

Comprehensive Program Review Report



Program Review - Resolution and Advocacy Department

Program Summary

2023-2024

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What are the strengths of your area?: The District's Resolution and Advocacy Department (RAD Team) is a multidisciplinary team of appointed staff and faculty responsible for identifying, assessing, and responding to concerns and/or disruptive behaviors by students and non-students who struggle academically, emotionally, materially, or psychologically, or who present a risk to the health or safety of the college or its members.

It is the desired outcome to provide a safe and supportive physical and emotional environment for all members of the college community. To accomplish this, it is vital that the team identify, assess, and at times, intervene with individuals who are struggling and/or who demonstrate concerning or threatening behavior. To that end, RAD provides support and resources to community members who are concerned for another individual.

In meeting the ever growing, diverse and complex needs of our students and communities', RAD utilizes the professional guidance of the National Association for Behavioral Intervention and Threat Assessment (NABITA). NABITA provides the team education, development, and best practices through professionals who endeavor every day to make their environments safer through caring prevention and intervention. NABITA is an independent, not-for-profit corporation that has more than 4,900 active members from colleges, universities, schools, and organizations.

The RAD Team also uses the Maxient software system for incident reporting, case management, records-keeping, and data collection. Maxient currently has over 1,300 educational clients. COS began its relationship with Maxient in 2020.

In AY 2022-23, through the assistance of a part-time consultant, the RAD Team completed the following goals.

- Conducted Team training on the use of Maxient for case management and data management.
- Conducted regular Team training on best practices involving BIT cases using NABITA training materials.
- Created the formal Resolution and Advocacy Department (RAD) to replace the ad-hoc structure of the Behavioral Intervention Team.
- Began planning for a 2023 Fall semester marketing plan, to introduce RAD and increase the understanding of the program throughout the campus community.
- Trained Provosts and Academic Deans to begin to handle reports of Academic Dishonesty within their own divisions (with support from RAD)
- Certified one RAD Team member on the use of a NABITA violence assessment tool (SIVRA-35)
- Implemented the use of Maxient to manage Basic Needs cases reported to the Basic Support Services (1,407 cases in 2022-23)
- Uploaded four years of historical BIT data into Maxient, allowing for prior case history to automatically populate for case managers.
- Developed a new RAD Policy and Procedure Manual for 2023-24 with plans to update annually.
- Completed an on-line survey to collect user data from individuals who submitted incident reports in AY 2022-23.
- Integrated the new ASB photo software system to upload student photos to Maxient (daily). Photos now auto-populate into new Maxient cases.
- Prepared and issued the RAD Annual Report for 2022-23.

Assessment Data:

The BIT Team has seen significant growth in the number of referrals that are made through the incident reports located on cos.edu and MyGiant. During 2020-21, COVID moved all classes to on-line courses, which significantly reduced on-campus issues. As the District began to reopen to on-campus classes, the number of referrals increased 215% in 2021-22 and 314% in 2022-23. The majority of cases are discussed and reviewed on a weekly basis with a focus on evaluating risk assessment and identifying appropriate interventions. The attached Annual Report (2022-23) provides specific information on cases referred, in summary, the Team handled 295 Individual Cases, which included:

- 101 Student of Concern Cases / 65 Academic Integrity Cases / 76 Student Conduct Cases / 53 Student Complaints.

While each of the District campuses and on-line courses have seen an increase in reported cases, the Visalia campus saw the most significant increase from 2020 to 2023 with 194 reported cases. Cases reported for on-line courses are mostly related to Academic Integrity issues.

The District has an annual student count that exceeds 16,000 each year. Seventy-six student conduct cases for 2022-23 revealed a .00475 report rate. African American students were referred 9 times (12% of cases), however, one student received 4 separate referrals over the semester. At 12%, the number is significantly higher than the 2.0% overall African American population for the District.

Of the 76 Student Conduct referrals to the BIT, 34 were found "Responsible" for the conduct and received progressive discipline (46%). While the student population for 2022-23 exceeded 16,000, there were only 65 Academic Integrity cases filed with BIT (.004). The 65 cases received were filed by 23 different faculty members.

