

Assessment: Assessment Unit Planning



Program Review - VP Academic Affairs

Initiative/Project Details: Develop and Implement Associate Faculty Academy

Faculty Training

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2021 - 2022, 2022 - 2023, 2023 - 2024

Action Plan

2021 - 2022 - Kick off Associate Faculty Academy in February 2022 (Active)

2022 - 2023 - Recruit and train new cohort for fall 2022
Recruit and train new cohort for spring 2023 (Active)

2023 - 2024 - Recruit and train new cohort for fall 2023
Recruit and train new cohort for spring 2024 (Active)

Resources Needed

Funding for Associate Faculty Participation - \$70 per hour x 20 hours x 100 faculty

Year of Request: 2020 - 2021

Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc

Funding Source (Grant, Allocation, General Funds, etc.): General Fund

Projected Cost : 140000

RCC Goal Mapping

Strategic Plan

1.0 STUDENT ACCESS - The college will ensure all students have equitable access to the college's courses, programs, and services.

Objective 1.1 - Increase the college going rate by 3% annually in order to increase attainment of living wages in our community.

Objective 1.2 - Reduce equity gaps by 40% in 5 years by removing barriers in the on-boarding process (including access to programs and services) through cultural proficiency training and targeted interventions based on disaggregated student equity data.

Objective 1.3 - Increase percentage of students eligible for financial aid who receive aid by at least 2% per year.

Objective 1.4 - In order to shorten the time to complete and improve college going rates, the college will increase the number (headcount) of high school students participating in dual enrollment programs (inclusive of CCAP, middle college, and concurrent enrollment) 5% annually.

2.0 STUDENT SUCCESS - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.

Objective 2.1 - Increase by at least 20% annually the number of RCC students who acquire associate degrees, credentials,

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certificates, or specific job-oriented skill sets.

Objective 2.2 - Increase by 20% annually the number of RCC students transferring to a UC, CSU, private college, or out-of-state public or private institution.

Objective 2.3 - Increase the percentage of exiting students who report being employed in their field of study by 3.5% annually, an increase of 10%, median earnings 9.75% annually, and the number of those earning a living wage by 9.75% annually.

Objective 2.4 - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

Objective 2.5 - Increase number of students who complete both transfer-level math and English in first year by at least 20% annually.

Objective 2.6 - Increase course success rates by 1% annually from the baseline of 67.3% in the 16-17 AY.

Objective 2.7 - Ensure number of units for degrees does not exceed 15% above required number of units.

Objective 2.8 - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

3.0 INSTITUTIONAL EFFECTIVENESS - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

Objective 3.1 - Ensure that all decision making, processes, and outcomes are aligned with the college's mission and goals and governance structures by regular review of college policies, plans, and processes.

Objective 3.2 - Facilitate accountability, transparency, and evidence-based discussion in decision making to improve trust by regularly publishing plans, reports and outcomes data.

Objective 3.3 - In order to maintain funding, and to meet the needs of students, attain a college level efficiency average of 595 (WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.

Objective 3.4 - Provide a framework and tools to recognize excellence and sharing and implementing of best practices across disciplines, departments and service areas to create an environment in which students, faculty, and staff feel supported and valued.

Objective 3.5 - Provide cultural proficiency training and comprehensive data coaching to support evidenced based discussion and development of strategies to help disciplines, departments and service areas meet equity goals.

Objective 3.6 - Improve communication strategies internally among college constituencies and externally with the communities we serve.

4.0 RESOURCE DEVELOPMENT AND ALLOCATION - The college will acquire, manage, and deploy resources -- including human, facilities, technology, and financial -- to support college goals and advancement.

Objective 4.1 - Efficiently manage existing resources to support the ongoing academic and student support programs, and strategically develop external revenue sources to maximize the resources available to support student learning and success. (Target: 30% of overall budget will be from external revenue sources.)

Objective 4.2 - Maintain a healthy and safe environment for students, faculty, and staff, by developing a process through which the college can be responsive to any health and safety recommendations.

Objective 4.3 - Refine the Budget Allocation Model (BAM) grounded on principles of equity, transparency, and fairness to be implemented by Fall 2020, that is annually reviewed, assessed and updated.

Objective 4.4 - Revise and implement a strategic enrollment management plan that integrates student need, success and access goals with financial planning by Fall 2020, that is annually reviewed, assessed and updated.

Objective 4.5 - Implement the Technology Plan to ensure relevant investment in state-of-the-art technologies to enhance data-informed decision making, programs, services, and operations that are annually reviewed, assessed and updated.

