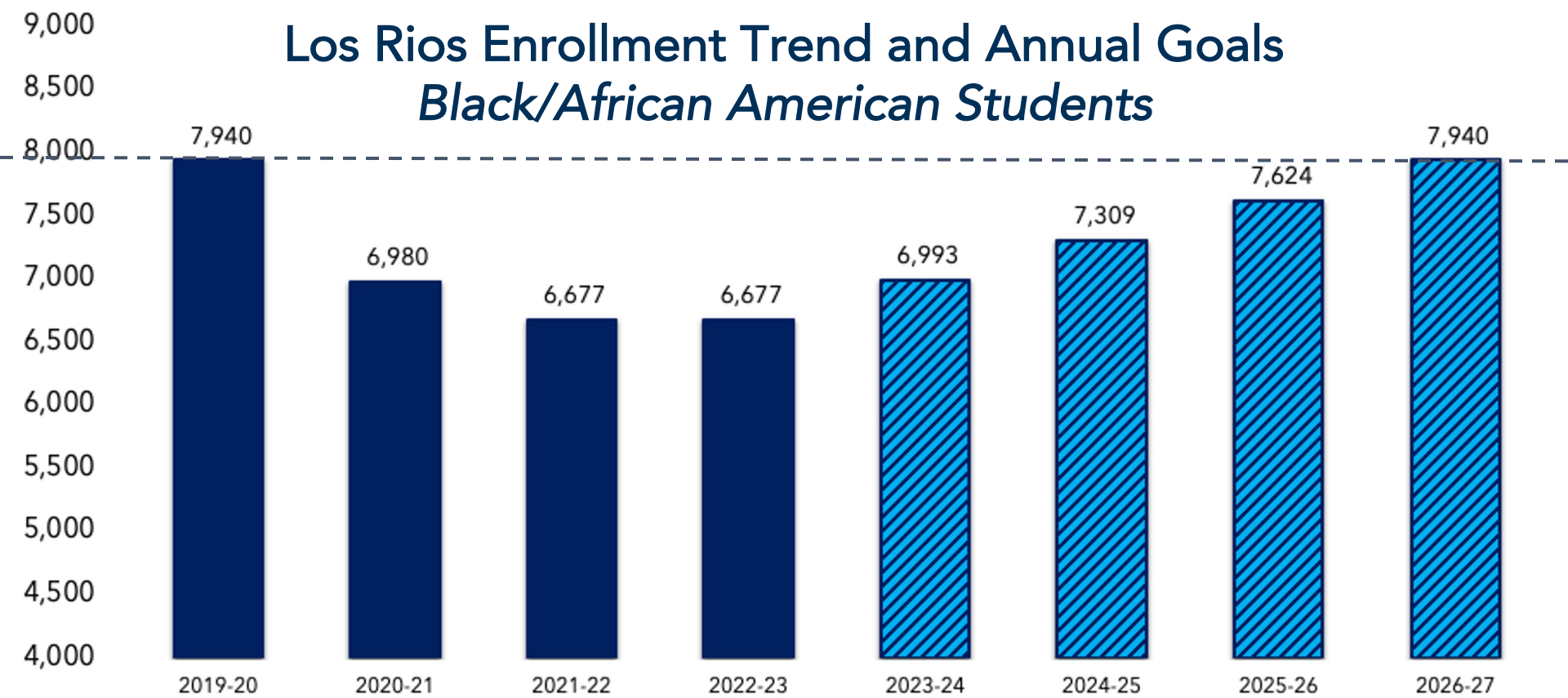
Los Rios Enrollment Trend and Annual Goals