Mental Health and suicidal ideation concerns are a significant part of the Student of Concern reports received by the BIT (43%). These types of cases typically are assigned higher risk levels on the initial screening resulting in accelerated referrals to resources.

What improvements are needed?: Due to the nature of this dynamic work, continued training of all RAD Team members is vital to the successful outcomes of the students, personnel and community members that engage with this system of care. The team will need to continue to maintain membership with the leading national group in this area, NABITA. With this, the team will have access to many resources that will allow for both monthly training and regular evaluations/analysis. Additionally, working with a training schedule, on demand resources are also available for unique circumstances. Targeting training for assessment tools, member/team specific workshops and conferences are a necessary to maintain certification, specialized skills and compliance. For 2023-24, the following areas of improvement will be pursued:

- Increase the number of scheduled educational presentations in 2023-24 from three offerings to at least six offerings (District-wide)
- Reduce average days to close cases (case opening to case closure) from current level of 16.68 days per case
- Train second team member on the NABITA violence assessment tool (SIVRA-35)
- Develop interventions to reduce the number of African American students referred for student conduct violations (as compared to overall campus population)
- Develop and implement additional resources / interventions for students who are referred for Academic Dishonesty violations

In addition, through a Spring 2023 survey conducted by the COS Research & Planning Department, it was found that a significant number of users were not aware of the BIT Program (28%), were not easily able to find reporting forms (28%), did not feel their report was taken seriously (28%), and 38% felt there was not adequate follow-up on their cases (refer attached survey). As a result, the RAD Team is focusing on improving these results in 2023-24 through:

- Continued marketing of the change to RAD from BIT – increase campus awareness of the program and how to file a referral report
- Explore potential options to employ dedicated case-manager(s) to handle cases (interns, part-time employees, etc.).

Describe any external opportunities or challenges.: Currently, the RAD team is meeting the basic level of needs. In order to continue to match the rapidly increasing growth and the complexity of the high level of trauma and environmental stressors, the services and supports for such demand the need to be enveloped by a comprehensive department with highly skilled individuals to begin to take on the next level of responsibility and resources. This work began with the opening of the Resolution and Advocacy Department. However, this currently is in name only. The heart of the work and management is currently within the RAD team, with the direct leadership and oversight from the Chair. In order to contend with the increasing volume and

complexity of cases, as well as the intricacies of due process and regulation compliance, the next step needed is to develop a team of support beyond the RAD team itself. This team will provide the necessary comprehensive, intrusive and wrap-around case management that is vital to the outcome of success in its various applications to the people who are in need of support.

Overall SAO Achievement: First year, no priors SAO to evaluate at this time

Changes Based on SAO Achievement: First year, no priors SAO to evaluate at this time

Outcome cycle evaluation: A three year outcomes cycle has not been established as this is the first year of the department.

Related Documents:

[RAD Manual 2023-24.pdf](#)

[BIT Annual Report 2022-2023.pdf](#)

[COS BIT Evaluation Results.pdf](#)

Action: Increase the offerings of best practice/ research-based restorative interventions options to improve student success

Identify Ten (10) exemplary intervention practices that are well-researched offering targeted interventions for five areas of regular student interactions: (plagiarism, student conduct, conflict-resolution, mental health concerns, and academic stress).

Leave Blank:

Implementation Timeline: 2023 - 2024

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Identify related course/program outcomes: Increase student capacity to persist and complete their academic goals.

Person(s) Responsible (Name and Position): RAD Chair, Dean Student Services, VPSS

Rationale (With supporting data): As our overall cases have increased from 94 in 20-21 to 295 in 22-23, there is a clear need to have access to proven strategies and systems of care/intervention that can be implemented and monitored with little output from the case manager(s) and result in a high completion and success rate from the student(s).

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: Students who resolve their challenges with ineffective skills will be less likely to have the capacity to complete courses and reach their goals. Such students often solve problems with maladaptive behavior patterns which not only negatively impact this student directly, but also, can create an environment that is not conducive to learn (impacting student populations).