Objective 4.6 - Revise and implement the HR Plan, by Fall 2020, with specific goals to recruit and hire diverse faculty and staff to support student success that is annually reviewed, assessed and updated.

Objective 4.7 - Provide annual Facilities Plan updates and fully integrate the Total Cost of Ownership principles for existing and future design of facilities.

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Initiative/Project Details: LHSS Priority #1 Staff--Increase equity-minded Journalism Program Support Specialist from part-time to full time

Increase from pt to ft the position of Journalism Program Support Specialist; with only one full time faculty member, the program cannot grow without the much needed support by this program support position which guides the production aspects of the newspaper; program wants to expand its web presence and venture into podcasting. Full time staff member to maintain equipment, train students on equipment, be present in the newsroom when faculty member is in class or doing institutional service.

This is an ongoing request

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2014 - 2015, 2015 - 2016, 2016 - 2017, 2017 - 2018, 2018 - 2019, 2019 - 2020, 2020 - 2021, 2021 - 2022

Action Plan

2021 - 2022 - This position continues to be a priority for the division. Viewpoints is a consistently awarded college newspaper. With the retirement of long-time, and lone, journalism professor, Allan Lovelace, the program has been carried by the Journalism Program Support Specialist who has continued the tradition of excellence with high awards at JACC in Spring 21 and the pursuit and receipt of a prestigious Journalism fellowship award from California Foundation for several journalism students. The Journalism program support specialist position as a full time position allows the journalism faculty to devote time to institutional service, teaching, contractual commitments without distraction. (Active)

Initiative/Project Target: until the position is converted to full-time

Implementation Timeline: 2021 prioritization approval

Resources Needed

Journalism Program Support Specialist from part-time to full-time

Year of Request: 2021 - 2022

Resource Category: Human Resources - Classified Staffing

Funding Source (Grant, Allocation, General Funds, etc.): General Fund

Projected Cost : 85200

RCC Goal Mapping

Strategic Plan

2.0 STUDENT SUCCESS - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.

Objective 2.1 - Increase by at least 20% annually the number of RCC students who acquire associate degrees, credentials, certificates, or specific job-oriented skill sets.

Objective 2.4 - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

Objective 2.8 - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

3.0 INSTITUTIONAL EFFECTIVENESS - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

Objective 3.5 - Provide cultural proficiency training and comprehensive data coaching to support evidenced based discussion and development of strategies to help disciplines, departments and service areas meet equity goals.

4.0 RESOURCE DEVELOPMENT AND ALLOCATION - The college will acquire, manage, and deploy resources -- including human, facilities, technology, and financial -- to support college goals and advancement.

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Objective 4.1 - Efficiently manage existing resources to support the ongoing academic and student support programs, and strategically develop external revenue sources to maximize the resources available to support student learning and success. (Target: 30% of overall budget will be from external revenue sources.)

Initiative/Project Details: Nursing #1 Priority Replacement of AV equipment in all nursing classrooms

Details of the initiative include replacement of AV technology in 11 classrooms and 2 meeting rooms in the School of Nursing. This is a High Priority request due to: 1)The current AV equipment does not allow for the updated necessary for student's use of iPad technology in the classroom, which student's are required to purchase and use as part of the nursing curriculum. 2) RCC nursing relies on the use of updated AV equipment to stream content to current and future grant student's. 3) Nursing student's and faculty have a high risk of Covid exposure in the clinical setting requiring quarantine times of 10-14 days with every exposure. This exposure restriction places a higher need for AV equipment to continue learning in the classroom and labs.

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2020 - 2021

Date Started: 03/30/2021

Guiding Questions: This initiative focuses on closing equity gaps for student's who are unable to attend class or clinical and ensure their success. Course completion of student's meets college goals of graduating student's with degree's, and provides academic engagement and ensures best practices for learning.

Action Plan

2020 - 2021 - Replacement of AV technology in 11 classrooms and 2 meeting rooms in the School of Nursing. (Active)

Initiative/Project Target: The project target is the replacement of AV technology in 11 classrooms and 2 meeting rooms in the School of Nursing.

Implementation Timeline: Spring/Summer 2021

Resources Needed

AV equipment upgrades for 11 classrooms and 2 meeting rooms. - This is a High Priority request due to: 1)The current AV equipment does not allow for the updated necessary for student's use of iPad technology in the classroom, which student's are required to purchase and use as part of the nursing curriculum. 2) RCC nursing relies on the use of updated AV equipment to stream content to current and future grant student's. 3) Nursing student's and faculty have a high risk of Covid exposure in the clinical setting requiring quarantine times of 10-14 days with every exposure. This exposure restriction places a higher need for AV equipment to continue learning in the classroom and labs.

