

Mission Statement:

The Office of Academic Affairs is dedicated to the core college values of student success, equity, and completion achieved through a guided pathways model featuring integrated academic support. The Office is responsible for the strategic integration of goals of the five academic divisions and the collaborative alignment of Academic Affairs integrated planning with that of other college units; Student Services, Planning & Development, and Business Services. The office (1) promotes and ensures academic excellence through guardianship of academic freedom, support of faculty engagement in academic inquiry, and support of innovative approaches to teaching and learning; (2) supports integrity of academic leadership through collaborative shared governance; (3) and provides leadership in matters of academic planning including, enrollment management, developmental education, dual enrollment, and development of master scheduling. The Office works collaboratively with other college units to set academic policies, implement academic strategic plans and initiatives, provide budgetary oversight and supports the mission of the college.

Initiative #1:

GP Framework – Clarifying pathways for students - Phase 2

Category 5 – Management/staff hires.

Pillar 1 of the California Guided Pathways Framework challenges the college to “clarify paths to student end goals”. At RCC discipline faculty and counselors have created “instructional pathways” (meta-majors) to house each degree/certificate, trail heads to make clear the first 30 units for each instructional pathway, and program maps for each degree/certificate. Ongoing efforts in this unit and in coordination with the Office of Planning & Development are establishing policy and procedure to ensure review and update of this work.

In order to achieve key strategic objectives, the college must fully implement the Guided Pathways framework by establishing systems (including personnel) capable of nimbly managing the program maps of 150+ certificates and degrees, the related educational plans of 30,000 students, and integrate that management to provide college leaders/decision-makers with the tools to make data-informed decisions regarding schedule development. With the implementation of EduNav and/or the potential on-boarding of the new district Enterprise Resource Platform (ERP), significant progress has been made concerning technological solutions for student educational planning to the scale required by the institution.

Additional work with regard to meaningfully integrating student plans into multi-year scheduling; refinement of college-wide Engagement Center vision to meet its full potential; and further work toward re-framing the institutional operational mindset of student-deficit thinking. Continued engagement in the Institutional Effectiveness Partnership Initiative - Partnership Resource Team (IEPI-PRT) process can leverage funds to explore solutions to these challenges at no initial cost to the college. There is a potential to receive \$200,000 towards this initiative.

In addition, general fund investment with regard to curriculum coordination completes the institutional support needed.

Resources Needed	Resource Category	Funding Source	Amount
Institutionalize remaining funding for Instructional Program Support Coordinator position	HR – Classified	General Fund	\$69,400

Initiative #2:

Improve facilities to provide excellence in educational opportunity

Category 4 – College-wide strategy and resource needs to support that strategy.

As the college makes tangible changes to transform meaningfully into an anti-racist institution, this work can manifest in the priorities assigned to our physical spaces. By providing faculty and administrative offices and innovative spaces that nurture collaboration and support; by providing instructional spaces that facilitate culturally-relevant curriculum and innovative teaching for all learners, especially those who are marginalized; the institution demonstrates its commitment to this transformation.

The Facilitates Master Plan (FMP) was developed informed by the college's Educational Master Plan (EMP) and with broad college-wide/community collaboration and remains the driver of major infrastructure projects. These projects are noted here in support of maximum implementation of the plan. Swift implementation of the FMP relied on the passage of the General Obligation Bond Measure in March 2020. With the failure of that measure and the elimination of Scheduled Maintenance monies from the California State Budget, the college is challenged to maintain the operations of multiple facilities on campus longer than anticipated. Academic Affairs proposes several facilities projects to meet this challenge, while remaining true to the spirit of the FMP/EMP and with an eye toward leveraging the transformational opportunities noted above.

Resources Needed	Resource Category	Funding Source	Amount
Two exhaust fume hoods – Chemistry	Capital Outlay	General Fund	\$5,602
Update valves in Chemistry	Capital Outlay	General Fund	\$20,000
Explore conversion of two computer labs to multi-functional classrooms in Nursing to be used for debriefing of simulations and skills	Capital Outlay		no cost to explore
Explore possibility of remodel space in MTSC building for Life Sciences Faculty Offices	Capital Outlay		no cost to explore
Explore possibility of Landis Lobby improvements	Capital Outlay		no cost to explore
Explore establishing Collaborative Classrooms Assess campus-wide need driven by instructional best-practices with full impact on efficiency, cap-load ratios	Capital Outlay		no cost to explore

Resources allocated, no prioritization needed

The following resources have been funded and do not need additional prioritization	Resource Category	Funding Source	Amount
Greenhouse/Outdoor Plant laboratory for STEM	Capital Outlay	Measure C	\$500,000
Physical/Life Science Renovation for BUS/CIS-FPP	Capital Outlay	Measure C	\$35,004,000
Establish MakerSpace – collaborative effort between CTE and LHSS	Capital Outlay	General Fund/ Strong Workforce	\$300,000