Link Actions to District Objectives

District Objectives: 2021-2025

District Objective 2.1 - Increase the number of students who earn an associate degree or certificate (CTE and non-CTE) by 5% from 2021-2025.

District Objective 2.2 - Increase the number of students who are transfer-ready by 15% and students who transfer to four-year institutions by 10% from 2021-2025.

District Objective 3.1 - Reduce equity gaps in course success rates across all departments by 40% from 2021-2025.

District Objective 3.2 - Increase the course success rate by 10% for each disproportionately impacted student group in their transfer level Quantitative Reasoning and English courses by the end of their first year from 2021-2025.

District Objective 4.1 - Increase the effective use of data and transparency in decision making at all institutional levels from 2021-2025.

District Objective 4.2 - Improve communication practices needed to support organizational effectiveness and continuous improvement across all District units and constituents from 2021-2025.

District Objective 4.3 - Improve professional development practices District-wide for all District employees to support equity and operational effectiveness from 2021-2025.

Action: Staffing Department with Case Manager(s)

Program Review - Resolution and Advocacy Department

Hiring one (1) FT Case Manager

Leave Blank:

Implementation Timeline: 2023 - 2024

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Identify related course/program outcomes: Increase student persistence, completion, and student and campus safety.

Person(s) Responsible (Name and Position): Dean, Student Services, RAD Chair, VPSS

Rationale (With supporting data): Student of Concern and Student Conduct cases require a tremendous amount of time and resources to support the very neediest of students. Currently, cases are assigned to Team members who have full-time obligations in other areas, and with the significant increase of cases received, it is increasingly difficult to manage cases in a timely manner. Having dedicated qualified staff to properly assess each case and engage with students individually, as well as providing direct linkage to in-house services and making referrals to community agencies is paramount to expanding efforts to meet the increasing number of RAD cases.

Priority: High

Safety Issue: Yes

External Mandate: No

Safety/Mandate Explanation: One of the critical factors is the assessment of the level of risk presented in each case - risk to the individual and to the campus. It is critical that cases are reviewed quickly by trained staff, leading to immediate actions taken for such cases.

Resources Description

Personnel - Classified/Confidential - One (1) full-time case manager assigned to the Resolution and Advocacy Department (Active)

Why is this resource required for this action?: Currently, RAD cases are assigned to RAD Team members (Deans, Directors, and Staff), who have many other responsibilities. It is anticipated that the significant increase in reporting that we have seen over the past two years (300%+) will continue as the RAD Program is marketed throughout the District. The Team members are already feeling the impact of increased cases and timely responses.

Notes (optional): Payroll estimate of case manager position - starting salary - \$68,806 + 44,819 benefits - \$113,625

Cost of Request (Nothing will be funded over the amount listed.): 114000

Related Documents:

[COS BIT Evaluation Results.pdf](#)

[BIT Annual Report 2022-2023.pdf](#)

Link Actions to District Objectives

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Program Review - Resolution and Advocacy Department

Action: Assigned Office Space for Resolution and Advocacy Department

Identified location for housing the Resolution and Advocacy Department

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Implementation Timeline: 2023 - 2024

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Identify related course/program outcomes: As full-time or part-time staff is hired to manage RAD cases, space will be needed for office space, student interviews, and waiting space. Most RAD cases require in-person, confidential meetings with students and other involved persons.

Person(s) Responsible (Name and Position): Dean, Student Services, RAD Chair, VPSS

Rationale (With supporting data): Currently, the RAD is run out of the Dean of Student Services Office in Sequoia South. There is no dedicated office space for additional staff.

Priority: High

Safety Issue: No

External Mandate: No

Safety/Mandate Explanation:

Resources Description

Facilities - Dedicated office space for RAD staff to include 1-2 offices, waiting area, and meeting room for RAD Team to conduct weekly meetings (Active)

Why is this resource required for this action?: Needed space for the RAD Program to expand operations

Notes (optional): Dollar amount includes furniture, technology, and supplies

Cost of Request (Nothing will be funded over the amount listed.): 50000

Link Actions to District Objectives

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