

Vice President of Academic Affairs

2019-2020 Program Review Summary

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 – Clarify the path (with VPPD Plan)

Category 1 – Discipline/area specific strategy. Continued support and resources for ongoing initiatives.

Over the past several years RCC has engaged in extensive research and self-evaluation regarding student success. The key elements identified as critical for student success by the college align with those identified in the California Guided Pathways framework, specifically, identifying clear academic pathways for students, streamlining intake, providing timely and intrusive academic support, ensuring needed support for student learning. The college has taken several significant steps towards organizing itself within this framework.

Significant collaborative work between Counseling and Academic Faculty has taken place to map-out general academic pathways for the majority the college's Associate Degrees for Transfer (ADTs) and certificate programs.

Resources Needed	Resource Category	Funding Source	Amount
Guided Pathways Coordinator – continued Reassigned Time (1.0 FTEF)	Other	General Fund/Guided Pathways	\$100,000
Guided Pathway Faculty Liaisons	Other	General Fund/Guided Pathways	\$200,000

Initiative #2: GP Framework – RCC Website Redesign & Launch (with VPBS Plan)

Category 4 – College-wide strategy

Resources Needed	Resource Category	Funding Source	Amount
Website consulting and design services	Other	One-time funds – RCC Holding Accounts/Salary Savings	\$230,000

Initiative #3: GP Framework – Apprenticeship LVN – to – RN Pathway

Category 1 – Discipline/area specific strategy. Grant funds.

Resources Needed	Resource Category	Funding Source	Amount
Faculty Coordinator	Other	Grant Funded	
Travel Costs for Faculty Coordinator	Other	Grant Funded	

Initiative #4: GP Framework – Contextualized Training and Collaborative Learning Opportunities to meet regulations, increase success strategies.

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires

1. Maintain ACBSP Accreditation which results in a positive college perception (within the State of California) of the School of Business, and provides new opportunities for students.
2. Create a new CTE Pathways/Cohorts in additional CTE disciplines.
3. Investigate and develop CTE Bachelor's Degree, when the opportunity arises.
4. Provide innovative opportunities (through partnerships, non-credit and community education offerings) for students to meet skill building and employability requirements to obtain a livable wage.
5. Identify dedicated Outreach staff to increase awareness and promote RCC CTE Programs with K-12, University and Community partners.
6. Provide increased Professional Development Opportunities for faculty and staff.
7. Expand Pathway to Law Program (Active)

Resources Needed	Resource Category	Funding Source	Amount
ACBSP Annual Membership	Other	General Fund	\$5,000
Computer Technicians (2 PT Employees)	Classified Staffing	Strong Workforce	\$100,000
Pathway to Law – AAFPE Annual Membership	Other	General Fund	\$5,000

Initiative #5: GP Framework – Provide innovative opportunities for skill-building and employability at a living wage.

Category 1 – Discipline/area specific strategy – No resources requested

1. Develop five new CTE Pathways and modify existing pathways to align with industry and workforce needs over the next two years.
2. Collaborate with different departments college-wide to identify new ways for program integration and expansion which will result in higher rates of program completion.
3. Use the California Community College LaunchBoard Skills-Builder metrics (which includes Financial Aid reporting on Gainful Employment, Worker Training employment metrics as part of the Workforce Innovation and Opportunity Act, and National Success Definitions which focus on the economic value of education and making information available on the average earnings of graduations) and advisory partners input to expand opportunities for students to include skill attainment and employment.
4. Provide engagement solutions to ensure student retention, persistence and completion.

Initiative #6: GP Framework – Faculty Hire Requests.

Category 5 – Faculty Hires

Initiative #7: Curriculum and Enrollment Management – Increase Student Access by finalizing additional Allied Health Programs.

Category 1 – Discipline/area specific strategy – No resources requested

1. Work with the office of Institutional Effectiveness to obtain regional labor market data from the Center of Excellence.
2. Discuss regional healthcare workforce needs with community agency partners at annual Advisory Committee meeting. (Active)
3. Faculty will review and discuss results of the feasibility study and consider if any programs meet college and department goals. (Active)

Initiative #8: Curriculum and Enrollment Management - Analytic and Technical Support

Category 1 – Discipline/area specific strategy/ Category 6 – Management/Staff hires.

The development and implementation of an effective Strategic Enrollment Management Plan is critical to meet the needs of the college's Guided Pathways framework. The Plan was finalized in 2018-19 and establishes guidelines to monitor and assess the efficient allocation of FTES and FTEF to Academic Divisions/Programs. The Plans implementation will lead to a comprehensive Master Schedule, allow for development of year-long Schedule of Classes, and early student registration.

