

Eastern Sierra College Center Department

ASP for Academic Year 2022-2023

November 2021

Description Of Section

Connection to College Mission

ESCC's mission is to improve the life of every student it serves. Through traditional and distance delivery (interactive television (ITV)), ESCC brings transfer preparation, workforce education, and associate degree learning opportunities that develop ethical and effective citizenry to the rural communities and unincorporated areas of Inyo and Mono counties. In doing so, ESCC promises clarity of educational pathways, comprehensive and equitable support services, and a commitment to equity. ESCC's mission mirrors the College's mission as it relates specifically to students and community members in Inyo and Mono counties. ESCC primarily offers the Cerro Coso General Education, IGETC, and CSU General Education patterns on ground. In addition to these general education patterns, ESCC offers certificate and degree programs. ESCC also offers community and contract education courses available to the public. ESCC hosts and co-sponsors events, programs, and courses, and rents out our facilities to support community events and programs. ESCC also offers the following student services on ground: Access Programs, Admissions & Records, Comprehensive Learning Support Services, and Counseling. All other student services are provided online or via the IWV campus services.

Review And Planning

Performance and Equity Gaps Still to be Addressed

ESCC Performance Gaps

1. Campus Coverage

ESCC has a staff campus coverage gap and is not able to consistently cover campus open hours and meet outreach needs.

ESCC currently has one Department Assistant III at the Mammoth Campus and one Department Assistant II at the Bishop campus scheduled daily (Mondays - Thursdays) from 8AM to 6:30PM. When a DA is out (vacation, sick, etc.), either the one M&O or one IT staff member, whoever is scheduled to be on the same campus that day is the only staff member on campus. However, due to the nature of M&O and IT work, it is often necessary for the M&O or IT staff to address issues at one or both campuses during the day, and they are often working in areas of the campus that are not visible or accessible to students or the public (server room, attic, etc.). As ESCC resumes in-person, off-campus outreach events for admissions and registration, the gap in campus coverage will be exacerbated - the current DAs will need to be off campus during their shift or use comp time to accommodate outreach events in the evenings and on the weekends.

2. Headcount

ESCC headcount, which gradually declined from 381 in Fall 2016 to 360 in Fall 2019, dropped dramatically since the start of COVID, declining 57% from Fall 2019 (360) to Fall 2021 (155). In calculating the percentage decline, Fall 2020 was not included as only EMT, LVN, and CNA courses were offered on campus; all other courses and services were online.

Headcount, Fall	2016	2017	2018	2019	2020	2021
Bishop	185	191	184	171	37	80
Mammoth	196	184	190	189	14	75
ESCC Total (%) Change)	381	375 (-1.57)	374(-0.27)	360(-3.74)	51	155(-56.94)

3. On-campus Course Options

ESCC has a gap in offering a fully on-campus program. Historically, approximately 1/2 to 2/3s of ESCC's on-campus course offerings (excluding CTE certificate programs such as EMT, CMA, CNA, LVN, POST, etc.) have been offered via interactive television (iTV). In addition, nearly all ESCC students must enroll in at least one online course to complete their educational goals. Offering all courses needed for a certificate or degree on campus is not feasible. However, eliminating iTV delivery in favor of fully on-campus delivery (at each Bishop and Mammoth) would provide ESCC students access to core general education and transfer requirements fully on-campus.

Equity Gaps

1. Access for 25 - 39 Year-old Students

At ESCC, 25 to 39 year-old students are underrepresented, accounting for 21.9% of headcount in Fall 2021 compared to 52.9% for 18-24 year-old students. Comparatively, approximately 35% of Bishop and Mammoth Lakes combined population is 25-39 years old, and approximately 12% of the combined population is 18-24 years old (US Census, 2020). In addition, Inyo and Mono counties have lower than state-wide averages of adults 25 years old and older with a bachelor's degree or higher. Note that in Fall 2020 only EMT, CNA, CMA, and LVN courses were offered on-campus due to COVID-related closures. The higher percentage of 25-39 year-old students in Fall 2020 reflect the higher percentage of older students enrolled in CTE certificate programs.