All Students



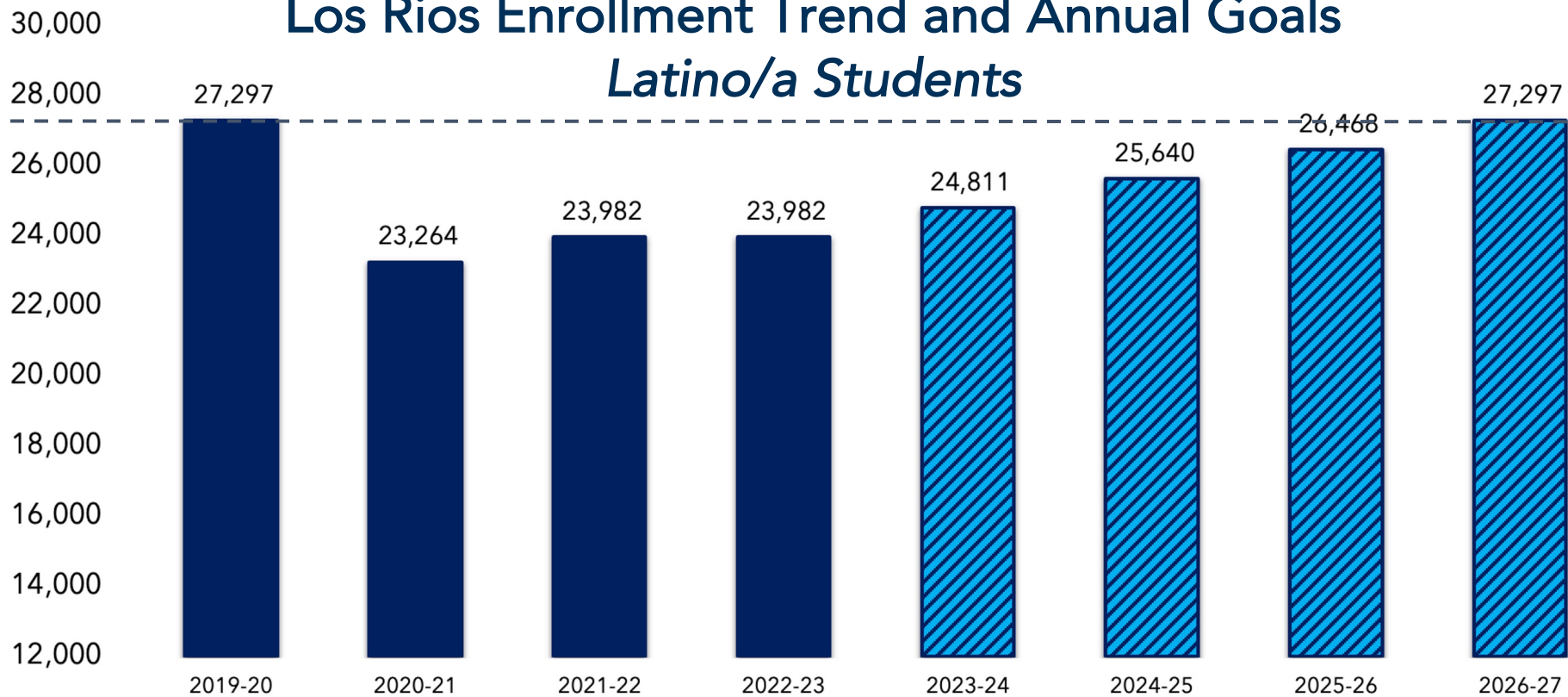
Los Rios Enrollment Trend and Annual Goals

Black/African American Students



Los Rios Enrollment Trend and Annual Goals

Latino/a Students



Macro Conditions Continue to Evolve

- Job market and economic conditions
- State fiscal outlook
- Continued shifting regional population trends
- Student online/onground course-taking patterns

Next Steps

- Continued development of comprehensive College and Districtwide SEM Plan(s)
- Completed by the end of the Spring semester



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Questions?



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Strategic Enrollment Management Planning

College and District Enrollment Targets

April 12, 2023

1.0 Campus Police and Safety Services

- 1.1 The Board ~~of Trustees~~ is committed to fostering safe and secure work and learning environments. The Los Rios Police Department has the primary authority for providing police and safety services to District campuses and facilities, including the investigation of criminal activity, and in doing so shall adhere to community policing principles and evidence-based policing practices.
- 1.2 The Chancellor shall ensure that the District establishes a Public Safety Compact with community college stakeholders, including campus public safety officials, and ensure that it is posted or otherwise made available to students made available. The Public Safety Compact shall establish the requirements for the delivery of public safety related services on District campuses and facilities including:
 - 1.2.1 The respective roles and responsibilities of management, faculty, campus police and security officers, mental health and social services workers, crisis counselors, and community non-profits;
 - 1.2.2 A requirement that public safety personnel offer contact information to individuals who are stopped or otherwise subject to police or security officer initiated interaction; and
 - 1.2.3 A process to encourage individuals who have interacted with campus public safety personnel to submit a response related to the interaction.
- 1.3 The Chancellor shall create a District Public Safety Advisory Committee (Advisory Committee) that makes recommendations to the Chancellor and reports to the Board at least annually on campus police and safety services. Information and documents relevant to the development of recommendations by the Advisory Committee shall be produced to the Chancellor and disclosed upon request consistent with the California Public Records Act (Government Code Section 6250 et seq.).
- 1.4 To support the development of community policing practices, The Chancellor, or designee, shall:

- 1.4.1 Require campus police and security officers to participate in regular training related to the conduct and methods of community policing, anti-bias, cultural responsibility, conflict avoidance, and de-escalation;
- 1.4.2 Provide campus police and security officers routine mental health services, and prompt referral to crisis counseling following any critical incident;
- 1.4.3 Require in the hiring, retention, and promotion of campus police and security officers a demonstrated commitment to policing with a “guardian” rather than a “warrior” mindset;
- 1.4.4 Prohibit the District or any affiliated organization from purchasing military equipment, unless authorized by the Board following standards required by law for the purchase of equipment for police agencies made with public funds; and
- 1.4.5 Require campus police and security officers to attend and participate in campus activities not involving a “police response” or other formal public safety-related activities, such as participating in student events when invited, in town halls, convocations, and other similar events where informal or social interactions with other campus stakeholders is possible.