Critical support is urgently needed for the college to fully implement the SEM Plan.

Resources Needed	Resource Category	Funding Source	Amount
Fully fund Instructional Support Program Coordinator	Classified	General Fund	\$69,400
Institutional Research Specialist	Classified	General Fund/Strong Workforce	\$114,900
Instructional Technology Specialist	Classified	General Fund	\$107,600

Initiative #9: Curriculum and Enrollment Management - Increase apprenticeship, internship and employment for students.

Category 1 – Discipline/area specific strategy/ Category 6 – Management/Staff hires. Grant funds

1. Create CTE pathways in Non-credit that align with industry needs and integrate with credit CTE programs, measured by SEP's and pathways printed in a CTE catalog annually.
2. Increase Community Outreach with K-12 and University partners by 5% annually.
3. Increase Apprenticeship opportunities for students - measured by metrics established through Department of Apprenticeship Standards and Department of Labor and grant requirements.

Resources Needed	Resource Category	Funding Source	Amount
Apprenticeship Director	Management	Apprenticeship Grant/Strong Workforce	\$135,000

Initiative #10: Learning Environment - Modernize instructional lab equipment and increase capacity

Category 1 – Discipline/area specific strategy

RCC must remain abreast of industry and academic equipment standards within the instructional laboratory and maintain instructional laboratory capacity aligned with program growth. This initiative contains resource requests from the divisions of STEM, FPA, and LHSS. Parts of the initiatives resource requests can be supported by Strong Workforce funding; however, funds are needed for the other requests.

Resources Needed	Resource Category	Funding Source	Amount
32 Spark Data Loggers (STEM)	Equipment	General Fund	\$14,000
(8) Computers for Animation and Theater Technology (FPA)	Equipment	Strong Workforce	\$150,000
Chemical Refrigerator (STEM)	Equipment	General Fund	\$2,800
Collaborative workspace for Anthropology and Geography (LHSS)	Technology/Hardware	General Fund	
Digital Temperature Probes (STEM)	Equipment	General Fund	\$1,360
(14) 72" High Definition Monitors (STEM)	Technology/Hardware	General Fund	\$164,000
Fourier Transformation Infrared Spectrometer (STEM)	Equipment	General Fund	\$15,000
PASCO Wireless Spectrometer (STEM)	Equipment	General Fund	\$3,200
(2) Laptop Carts (LHSS)	Equipment	General Fund	\$70,000

Initiative #11: Learning Environment – Instructional Laboratory Support

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires

Instructional laboratories may be supplied with staff for specialized purposes. In some environments technical support is necessary while in others the skilled preparation, set-up, and clean-up activities in support of lab/studio instruction is necessary. Appropriate levels of staffing require evaluation in order to serve students in high demand areas while still supporting the needs of a comprehensive college.

While not all needs can likely be met in the current funding year, the Resources Needed section identifies the division-level highest priorities. See complete PRaP for details.

Resources Needed	Resource Category	Funding Source	Amount
FT Laboratory Technician (1.0) and increase second technician from PT to FT (STEM- Life Sciences)	Classified	General Fund	\$162,000
FT Laboratory Technician (1.0) (FPA)	Classified	General Fund	\$114,900
Increase PT to FT Lab Assistant – Culinary (CTE)	Classified	General Fund/Salary Savings	\$64,600
Increase PT to FT Lab Technician (STEM-physical sciences)	Classified	General Fund	\$45,200
Increase Learning Center Assistant from PT to FT (LHSS) – World Languages	Classified	General Fund	\$53,800
Increase Support Specialist from PT to FT (LHSS) - Journalism	Classified	General Fund	\$68,600

Initiative #12: Learning Environment – Improvement of ADA Access and Support

Category 3 – Should be addressed through another process.

The relocation of ADJ / Forensics to a dedicated and secure lab classroom space that does not interfere ADA access to the QUAD will decrease disruption to instruction and provide a secure location for instructional materials.

Initiative #13: Integrated Academic Support – Academic Support through Engagement Centers (with VPPD Plan)

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires

Continue establishing Pathways Cluster Engagement Centers. Identify staffing needs based on student numbers and staff appropriately. Create a plan to staff appropriately over the next couple of years. Explore and apply for grant-based funding to meet some of these needs (en familia, strong workforce, etc.).

Work with the Pathways Coordinator and Pathways Faculty Liaisons to create stronger relationships between faculty and engagement centers to help students clarify their path and stay on the path. Continue recruiting, mentoring, and training peer mentors to support the students. Continue to support operational plan for the centers including Ed Advisors, Peer Mentors and support for students.