% of Headcount	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
Age 18-24	61.33	54.04	54.22	53.98	32.66	52.90
Age 25-39	18.93	23.11	21.52	17.61	44.89	21.90

% Population with Bachelor's Degree or Higher (US Census, 2019)	California	Mono County	Inyo County
Adults 25 years old and older	33.9	28.8	27.2

2. Success of Latinx Students

At ESCC, success rates of Latinx students are and have been below success rates for White students. Note that for 2020-21 only EMT, CNA, CMA, and LVN courses were offered on campus at ESCC; thus, the numbers are too small to report out. Since 2015, Latinx students have comprised 37-41% of ESCC student body; White students have comprised 44-47% of ESCC student body. Native American students comprise about 7-8%, and two or more races comprise about 4-5%, of the student body.

Success, %	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Latinx	75.5	74.2	77.5	73.8	69.0	n/d
White	80.0	78.3	83.2	83.4	84.1	n/d

3. Success of Economically Disadvantaged Students

At ESCC, the success rates of economically disadvantaged students are and have been below success rates for non-economically disadvantaged students. Note that for 2020-21 only EMT, CNA, CMA, and LVN courses were offered on campus at ESCC. The numbers are too small to report out.

Success, %	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Econ Disadvantaged	70.8	67.2	74.6	73.3	66.5	n/d
Non Econ Disadvantaged	79.5	83.4	84.4	81.5	80.1	n/d

4. Access for Male Students

At ESCC, male students are underrepresented comprising 38% of the student body in Fall 2021. Note that for 2020-21 only EMT, CNA, CMA, and LVN courses were offered on campus at ESCC. The decline in percentage of male students in Fall 2020 reflects the large gender gap in health careers certificate programs.

Headcount, % Male	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
	32.80	34.60	37.81	37.64	12.24	38.00

Last Year's Initiatives

Initiative #1: Increase Outreach to 25-39 Year-Old Students to Increase FTEs at ESCC (See Equity Gaps)

Due to COVID-19 shutdowns, ESCC has halted all in-person outreach for the 2020-2021 academic year. As of Fall 2021, in-person outreach has not yet resumed. ESCC has been sending postcards to all mailing addresses in Bishop and Mammoth Lakes each semester.

Initiative #2: Increase Learning Support at ESCC to Increase Completion and Close Achievement Gaps

ESCC LAC hours were increased from 26 hours to 39 hours for 2020-2021. However, all ESCC LAC hours were online because ESCC campuses were closed in 2020-2021. As of Fall 2021, ESCC campuses are open and LAC hours are back on campus. LAC hours have remained at 39 hours because enrollments on campus are low.

Initiative #3: Support Retention, Success, and Completion for Latino Students at ESCC

ESCC developed and started to implement high school to college transition workshops in English and Spanish for Latinx students and parent college workshop series for Latinx parents. ESCC has created the initial steps to develop a mentoring program but has not yet implemented it. Support for Latinx student through ESF and MLF has increased - both scholarships meet one-on-one with all students, including Latinx students, and require attendance at monthly workshops on topics such as student success in college, time and stress management, mental health, UC TAP/TAG, financial management, and resume writing.

Initiative #4: Expand CTE Programs at ESCC

ESCC offered the first three modules of the Security Guard Certificate in Bishop Fall 2021. The drug and alcohol counseling program is not yet ready to be offered. POST academy is being planned for ESCC within the next two years. ESCC is working with Mammoth High School and Mono County Office of Education to offer welding courses at Mammoth High School within the next year to 18 months. A wildland fire certificate is in the approval process and is expected to be offered in Mammoth and at the Owen Valley Conservation Camp within the next year to 18 months.

Initiatives for Next Academic Year

Initiative #1: Develop and implement programming for, and increase outreach to, 25-39 Year-Old and Male Students to increase FTEs at ESCC (See Equity Gaps)

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

Progress in 2020-21 and Fall 2021 has been limited due to COVID-19 closures. This initiative is extended for another year. Outreach to employers and organizations has been initiated, but has not been as extensive as planned due to in-person recruiting events being cancelled, and many employers operating with limited staffing and hours. The steps to be taken in 2022-23 are to develop plans to establish partnerships with some of these employers and organizations to recruit students and develop career pathways. ESCC has just a few on-ground CTE certificate programs: clinical medical assisting, emergency medical technician, vocational nursing, and security guard card. In order to attract older students in the 25-39 year old range and male students, other CTE certificate programs are being developed and are planned to be offered on-ground at ESCC such as POST, drug and alcohol counseling, entrepreneurship, and wildfire.

Early Observational Data, or "Lead" Measure(s):

1. Partnerships with additional organizations in Mammoth and Bishop have been established by December 2022.
2. An action plan for outreach to 25-39 year-old and male students has been developed with each additional partner by December 2022.
3. The action plan has been implemented by June 2023.
4. Work with CTE faculty and CTE dean to offer additional on-ground CTE certificate programs (such as POST, drug and alcohol counseling, entrepreneurship, and wildfire) at ESCC, including Inyo/Mono high schools, Owens Valley Conservation Camp, Owens Valley Career Development Center, and/or Bishop Job Spot by Spring 2024.

Does the department request help developing these instruments?

No

Institutional Performance Data, or "Lag" Measure(s):

1. The percentage of 25-39 year-old students and male students attending ESCC has increased from Fall 2021 to Fall 2023.
2. The number of 25-39 year-old students and male students attending ESCC has increased from Fall 2021 to Fall 2023.

Person Responsible:

Site Director, ESCC

Unit gap or institutional goals addressed:

It addresses a gap in student equity

Initiative #2: Increase Success Rates and Narrow Equity Gaps for Latinx and Economically Disadvantaged Students (See Equity Gaps)

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

1. Develop and implement high school to college transition workshops in English and Spanish for Latino students.
2. Develop college-high school student and parent mentoring program for Latino students.
3. Develop and implement a parent college workshop series for Latino parents.
4. Enhance support for Latino students through ESF and MLF scholarship programs.

COVID-19 has continued to delay implementation of these programs due to inability to meet in person and in groups; high school partners have been overwhelmed with managing COVID-related class quarantines and testing and have not been able to fully participate in these action steps.

Early Observational Data, or "Lead" Measure(s):

1. Transition workshop has been developed by December 2022.
2. Mentoring program has been developed by December 2022.
3. Parent college workshop series has been developed by December 2022.

4. Recommendations for enhanced scholarship support have been developed by December 2022.

Does the department request help developing these instruments?

No

Institutional Performance Data, or "Lag" Measure(s):

1. Latino student success has increased from Fall 2021 to Fall 2023.
2. Success rates for economically disadvantaged students has increased from Fall 2021 to Fall 2023.

Person Responsible:

Site Director, ESCC

Unit gap or institutional goals addressed:

It addresses a gap in student equity

Initiative #3: Increase ESCC Enrollments (See Performance Gaps)

Is this part of a multiyear initiative?

Yes

Specific Action Steps to be Taken:

1. Convert iTV courses to fully on-campus courses for general education and transfer courses.
2. Increase dual enrollment courses offered at Inyo and Mono high schools.
3. Increase courses offered at Owens Valley Conservation Camp
4. Increase postcard mailings from select mail routes in Bishop and Mammoth to all Inyo and Mono county addresses.
5. Provide off-campus admissions and registration outreach workshops.

Early Observational Data, or "Lead" Measure(s):

1. iTV courses have been converted to fully on-campus courses for all general education and transfer courses.
2. Number of dual enrollment courses in Inyo and Mono counties has increased.
3. Number of courses offered at OVCC has increased.
4. Postcard mailings have increased.
5. Off-campus admissions and registration outreach workshops are being offered.

Does the department request help developing these instruments?

No

Institutional Performance Data, or "Lag" Measure(s):

1. ESCC headcount and enrollments have increased from Fall 2020 to Fall 2023.

Person Responsible:

Site Director, ESCC

Unit gap or institutional goals addressed:

Other. Explain below

Addresses an ESCC performance gap.

Resource Needs

Facilities

All ESCC facilities requests are included in the Facilities/M&O Unit Plan.

Information Technology

All ESCC information technology requests are included in the Information Technology Unit Plan.

Marketing

Postcard Mailings - \$16,000. ESCC requests \$4,000 per site, per semester for saturation mailing in Inyo and Mono counties. Currently postcards only go out to certain mail routes in Bishop and Mammoth. We would like to increase the mailings to all postal addresses in Inyo and Mono counties over the next few years to increase enrollments on campus, particularly to reach the 25-39 year old population.

Radio & Print Media. ESCC requests the same amount of funding from 2021-22 for the 2022-23 academic year to cover radio and print advertising each semester.

Professional Development

Professional Development - \$1500. ESCC requests \$1,500 for one to two staff/administrators to attend a conference focusing on supporting Latinx student enrollment, retention, success, and completion.

Other Needs

N/A

Staffing Requests Not Already Listed In Unit Plans

1000 Category - Certificated Positions

ESCC supports faculty requests as submitted by other departments in their AUP.

Location:

Justification:

2000 Category - Classified Staff

Department Assistant II

Location:

ESCC Mammoth Lakes

Salary Grade:

35.0

Number of Months:

11

Number of Hours per Week:

40

Salary Amount:

\$31,174.55/year (Step 1)

Justification:

1. Explain why the work of this position cannot be assigned to current staff.

ESCC currently does not have full staff coverage on the Mammoth Campus. Off-campus outreach is limited because limited staffing is prioritized on-campus. See Performance Gap #1 (copied below).

ESCC has a staff campus coverage gap and is not able to consistently cover campus open hours and meet increasing outreach needs.

ESCC currently has one Department Assistant III at the Mammoth Campus and one Department Assistant II at the Bishop campus scheduled daily (Mondays - Thursdays) from 8AM to 6:30PM. When a DA is out (vacation, sick, etc.), either the one M&O or one IT staff member, whoever is scheduled to be on the same campus that day is the one staff member on campus. However, due to the nature of M&O and IT work, it is often necessary for the M&O or IT staff to address issues at one or both campuses during the day, and they are often working in areas of the campus that are not visible or accessible to students or the public (server room, attic, etc.). As ESCC increases in-person, off-campus outreach events for admissions and registration, the gap in campus coverage will be exacerbated - the current DAs will need to be off campus during their shift or use comp time to accommodate outreach events in the evenings and on the weekends.

2. Describe the impact on the college if the position is not filled.

ESCC will continue to have a coverage gap at Mammoth when the DAIII is out of the office due to sick or vacation days. ESCC will not be able to engage in off-campus outreach activities such as admissions and registration at high schools, and at community events. This will negatively impact enrollment at ESCC.

3. Is a temporary employee currently performing the work of this position? (Y/N)

No.

4. How is the work assigned to this position presently accomplished?

Off-campus outreach is not being accomplished. When the DAIII is out sick or on vacation. There is no one on the Mammoth campus to answer questions, direct members of the public, receive deliveries, and so forth. Phone are forwarded to the Bishop DAII.

Department Assistant III

Location:

ESCC Bishop

Salary Grade:

38.0

Number of Months:

11

Number of Hours per Week:

40

Salary Amount:

\$36,153.04/year (Step 1)

Justification:

1. Explain why the work of this position cannot be assigned to current staff.

ESCC currently does not have full staff coverage on the Bishop Campus. Off-campus outreach is limited because limited staffing is prioritized on-campus. See Performance Gap #1 (copied below).

ESCC has a staff campus coverage gap and is not able to consistently cover campus open hours and meet increasing outreach needs.

ESCC currently has one Department Assistant III at the Mammoth Campus and one Department Assistant II at the Bishop campus scheduled daily (Mondays - Thursdays) from 8AM to 6:30PM. When a DA is out (vacation, sick, etc.), either the one M&O or one IT staff member, whoever is scheduled to be on the same campus that day is the one staff member on campus. However, due to the nature of M&O and IT work, it is often necessary for the M&O or IT staff to address issues at one or both campuses during the day, and they are often working in areas of the campus that are not visible or accessible to students or the public (server room, attic, etc.). As ESCC increases in-person, off-campus outreach events for admissions and registration, the gap in campus coverage will be exacerbated - the current DAs will need to be off campus during their shift or use comp time to accommodate outreach events in the evenings and on the weekends.

2. Describe the impact on the college if the position is not filled.

ESCC will continue to have a coverage gap at Bishop when the DAII is out of the office due to sick or vacation days. ESCC will not be able to engage in off-campus outreach activities such as admissions and registration at high schools, Owens Valley Conservation Camp, Owens Valley Career Development Center, the Bishop Job Spot, and at community events. This will negatively impact enrollment at ESCC.

3. Is a temporary employee currently performing the work of this position? (Y/N)

No.

4. How is the work assigned to this position presently accomplished?

Off-campus outreach is not being accomplished. When the DAII is out sick or on vacation. There is no one on the Bishop campus to answer questions, direct members of the public, receive deliveries, and so forth. Phone are forwarded to the Mammoth DAIII.