Policy Adopted:

Policy Revised:

Policy Reviewed:

Adm. Regulation: R-8912

1.0 Statement of Purpose

This regulation is to ensure the application of community and evidence-based policing models, and effective faculty, staff, and student participation in the governance of public safety services, including campus policing and security. Public safety services must adhere to principles of diversity, equity, inclusion, and accessibility, and in particular advance access to education, educational equity, and opportunities for student success by creating safe, secure, peaceful, and inclusive campus environments in which all persons may fully develop their individual potential without fear or undue risk of physical or emotional harm.

1.1 Definitions:

- 1.1.1 **Campus** – Locations on or near the campus of the community college and on or near other grounds or properties owned, operated, controlled, or administered by a community college district or by the state acting on behalf of a community college.
- 1.1.2 **Campus police officer** – A sworn peace officer employed by a campus police department, or by a local law enforcement agency, to provide public safety services on a community college campus.
- 1.1.3 **Campus security officer** – A person employed to provide security services as defined by Education Code section 72330.5, subdivision (c), on a community college campus.
- 1.1.4 **Campus police department** – A police department operated by a community college district pursuant to Education Code Section 72330.
- 1.1.5 **Campus Stakeholders** – Students, faculty, classified staff, and administrators, including public safety personnel.
- 1.1.6 **Commission** – The Peace Officer Standards and Training Commission.
- 1.1.7 **Community policing** – A philosophy that involves three principal elements:
 - 1.1.7.1 Collaborative partnerships between police and those they serve to develop solutions to problems and increase trust in police;
 - 1.1.7.2 Organizational transformation to align management, structure, personnel, and data systems to support partnerships and proactive problem solving; and
 - 1.1.7.3 Proactive engagement and systematic examination of problems to develop and evaluate effective responses.
- 1.1.8 **District Public Safety Advisory Committee (Advisory Committee)** – A committee formed by The Chancellor, or designee, with representatives from all constituent groups tasked with developing a Public Safety Compact and monitoring progress of community policing principles, among other charges.
- 1.1.9 **Equity** – The consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

- 1.1.10 Evidence-based policing – An approach to the development of effective policing practices that involves ongoing evaluation of police agencies, units, and officers to connect the best available research to the implementation of public safety guidelines and practices to improve outcomes and to allow public safety agencies to move beyond reactive, response-driven approaches.
- 1.1.11 Local law enforcement agency – The city or county law enforcement agency with operational responsibility for police services in the community in which a campus is located.
- 1.1.12 Public safety personnel – Campus police and security officers, and other first responders, including mental health and social services workers, crisis counselors, dispatchers, and others employed to provide related services on a community college district campus, including related support staff.
- 1.1.13 Public safety services – Law enforcement, security, emergency response, mental health, social services, crisis counseling, and other related services.
- 1.1.14 Sustained finding – A final determination by an investigative agency, commission, board, hearing officer, or arbitrator following an investigation and opportunity for an administrative appeal pursuant to Government Code Sections 3304 and 3304.5, or equivalent process, that the actions of a peace officer were found to violate law or department policy.
- 1.1.15 Underserved communities – Populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, educational, social, and civic life, such as Black, Latino, and indigenous and Native American persons, Asian Americans and Pacific Islanders, and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.

2.0 Campus Policing and Student Success

- 2.1 Los Rios Police Department (LRPD) will adhere to the community policing principles and evidence-based policing practices.
- 2.2 LRPD will have a “Public Safety Compact” developed with community college stakeholders, including LRPD sworn officers, that establishes the District’s requirements for the delivery of public-safety related services on campus, including the respective roles and responsibilities of administrators, faculty, campus police, mental health and social services workers, crisis counselors, community non-profits, and other related service providers in responding to the public safety needs of the campus. The compact will be posted or otherwise made available to the campus community.