Initiative #3:

Improve existing relationships with K-12 and University partnerships to better structure institutions for student access and success. *Resources allocated, no prioritization needed.*

As part of the college's Educational Master Plan, effective K-12 and University partnerships serve to promote the college and career planning of incoming students and to facilitate transfer. The opportunity for feeder high school students to seamlessly matriculate to RCC (incorporating CTE pathways into CCAP offerings) will allow local students to save time and money to complete certificate and/or transfer degree. The partnerships complement the Guided Pathways framework of transforming institutions to best meet the needs of students. In addition, the position provides the needed leadership dedicated to attaining the college objective of increasing CCAP, middle college, and concurrent enrollment 5% annually.

Resources Needed	Resource Category	Funding Source	Amount
Director of Dual Enrollment (originally prioritized 2018-2019; funding secured as of 10/21/20)	HR – Management	General Fund	\$150,000

Initiative #4:

Improve student access to and learning experience in instructional laboratory/studio spaces

Category 5 – Management/staff hires.

Instructional laboratories/studios utilize support staff for specialized purposes. In some environments technical support is necessary while in others the skilled preparation, set-up, and clean-up activities support of lab/studio instruction.

From AY2016 to AY2018, RCC increased Final Total FTES* by 919 FTES. While some disciplines contracted with regard to enrollments during that time period for a variety of reasons (including elimination of most developmental education), others were capable of growth. Even as the SCFF is applied, apportionment from student enrollment continues to be a major source of funding for the college.

Of the Departments/Disciplines associated with instructional lab/studio course elements, the greatest growth (increase student access) was in Life Sciences, specifically in the biology discipline with 209 additional FTES served. Next was music with an increase of 86 FTES, followed by Physical Sciences and theater; increasing by 68 FTES each.

Staff support is essential to the ability of the Departments/Disciplines to expand access in a quality manner. In support of the demonstrated growth over the past few years and to enable such growth to continue, the staff essential to the quality of the lab/studio experience must be provided. *source EMD

Resources Needed	Resource Category	Funding Source	Amount
Increase Laboratory Technician position in Life Sciences (0.75 to 1.0)	HR – Classified	General Fund	\$24,865
Full-time Laboratory Technician position in Life Sciences (new)	HR – Classified	General Fund	\$133,123
Increase two existing Piano Accompanist (Music) positions (FT positions from 10-month to 12-month)	HR – Classified	General Fund	\$25,529
Increase part-time Piano Accompanist (Theater) position (0.5 FTE / 10-month to 1.0 FTE/ 12-month)	HR – Classified	General Fund	\$82,365
Increase Laboratory Technician position in Physical Sciences (0.5 to 1.0)	HR – Classified	General Fund	\$48,819

Initiative #5:

**Institutionalize a cultural-proficient, equity-minded, anti-racist campus culture –
*Resources allocated, no prioritization needed***

Increase commitment to professional development for faculty, staff and students to support and to institutionalize a cultural-proficient, equity-minded, anti-racist campus culture that is also aligned with Guided Pathways framework. Expand professional development for faculty, staff and students to align with the Call to Action and scaling up of Guided Pathways with a focus on equity.

The following resources have been funded and do not need additional prioritization	Resource Category	Funding Source	Amount
Decreasing equity gaps in IST - Stipends for 6 faculty over 44 weeks and outreach (CIS)	Other	Strong Workforce	\$85,000

Initiative #6:

Initiative and resource needs for consideration within Life-Cycle replacement database

Category 1 – Discipline/area specific strategy and resource needs to support the strategy.

Projects listed here have been extracted from other initiatives or moved in entirety for more appropriate consideration. The replacement items are for consideration on the Life-Cycle database. The budget augmentation items are for consideration for the VPAA.

Resources Needed	Resource Category	Funding Source	Amount
25 hot plates for organic chemistry – replacement	Equipment	General Fund	\$15,000
Five Top loading (analytical) balances (0.001 gram accuracy) - replacement	Equipment	General Fund	\$8,000
50 Micro Kits for Organic Chemistry – new – needed to expand offerings	Equipment	General Fund	\$14,000
Auditorium Clearcom Wireless Headsets for Landis – safety issue	Technology – Hardware	General Fund	\$21,335
Explore cost and potential college-wide need to stream video from Landis	Technology – Hardware	General Fund	no cost to explore

Initiative #7:

Develop a world-class Workforce training opportunities – Resources allocated, no prioritization needed.

The division of CTE combines academic and occupational programs that prepare students for careers in industries and university transfer pathways. With a unique restricted funding (Strong Workforce), the programs within CTE strategically align project spending that must result in measurable outcomes and achievement of identifies momentum points. For purposes of transparency, resource spending is identified here.

The following resources have been funded and do not need additional prioritization	Resource Category	Funding Source	Amount
New meters, digital refrigeration materials and cordless power tools (AIR)	Supplies/Equipment	Strong Workforce	\$30,000
DeWalt Cordless tools (AIR)	Supplies/Equipment	Strong Workforce	\$30,000
Digital Gauges and meters (AIR)	Supplies/Equipment	Strong Workforce	\$12,000
Increase HVAC equipment – updates (AIR)	Supplies/Equipment	Strong Workforce	\$50,000
Air Compressors (AIR)	Supplies/Equipment	Strong Workforce	\$20,000
Vehicles (AUT)	Supplies/Equipment	Strong Workforce	\$150,000
Business Productivity Software (COS)	Technology	Strong Workforce	\$15,000
Two laptops (EAR)	Supplies/Equipment	Strong Workforce	\$3,000
Assessment Software - Paradigm/Cengage for Business and Pathway to Law (BUS)	Technology	Strong Workforce	\$10,000
American Management Association Certification (BUS)	Other	Strong Workforce	\$35,000
American Marketing Association - Membership and professional certification with faculty and student support (BUS)	Other	Strong Workforce	\$14,350
NASBITE to complete accreditation process (BUS)	Other	Strong Workforce	\$12,500
NFTE - Road to Entrepreneurship Camp - Training for Faculty, Faculty Stipends for 5 faculty (BUS)	Other	Strong Workforce	\$30,500
Pathway to Law - Host Law and Mock Trial Summer Institute (PAL)	Other	Strong Workforce	\$10,000
Pathway to Law - Self-Help Noncredit courses, Self-Help Clinics , Marketing media, etc. (PAL)	Other	Strong Workforce	\$6,000
Road to Entrepreneurship Boot Camp - Student Ambassadors (BUS)	Other	Strong Workforce	\$3,500
Train the Trainer Boot camps - Boot camp expenses and faculty stipends (CIS)	Other	Strong Workforce	\$6,000

Joint Initiative A:

Guided Pathways/Equity: Equity and Development (with VPAA, VPSS)

Category 4 – College-wide strategy and resource needs to support that strategy.

Create an Academic Administrator (Dean/Director, etc.) position based on the recommendations from a proposed Equity audit. Both the audit and the new position aligns with our guided pathways framework, Call to Action and our continuous commitment to equitable outcomes for our institution.

Resources Needed	Resource Category	Funding Source	Amount
Equity Audit	Other	General Fund	\$20,000
Explore Equity, Inclusion, and Diversity Academic Administrator with classified support, location and budget	HR - Management	General Fund/ Equity	\$200,000+

Joint Initiative B:

Guided Pathways/Equity: Equity and Development (with VPPD)

Category 4 – College-wide strategy and resource needs to support that strategy.

Create a Director of Equity and Development position and additional commitment to professional development for faculty, staff and students to support and move forward the college-wide equity work aligned with Guided Pathways framework. Expand professional development for faculty, staff and students to align with the Call to Action and scaling up of Guided Pathways with a focus on equity.

Resources Needed	Resource Category	Funding Source	Amount
Professional Development Faculty, Staff, and Management: Equity	Other	General Fund/ Equity	\$83,000
Equity Training for all student employees	Other	General Fund/ Equity	\$40,000

Joint Initiative C:

Facilities Master Plan Implementation (with VPPD, VPBS)

Category 4 – College-wide strategy and resource needs to support that strategy.

The Facilities Master Plan incorporates the existing Educational Master Plan as a backbone in the development to the physical development of the Riverside City College campus. Through multiple outreach efforts, the planning process engaged multiple communities and disciplines throughout the College. The final plan was approved by the Board of Trustees in December 2018. Given that the General Obligation Bond Measure failed in March 2020 and Scheduled Maintenance monies have been eliminated from the California State Budget, the college now must anticipate a longer term operation of multiple facilities on campus which have already lived past their expected life cycle. The challenge of maintaining facility operations for academic programs, investing in critical infrastructure, and continuing to coordinate necessary repair/maintenance with limited funds will be a challenge going forward. Facilities Management, in collaboration with Academic Affairs, Student Services and Planning & Development will be bringing projects forward for consideration requiring funding in order to continue operations.

Resources Needed	Resource Category	Funding Source	Amount
STEM Engagement Center in former DL first floor	Capital Outlay	General Fund	\$3,250,000
LHSS Engagement Center in MLK	Capital Outlay	General Fund	\$250,000
Library Remodel – Phase 1	Capital Outlay	General Fund	\$150,000
Counseling remodel	Capital Outlay	General Fund	\$50,000

*Notes: VPAA Plan was created in collaboration with managers and program leads and shared – 7/13/20, 7/30/20, 8/4/20, 8/11/20.