Resources Needed	Resource Category	Funding Source	Amount
Ed Advisor – FT (LHSS)	Classified	General Fund	\$100,00
Ed Advisor – FT (STEM)	Classified	General Fund	\$100,000
Increase PT Ed Advisor to FT (CTE)	Classified	General Fund/Strong Workforce	\$64,600
Equitable budget augmentation to support Academic Engagement Centers	Other	General Fund	\$25,000
Tutors, Supplemental Instruction and Study Group Leaders	Other	General Fund	\$25,000

Initiative #14: Integrated Academic Support – CTE Student Success

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires. Grant funds

1. Increase results of five (5) Core Indicators through Perkins so that College Performance is at or higher than the negotiated state and district level.
2. Increase Success rates by 2% every year for the next five years in classes supported by Supplemental Instruction.
3. Support innovative marketing of programs to increase student access and equity division wide by 5% every year for the next five years.
4. Increase Retention division wide by 1% every year for the next five years.
5. Increase Completion division wide by 2% every year for the next five years.
6. Develop a strong Cooperative Work Experience program that serves the needs of Advisory and Industry partners, and results in employment at a living wage.
7. Provide innovative opportunities (through partnerships, non-credit and community education offerings) for students to meet skill building and employability requirements to obtain a livable wage.

Resources Needed	Resource Category	Funding Source	Amount
FT Administrative Assistant II – (CTE)	Classified	Strong Workforce	\$100,00
PT Marketing and Media Specialist	Classified	Strong Workforce	\$50,000
PT Outreach Specialist	Classified	Strong Workforce	\$50,000

Initiative #15: Integrated Academic Support – Visiting Artist Program for FPA

Category 1 – Discipline/area specific strategy

Students studying the arts in an open access learning environment require embedded professional learning opportunities to grow and mature as artists. Visiting artists can mentor and support students toward transfer to a UC or CSU. They provide professional insight and can proficiently critique students work. They are also important in helping students understand the amount of effort needed to be successful and can help in networking. Another benefit for the college - These visiting artists can also speak to the campus, which will support the humanities faculty with programming.

Resources Needed	Resource Category	Funding Source	Amount
Budget to support Visiting Artists	Other	General Fund	\$5,000

Initiative #16: Equity – Cultural Proficiency training and support

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires.

In support of both targeted and campus-wide efforts, the support of faculty development in general and specifically in areas of Cultural Proficiency training (and specific training in syllabus development with a cultural proficiency framework, reviewing and improving course success by dis-proportionally-affected groups, and creating targeted interventions) is needed.

In alignment with the college's Student Equity Plan and in support of pillar 4 of the guided pathways framework, cultivate faculty development; support programmatic needs of resource centers providing services to targeted population.

In addition, increase the hours of operation of and available support for faculty in the Glenn Hunt Center for Teaching Excellence in alignment with the college's guided pathways workgroup recommendations.

Resources Needed	Resource Category	Funding Source	Amount
Faculty Development Funding	Other	Equity	\$50,000
Increase PT Administrative Assistant I position to FT – Glenn Hunt Center/Academic Senate	Classified	General Fund	\$62,100

Initiative #17: Operational Efficiency – FPA Technical and Support Staff

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires.

With three college performance venues (Landis Performing Arts Center, the Coil School for the Arts, and the Black Box) and a growing art gallery the number of both division, college, and external events that must be supported has significantly increased while staffing has not changed. The staff proposed staff support is needed to insure quality programming in Art, Music, Dance and Theatre. The current four staff members accrue a substantial amount of overtime to cover all events, including of over 200 student and professional events, college events and activities (programmatic graduations, welcome day, etc), and Vendor usage. Bringing on additional staff members will more consistently and completely staff the needs of the college and the division.

The cost of bringing on additional staff members will can be mitigated in part by the commensurate reduction in needed overtime costs.

Resources Needed	Resource Category	Funding Source	Amount
PT Assistant for Art Gallery	Classified	General Fund	
Auditorium Specialist – 1.0 (FPA)	Classified	General Fund	\$93,500
Program Specialist – 1.0 (FPA)	Classified	General Fund	\$114,900

Initiative #18: Operational Efficiency – FPA Events and Marketing Coordinator

Category 2 – Insufficient information in plan to prioritize.

The Fine & Performing Arts are now producing/performing almost 200 student and professional events annually. Similar to the type of dedicated support currently provided to athletics (sports information director), the F&PA events need to be well communicated internally and externally and well-marketed. This position would coordinate the many moving parts of our division and be the lead person in marketing (digital and traditional) of all of our programs.

If additional Program Specialist and a comprehensive college-wide marketing effort come to fruition, this position may continue to be under consideration to establish the appropriate level of support.

Resources Needed	Resource Category	Funding Source	Amount
FT Events and Marketing Coordinator	Classified	General Fund	n/a

Initiative #19: Operational Efficiency – Associate Dean of Kinesiology and Athletics

Category 2 – Insufficient information in plan to prioritize.

In order to improve efficiency and collaboration between Kinesiology and Athletics and provide greater academic divisional support for these areas an Associate Dean of Kinesiology and Athletics is proposed. This proposed position requires more complete vetting with executive administration prior to implementation.

Resources Needed	Resource Category	Funding Source	Amount
Associate Dean, Kinesiology and Athletics	Management	General Fund	n/a

Initiative #20: Operational Efficiency – Associate Dean of LHSS

Category 2 - Insufficient information in plan to prioritize.

Currently the largest division supporting two instructional pathways, the Assistant Dean of Instruction would supports Guided Pathways framework. This proposed position requires more complete vetting with executive administration prior to implementation.

Resources Needed	Resource Category	Funding Source	Amount
Associate Dean, LHSS	Management	General Fund	n/a

Initiative #21: Community Partnerships – Build upon existing K-12 and University partnerships - Dual Enrollment

Category 1 – Discipline/area specific strategy/Category 6 – Management/Staff hires.

Initiative prioritized and funded in prior year, not filled.

As part of the college's Educational Master Plan, effective K-12 and University partnerships will promote college readiness of incoming students and to facilitate transfer. The opportunity for feeder high school students to seamlessly matriculate to RCC 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

Resources Needed	Resource Category	Funding Source	Amount
Director of Dual Enrollment (from 18-19)	Management	General Fund	\$150,000

Initiative #22: Establishment of Mobile MakerSpace

Category 1 – Discipline/area specific strategy. Grant funds

The MakerSpace movement is a Statewide initiative that supports and encourages the entrepreneurial mindset, allows RCC to be an economic driver in a GIG economy and supports economic workforce and development goals of the college and the district. It provides RCC the ability to increase the economic mobility of our students and community. The bus provides a mobile space for students and community members to start and expand businesses, learning the financial literacy of business operations (Taxes, Finance), marketing and branding of businesses (FTV, ADM and ART) and expands community and K-12 Partnerships.

Resources Needed	Resource Category	Funding Source	Amount
Mobile MakerSpace Bus	Equipment	Strong Workforce	\$400,000

Initiative #23: Referrals for Modernization, Learning Environment improvements, Replacement, and Repairs

Category 3 – Should be addressed through another process. (See VPBS Plan – Initiative #4)

- Landis Performing Arts Center is a learning laboratory / assembly space for multiple departments, divisions and outside vendors. The facility plays a significant role in the community as the home for RCC's Performing Arts programs. This initiative may be folded into the ongoing Maintenance cycle plan in development under the college's Business Services.
- Improve Student Success by providing instruction with more modern equipment in Chemistry. Many of our instruments used in our Laboratories are at least 10 years old. In some cases, like old Spec 20s, the equipment is at least 40 years old. In order to provide a first class chemistry curriculum, modern instruments and equipment are needed in our laboratories. Greater efficiency in experimentation yielded from new equipment results in a more positive lab experience for students.
- Addresses the issues of safety in the classrooms and laboratories in Math and Science. Existing furniture is breaking and has the potential of causing injury.
- Several of our classes are impacted (indicated by their large number of sections, high enrollment, and large waitlists). To improve access to these courses, we will need to offer additional sections in STEM. We have been granted a new faculty position, so we will be able to expand the number of sections for some impacted classes. However, without a second full-time technician, it will not be possible to stock and prepare the additional sections.

Resources Needed	Resource Category	Funding Source	Amount
Referrals to Life-Cycle Replacements	Equipment	General Fund	TBD

Initiative #24: Student Success in the Honors Program

Category 1 – Discipline/area specific strategy

Promote student success through formal and/or informal Honors faculty advising for students seeking advice on program completion and/or transfer to a four-year institution to help further the college's commitment to transfer (as noted in the Student Equity Plan); create a "culture of outreach," more specifically, "intentional outreach"; and foster leadership and learning opportunities for students to prepare them for future success.

Resources Needed	Resource Category	Funding Source	Amount
Enrichment funding	Augment funding	General Fund	\$3,000
Regional University visits funding	Augment funding	General Fund	\$3,000