- 2.3 The Chancellor, or designee, shall form a District Public Safety Advisory Committee (Advisory Committee). The Advisory Committee ~~can~~ may make recommendations to the Chancellor and Board related to District policies governing campus public safety services.
- 2.3.1 Advisory Committee recommendations may relate to the following subject matter areas: budgets and fund allocations, governance, and public safety policies and practices related to classroom response practices, complaints, investigations, crisis response, detention, discipline, firearms, handcuffing, promotion, recruitment and hiring, restorative justice programs, retention, training, uniforms and attire, use of force, welfare checks, and other related subjects deemed appropriate by the Board or the Advisory Committee.
- 2.3.2 District policies and regulations must ensure the disclosure of information and documents relevant to the development of recommendations by the District Advisory Committee. Advisory Committee recommendations shall be provided to The Chancellor, or designee, and be reported to the Board at regularly noticed meetings.
- 2.3.3 The Advisory Committee shall be composed of campus stakeholder representatives, and The Chancellor, or designee, shall engage in active efforts to recruit Advisory Committee members from historically underserved groups.
- 2.4 Public safety personnel shall offer contact information to individuals who are stopped or otherwise subject to a police officer-initiated interaction, in accordance with applicable laws, except where doing so would pose a safety risk;
- 2.5 To further the development of evidence-based practices, the Advisory Committee shall develop a process to encourage individuals who have interacted with campus public safety personnel to submit to the District a response related to the interaction. The process shall:
- 2.5.1 solicit responses regarding the individual's perception of the interaction and district's public safety practices;
- 2.5.2 provide to the Advisory Committee, an aggregated summary or otherwise anonymized version of the responses received;
- 2.5.3 allow for the anonymous submission of responses;
- 2.5.4 prohibit any retaliation against a responder, including a prohibition against the use of a response in any disciplinary proceeding against the responder; and
- 2.5.5 provide an accessible method for all individuals to provide responses.
- 2.6 The process described in section 2.5 above shall be separate from any disciplinary or personnel proceeding. Responses received and information gathered shall not be used in connection with any disciplinary proceeding against campus public safety personnel, including a peace officer disciplinary proceeding under Penal Code 832.5. Information, data, and records developed under this process shall not be maintained in any personnel file.

3.0 Campus Police, Community Policing, and Evidence-Based Practices

3.1 The LRPD and any local law enforcement agency that contracts with the District for public safety services, must participate in Commission programs. Campus police officers must be certified by the Commission.

3.2 To support the development of community policing practices, the District shall:

3.2.1 Require campus police and security officers to participate in regular training related to the conduct and methods of community policing, anti-bias, cultural responsibility, conflict avoidance, and de-escalation;

3.2.2 Provide campus police and security officers routine mental health services, and prompt referral to crisis counseling following any critical incident;

3.2.3 Require in the hiring, retention, and promotion of campus police and security officers a demonstrated commitment to policing with a “guardian” rather than a “warrior” mindset;

3.2.4 Prohibit the colleges or foundations from purchasing military equipment, unless authorized by the Board following standards required by law for the purchase of equipment for police agencies made with public funds; and

3.2.5 Require campus police and security officers to attend and participate in campus activities not involving a “police response” or other formal public safety-related activities, such as participating in student events when invited, in town halls, convocations, and other similar events where informal or social interactions with other campus stakeholders is possible.

3.3 To support the development of evidence-based practices, campus public safety services shall:

3.3.1 Record policing data metrics, including key performance indicators;

3.3.2 Track data related to traffic stops and other officer-initiated contacts, in accordance with applicable laws; and

3.3.3 Conduct stakeholder climate surveys focused on campus public safety services.

3.3.4 Be equipped with body cameras, which shall be recording throughout any policing response or interaction.

3.4 The Chancellor, or designee, shall:

3.4.1 Publish the scope of the data and metrics required by section 3.3 and the timing and manner of their reporting;

3.4.2 Share development in policing practices, including innovations in technology; and

3.4.3 Support the acquisition of equipment by the colleges to advance the purposes of this regulation.

4.0 Employment of Campus Public Safety Personnel

- 4.1 The employment of campus public safety personnel will be subject to the statewide equal employment opportunity and District employment regulations.
- 4.2 District recruiting materials must prominently indicate that applicants for a campus public safety personnel position will be required to demonstrate a commitment to diversity, equity, and inclusion principals. The evaluation of public safety personnel during their term of employment shall include consideration of the employee's commitment to these principles and to their contributions to student success.
- 4.3 Applicants who obtain a degree in modern policing from a California community college shall receive a hiring preference over other similarly qualified applicants for a position as a campus police officer.
- 4.4 Campus police and security officers shall receive community college-specific training as required by the law, and as made available by the Commission. The District shall make any campus climate and public safety trainings or materials developed by the California Community Colleges Chancellor's Office available to its public safety personnel.
- 4.5 The District shall not hire as a campus police officer an individual with any sustained finding related to moral turpitude, harassment, discrimination, retaliation, abuse of authority or power, excessive use of force, or other misconduct incompatible with the role of a campus police officer under the requirements of, and District policies and regulations. The District shall review records related to the current or prior employment of campus police and security officers to the full extent authorized by law.

LRCCD

Policy Adopted:
Policy Revised:
Policy Reviewed:
Adm. Regulation: