



American River College formed an implementation team at the beginning of 2020 to guide development of HomeBase pathway communities. In March, Los Rios facilities were closed and ARC transitioned to remote operations due to the COVID-19 pandemic. The team recommended placing physical HomeBases temporarily on hold so that focused attention could be given to the creation of a virtual HomeBase presence. This document describes the proposed virtual rollout which is expected to align closely with the following HomeBase goals and purpose.

HOMEBASE GOALS

At the heart of American River College are relationships. HomeBase creates the space to develop and strengthen these relationships within our campus community. By design, these pathway communities are intended to actualize ARC's commitment to equity and social justice through equity-minded education. While each HomeBase is expected to have a unique personality tailored to its area(s) of interest, the common goals embraced by all HomeBase personnel are:

- **engage and connect students** to people, programs, services, and resources that enable pathway completion
- **foster relationships and a sense of community** to ensure that all students equitably persist, learn, and succeed; in particular, marginalized and underserved students
- **facilitate and encourage each student's progress** along recognizable pathways through and beyond ARC

The three goals above are adapted from ARC's Strategic Goal 1 (Students First) and Strategic Goal 2 (Clear and Effective Paths). Additionally, the goals align to Guided Pathways Pillar 3 (Stay on the Path) and Pillar 4 (Ensure Learning).

PURPOSE/STUDENT OUTCOMES

Achievement of the above stated goals is intended to directly benefit students. As a result of the Pathway Communities program (and localized HomeBases), students will:

- Better understand how to successfully complete their chosen pathway as well as how it integrates with life and career goals
- Build a sense of community with other students who have similar pathway interests
- Create connections and regularly interact with instructors, counselors, staff, and peer mentors who have a depth of knowledge related to the pathway
- Feel comfortable and empowered to seek assistance as an expected part of college life
- Regularly receive encouragement to progress along the pathway to achieve personal goals
- Obtain individualized support from employees with whom the student has connection and who have been trained to provide student-centric, equity-minded services
- Recognize a designated HomeBase as a primary support resource for continuing students in overcoming barriers to pathway completion



PHASED APPROACH

As of April 2020, there were many unknowns regarding budget constraints, timeline for campus reopening, and student enrollment for the fall semester. Considering these factors, the following phased approach was developed:

Summer 2020: Pre-launch HomeBase (HB) activities including preparation and training

Fall 2020: Virtual HB only – limited services and support involving counselors, staff, and peer mentor(s)

Spring 2021: Virtual HB only – increased services, support, and workshops with involvement of instructional faculty

Fall 2021: Physical and virtual HB – operating at full scale in ideal conditions

BASELINE VIRTUAL SERVICES IN 2020-21

Convenient Access to Information

- Opportunities for quick questions, assistance with forms, and information
- Canvas site with links or information on:
 - default program maps and other pathway-specific materials
 - career and transfer resources
 - ARC and community support resources (e.g., food; child care; housing)
 - upcoming opportunities (e.g., internships)
 - key resources translated into multiple languages and/or translation support
 - contact information for HomeBase personnel, the call center, and Canvas support
 - self-service appointment scheduling
 - virtual library of pathway-relevant materials or links
 - getting started guides to Zoom, Starfish, and other technologies used in the virtual HomeBase

Convenient Access to Services

- Individual academic, personal, and career counseling (virtual)
- Educational planning (virtual)
- Individual or group sessions for provision of routine academic information (virtual)
- Enhanced referrals to centralized services, programs, affinity groups, food pantries, etc.
- Canvas and academic support (e.g., study groups; speech practice)
- Referrals or direct access to existing tutoring offerings (e.g., LRC or STEM Center tutors)

Pathway-Specific Programming and Connection

- Specialized support and counseling that is tailored to the major
- Interaction with peer mentors
- Opportunity to build relationships with employees who are connected to the pathway
- Well-coordinated pathway communications via social media (platforms TBD) and Starfish
- Virtual information sessions on various topics (Fall 2020)
- Major exploration guidance (beginning Spring 2021 with instructional faculty guides)
- Thematically designed workshops and pathway-relevant events (beginning in Spring 2021)
- Virtual space where students can connect and build relationships









This list is not intended to limit services offered in the 2021-22 academic year or in the future physical HomeBases.

THE VIRTUAL DESIGN FOR FALL 2020

There will be six HomeBases that are built around the following components:

- **HomeBase Self-Service Center** - *Canvas sites with curated resources; open 24-7; access to pathway maps and other tools; ability to make counseling appointments; transfer and career info; pre-recorded videos; etc.*
- **Social media presence** - *primary communication method; similar to successful models used by Achieve and DBC*
- **Zoom chatroom** - *open during scheduled hours daily for drop-in quick questions, drop-in group counseling, activities, events, and information sessions on particular topics relevant to the area of interest*
- **Virtual individual counseling sessions** - *Zoom, phone, or other method*
- **Email and phone support/coaching** – *handled by SPA, other support staff, or peer mentor during business hours*
- **Call center outreach and referrals** – *advertised as a resource within the self-service center; makes outgoing calls to students using scripts (e.g., reminders and check ins); markets and refers students to the correct HomeBase*
- **Starfish success network and reminders**

There would also be a shared HomeBase website presence (one page on the ARC site) that acts as a portal to the Canvas sites, contact information, and social media. The intent of having six HomeBases (rather than eight) is to provide a smooth transition to the future physical locations in 2021-22. Each HomeBase will have clear branding that will be consistent across the virtual and future physical presence.

#	HomeBase Brand	Area(s) of Interest	Programs Served
HB1	TBD	Arts 	Art; Art New Media; Digital Music; Fashion; Hospitality Management; Interior Design; Music; Theater Arts; Theater Arts: Film
HB2	TBD	Business 	Accounting; Business; Business Technology; Economics; Management; Marketing; Real Estate; Technical Communications
HB3	TBD	Health, Human Services & Well Being 	Dance; Gerontology; Human Lactation; Human Services; Kinesiology and Athletics; Nursing and Allied Health; Nutrition; Paramedic & EMT; Recreation; Respiratory Care
		Public Service 	Administration of Justice; Fire Technology; Funeral Service Education; Healthcare Interpreting; Homeland Security; Legal Studies; Public Safety; Speech-Language Pathology
HB4	TBD	Language & Communication 	ASL-English Interpreter; Deaf Culture & ASL; English; English as a Second Language; Foreign Language; Journalism; Speech
		People, Culture, & Society 	Anthropology; Art History; Early Childhood Education; Education/Teaching; History; Humanities; International Studies; Philosophy; Political Science; Psychology; Social Justice Studies; Social Science; Sociology
HB5	TBD	Manufacturing, Construction, & Transportation 	Apprenticeship; Automotive Collision Technology; Automotive Technology; Design & Engineering Tech; Diesel/Clean Diesel/Tech; Electronics Technology; Energy; Horticulture; Welding
HB6	STEM Center HomeBase	STEM 	Astronomy; Biology; Biotechnology; Chemistry; Computer Information Science; Engineering; General Science; Geographic Information Systems; Geography; Geology; Mathematics; Natural Resources; Physics



HOURS OF OPERATION

For the 2020-2021 academic year, the six virtual HomeBases will tentatively operate the following hours:

Monday-Thursday 8:00am-7:00pm
 Friday 8:00am-5:00pm*

**Friday afternoon from 3:00-5:00pm or alternate time slots may be reserved by the individual HomeBases for meetings, trainings, and collaboration. Times should be thoughtfully selected based on expected student traffic to avoid impacting service levels. All HomeBase personnel may be also asked to hold a particular time slot for HomeBase program meetings. HomeBase hours of operation may vary during breaks and summer session.*

STAFFING LEVELS FOR FALL 2020

Each of the six HomeBases has the following personnel:

- 1 SPA success coach (1.0 FTE) scheduled to work M-Th, 10:00am -7:00PM and F, 8:00am-5:00pm.
- 1 or more assigned or “backup” staff available to cover early morning hours and the SPA’s lunch/breaks
- 2 or more peer mentors available for a combined total of 20 hours per week (4 hours of coverage per day)
- Multiple counselors who specialize in the area of interest and are assigned for all or part of their load
- Instructional faculty liaisons to be added in Spring 2021

EXAMPLE WEEKLY SCHEDULE

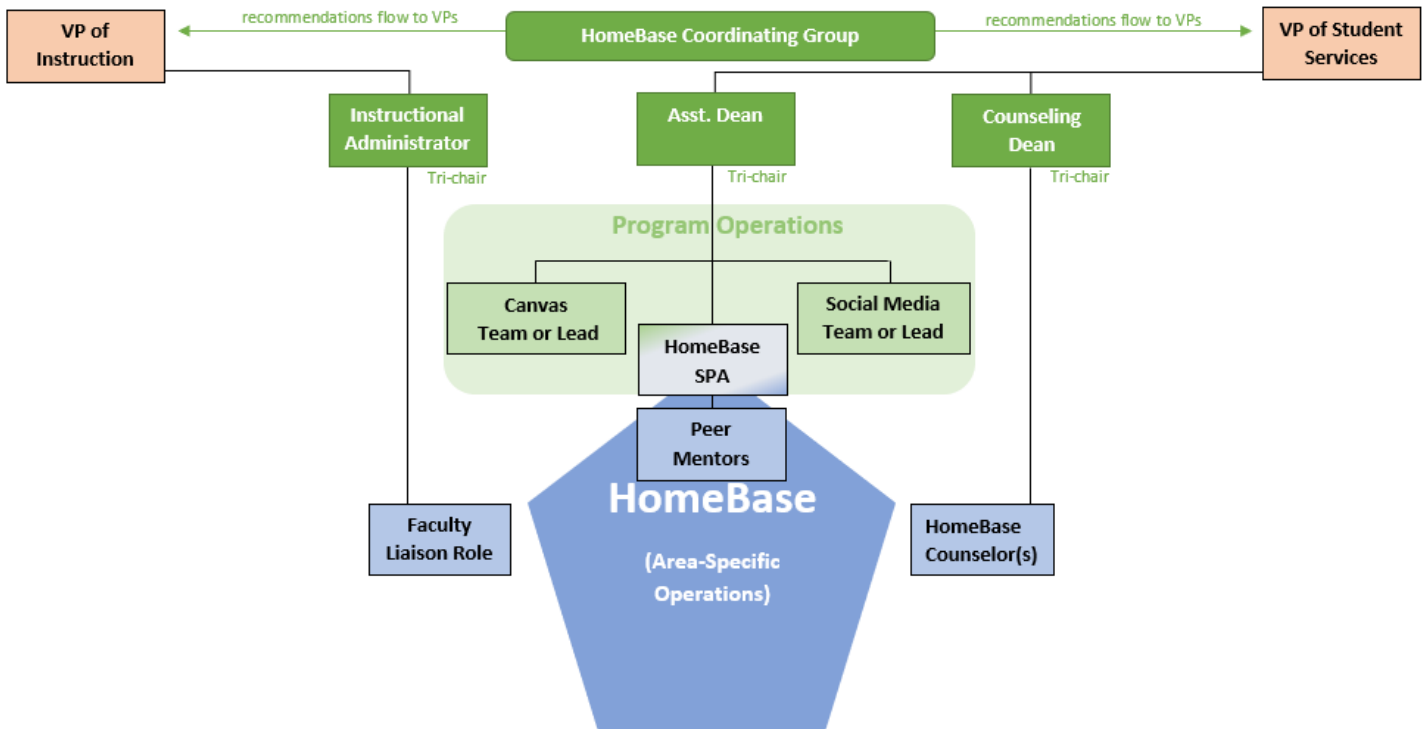
Below is an example of how a HomeBase might schedule their week to distribute workload between employees, provide opportunities for day/evening students, and also allow enough time between Zoom sessions to respond to emails/calls, host one-to-one sessions, encourage students, update social media, etc.

	Monday	Tuesday	Wednesday	Thursday	Friday
Business Hours	8:00am-7:00pm	8:00am-7:00pm	8:00am-7:00pm	8:00am-7:00pm	8:00am-3:00pm
8:00-9:00					
9:00-10:00					
10:00-11:00	Counselor-led group chat/Q&A (Zoom)	Counselor-led group chat/Q&A (Zoom)	Peer-led study group		Information session (varies)
11:00-Noon				SPA-led group chat/Q&A (Zoom)	
Noon-1:00	Peer-to-peer group chat (Zoom)	Peer-to-peer group chat (Zoom)	Peer-to-peer group chat (Zoom)	Peer-to-peer group chat (Zoom)	
1:00-2:00					
2:00-3:00			Counselor-led group chat/Q&A (Zoom)	Counselor-led group chat/Q&A (Zoom)	Peer-led study group
3:00-4:00	SPA-led group chat/Q&A (Zoom)	SPA-led group chat/Q&A (Zoom)	Information session (varies)	Peer-led study group	HB Meeting
4:00-5:00					HB Training
5:00-6:00	Peer-led study group	Peer-to-peer group chat (Zoom)	SPA-led group chat/Q&A (Zoom)	Information session (varies)	
6:00-7:00					
Throughout the Day	<ul style="list-style-type: none"> ▪ Individual counseling by appointment ▪ Phone outreach and referrals via the call center ▪ Phone and email support and coaching by the SPA and peer mentors 				

ORGANIZATIONAL STRUCTURE AND SUPERVISION

OPTION E: VIRTUAL TRI-CHAIR MODEL

- Oversight of personnel working within a HomeBase would be shared, but clearly defined. The counseling dean would oversee counseling faculty in all six HomeBases. The Assistant Dean, FYE (Achieve) and Pathway Communities would oversee program operations including the SPAs and peer mentors. One instructional administrator would oversee the instructional faculty in all six HomeBases (starting Spring 2021).
- The instructional administrator, director, and counseling dean would serve as the tri-chairs of the HomeBase Coordinating Group. The group makes recommendations to the vice-presidents.
- This model would enable program coordination across HomeBases while also ensuring faculty report to someone who is familiar with the instructional or counseling role. There is a balance between Instruction and Student Services, but less connection to area deans and division offices.
- Once physical HomeBases are launched, the structure may be reconfigured to add two supervisors based on previous interest in Option D.





DESIGN OF THE COORDINATING GROUP

Group Type: Advisory Committee (non-mandated)

Definition: Per adopted ARC practices, “Advisory committees exist outside of the official governance structure to offer counsel that informs the thinking of various groups including instructional programs. In general, the role of an advisory committee is to supply advice, external perspectives, coordination with partner organizations, and/or subject matter expertise on a narrowly defined topic. *Decision-making, action, and resource allocation* are outside the scope of advisory committees and occur through ARC’s established processes.”¹

Role: The HomeBase advisory committee offers advice and serves as a sounding board. It supplies perspectives from related academic and student service areas; opportunity to coordinate with other ARC programs (internal partners) or community organizations (external partners); and expertise that supports the stated goals and purpose² of the HomeBase program.

Operation: The tri-chairs convene the advisory committee. Recommendations from the advisory committee are jointly considered by the Vice-President of Instruction and Vice-President of Student Services who retain their decision-making authority. At the direction of the vice-presidents, the tri-chairs coordinate together and take action to operationalize approved recommendations.

Composition*: Assistant Dean of FYE (Achieve) and Pathway Communities (*tri-chair*)
Instructional administrator TBD (*tri-chair*)
Counseling Dean (*tri-chair*)
Student representative from each HomeBase (6 total; may be peer mentors or other students)
Faculty representatives from each HomeBase (12 total; instructional and counseling faculty appointed through established process)
HomeBase SPAs
Instructional area deans
Career Center SPA
Transfer Center Specialist
Achieve designee (SPA)
Student support program representatives (TBD as needed)
Dean of Equity and Inclusion
Public Information Officer or designee
Faculty leads from learning communities
Representatives from external partners (TBD as needed)
**The vice-presidents may authorize that any specified role can be filled by a designee with similar perspective*

Meetings: Typically meets monthly; may meet more often if needed

Transparency: Established procedures for advisory committees will be followed

Assumption: Per dialogue at the March 4th meeting, HomeBase is considered to be a program-level planning unit for the purpose of program review and annual unit planning. Insights from the advisory committee may inform those processes, but the unit is responsible for its own objectives, action steps, and resource requests.

¹ Excerpt from Advisory Committees document adopted by Executive Leadership Team, 4/1/19

² See Goals and Purpose document for details



PROGRAM OPERATIONS

An essential component of HomeBase Pathway Communities is well-coordinated programming and communication that is flexible enough to be relevant to each pathway, yet standardized enough to ensure that all pathway students are receiving consistent support and messaging. The Assistant Dean will be the point person for activities involving coordination across all pathway communities. While some activities may be coordinated among the tri-chairs or delegated to other HomeBase personnel, the operational activities to be considered include:

- Coordination of all pathway communications
- Development of shared pathway support programming
- Development of shared training resources
- Provision of employee training related to HomeBase operations
- Development of branding and marketing strategy in conjunction with other ARC personnel (e.g., Public Information Officer)
- Procedures and protocols for service provision
- Development of HomeBase Pathway Community website presence
- Development of the virtual Canvas self-service sites
- Development and active updating of social media
- Assisting with technology coordination that may be used within HomeBase Pathway Communities

COMMUNICATION

Regardless of the method used, a communication strategy will also need to be adopted and coordinated across HomeBases to ensure that communications are:

- consistent across HomeBases and related services (e.g., Achieve)
- timely (relevant) to the students who receive the message
- delivered on a coordinated schedule so that messages are timed thoughtfully to avoid overwhelming and inundating students with a multitude of well-intentioned messages from ARC programs, departments, groups, and individual employees
- not duplicative or conflicting in the information and/or instructions provided
- inclusive of pathway-specific content for the relevant HomeBase audience
- aligned to a larger, institution-wide strategy to improve student communication
- data-informed by emerging tools (e.g., Starfish) to better enable targeted messaging

This level of coordination will involve numerous employees. The SPA will most likely be designated to serve as part of the communications team and will work in conjunction with the Assistant Dean, Public Information Officer, and other appropriate individuals to carry out a well-planned strategy.

MARKETING AND BRANDING

A webpage will be set up on the ARC website to market the HomeBase concept and serve as an entry point to the Canvas shells. Each of the six HomeBases will be branded with a HomeBase-inspired logo and specific name (TBD). The same branding will be used on social media sites.



POTENTIAL TRAINING NEEDS*

- HomeBase 101 – basic purpose, equity frame/lens, procedures, and future plans
- Equity-minded service
- Student friendly messaging and communication
- Social Media 101 – basics of how to navigate and use social media platforms
- Tips and tricks of social media: gaining interest and avoiding issues
- Starfish, Canvas, and other technologies
- Collaborating with the Call Center
- Collaborating to enhance HomeBase
- Understanding student resources (e.g., campus and community supports)
- Effective virtual facilitation via Zoom
- Tips and tricks for virtual service delivery
- Virtual business processes such as how to submit a requisition and how to order supplies
- How to collaborate effectively with instructional departments
- Counselor preparation that builds deeper familiarity and/or expertise in the area of interest
- How do I? sessions – Q&A in the first few weeks before/after launch
- Other items TBD

*It is the intent that all training would develop individual capacity to apply equity-minded practices.

TRANSITION FROM ACHIEVE TO HOMEBASE PATHWAY COMMUNITIES

Achieve will utilize a tiered support strategy to create a smooth transition to HomeBase Pathway Communities in each student's second semester at ARC. The planned approach is:

First semester

Newly entering students are fully engaged with Achieve

Second semester

All Achieve students are invited to participate in a HomeBase introduction activity

- Students who are academically successful (3.0 or higher GPA in first semester) are then fully transitioned to their HomeBase
- Students who are academically vulnerable (2.5 – 2.99 GPA in first semester) are targeted for extra support with Achieve Success Coaches during the second semester
- Students who are academically struggling (Below 2.5 GPA in first semester) will remain closely connected with Achieve/Achieve counselor for continued support throughout the second semester

Year two

Former Achieve participants are now fully engaged with Home Base. Ongoing support is provided for students subject to probation/dismissal via Back on Track.



ASSIGNING STUDENTS

Students will be associated to a HomeBase based on their major which is mapped to an area of interest. CCCApply has already been reconfigured to collect the student's pathway major or an undecided interest in a broad major category such as STEM. This data will be stored in PeopleSoft and used to associate a student to a HomeBase through a process involving Starfish grouping. If the student subsequently declares a different major, updates to PeopleSoft could be used to reassign the student to a different HomeBase.

NEXT STEPS (ROLLOUT TIMELINE AND DELIVERABLES)

The following high-level timeline assumes that six HomeBases will be launched virtually in early August 2020.

Virtual Training:	August 3-7
Virtual Launch:	August 10

Spring 2020 – Deliverables by end of Spring Semester

- Staffing needs have been assessed and a process has occurred to identify classified staff
- Dialogue has occurred with counselors to determine how they might align to the HomeBases (areas of interest)
- Peer mentor program has been planned to allow recruitment or assignment of mentors early enough so that training can occur prior to launch
- Training needs have been identified
- Branding concepts and/or logos for the six HomeBases have been developed
- Virtual communication strategy has been developed including pre-launch marketing
- Technology/equipment needs have been assessed based on two possibilities: employees working from on-campus offices and employees working off-campus (e.g., who needs for laptops, webcams, headsets, etc.?)
- Phone options for peer mentors have been investigated and determined (e.g., Google Voice)
- A single Canvas site has been created as a model with sample modules for discussion purposes (not all content, just structure)
- A request has been submitted to and approved by the ELT for a HomeBase advisory group that will serve as the coordinating committee

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Summer 2020 – Deliverables by August 1

- ARC website presence has been developed (one web page)
- Canvas sites have been developed for each HomeBase including all content (6 sites)
- Social media accounts have been created (up to 6 accounts per platform)
- Logos and other branding have been created for each HomeBase
- Personnel for all HomeBases have been identified and assigned
- Email accounts and phone lines have been established
- Access to student information has been granted to enable the HomeBase team with comprehensive information on the students they serve
- Communication plan has been formalized
- Grand opening strategy has been determined with incentives to attract students to HomeBase
- Programming has been planned for the fall semester including any “named” recurring activities (similar to Achieve’s “Talk it Up Tuesday”)
- Call center role for the fall semester has been defined with scripts or other mechanisms
- Shared procedures and protocols have been developed
- Training materials have been developed; trainers have been identified; and trainings have been scheduled
- Instructional administrator has been identified
- Assess, identify, and provide the package of technology that HomeBase employees need to have at home (i.e., hardware, peripherals, software, internet access, VPN access) to be effective

August Deliverables

- Peer mentors have been scheduled for the fall semester
- HomeBase personnel have been trained
- Call Center personnel have been trained
- Pre-launch marketing campaign to the campus community and continuing students has been conducted
- Coordinating group has been identified and invited to meetings for the fall semester
- Six virtual HomeBases successfully launch on August 10th

Post-launch Fall Deliverables

- Collect feedback from students and respond with appropriate changes as needed
- Coordinating group meets regularly
- Instructional faculty are identified for reassignment to serve in HomeBase roles during spring semester