Year of Request: 2021 - 2022

Resource Category: Technology - Hardware

Funding Source (Grant, Allocation, General Funds, etc.): General Fund

Projected Cost : 1006395

RCC Goal Mapping

Strategic Plan

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certificates, or specific job-oriented skill sets.

Objective 2.2 - Increase by 20% annually the number of RCC students transferring to a UC, CSU, private college, or out-of-state public or private institution.

Objective 2.3 - Increase the percentage of exiting students who report being employed in their field of study by 3.5% annually, an increase of 10%, median earnings 9.75% annually, and the number of those earning a living wage by 9.75% annually.

Objective 2.6 - Increase course success rates by 1% annually from the baseline of 67.3% in the 16-17 AY.

Objective 2.8 - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

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Objective 3.1 - Ensure that all decision making, processes, and outcomes are aligned with the college's mission and goals and governance structures by regular review of college policies, plans, and processes.

Objective 4.2 - Maintain a healthy and safe environment for students, faculty, and staff, by developing a process through which the college can be responsive to any health and safety recommendations.

Objective 4.5 - Implement the Technology Plan to ensure relevant investment in state-of-the-art technologies to enhance data-informed decision making, programs, services, and operations that are annually reviewed, assessed and updated.

Objective 5.1 - Enhance and maintain partnerships with the community's K-12 districts, universities, and other regional partners by actively participating in collaborative groups to increase equitable student success and completion at all levels.

Objective 5.3 - Continue providing programs and services that are responsive to and enrich the community.

Initiative/Project Details: F&PA Priority #1 Full-time 10-month F&PA Lab Technician

The F&PA division has many student labs and performance spaces. Currently, there is no central individual to oversee all of the lab spaces; maintaining safe student spaces, supporting faculty needs and student learning across the division. This position will be essential as we grow and move into new/renovated spaces. They will have the “big picture” view of all the needs for the division, as it relates to student labs/work spaces and work closely with the faculty and dean to make sure students success outcomes are met.

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2020 - 2021, 2021 - 2022, 2022 - 2023

Date Started: 09/02/2019

Resources Needed

A full-time 10-month F&PA Student Lab Manager - The F&PA division has many student labs and performance spaces. Currently, there is no central manager to oversee all of the lab spaces; maintaining safe student spaces, supporting faculty needs and student learning across the division. This position will be essential as we grow and move into new/renovated spaces. They will have the “big picture” view of all the needs for the division, as it relates to student labs/work spaces and work closely with the faculty and dean to make sure students success outcomes are met.

Year of Request: 2021 - 2022

Resource Category: Human Resources - Classified Staffing

Funding Source (Grant, Allocation, General Funds, etc.): General Funds

Resource Life Cycle: On-going

Projected Cost : 141275

RCC Goal Mapping

Strategic Plan

2.0 STUDENT SUCCESS - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and

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employment with a living wage.

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Objective 2.4 - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

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Objective 3.5 - Provide cultural proficiency training and comprehensive data coaching to support evidenced based discussion and development of strategies to help disciplines, departments and service areas meet equity goals.

4.0 RESOURCE DEVELOPMENT AND ALLOCATION - The college will acquire, manage, and deploy resources -- including human, facilities, technology, and financial -- to support college goals and advancement.

Objective 4.1 - Efficiently manage existing resources to support the ongoing academic and student support programs, and strategically develop external revenue sources to maximize the resources available to support student learning and success. (Target: 30% of overall budget will be from external revenue sources.)

Initiative/Project Details: Equity-Minded Teaching and Learning Institute (Joint with all VP Plans)

Create and implement an Equity-Minded Teaching and Learning Institute (EMTLI). This program will be faculty led, but the Director of Institutional Research will be involved in the planning and implementation process and will regularly provide the necessary data. The planning body will consist of the faculty lead, Director of Institutional Research, Student Equity Committee co-chairs, Director of Academic Support, and Professional Development chairs (Classified Professional and Faculty).

The EMTLI program is based off the existing program at Cuyamaca College. The implementation team at Cuyamaca College will be used as a resource during the development of our program.

The program is designed to provide a structured framework to provide faculty with resources to start closing student equity gaps within the classroom. Initially the EMTLI will focus solely on faculty. However, an additional component will be an Equity Institute focused on providing consistent equity training for our students will also be instituted. Expansion of the EMTLI will include additional tracks for classified professionals and administrators.

Through its Equity Plan, FLEX activities, Equity Committee, Strategic Planning Councils, Communities of Practice, and many other college-wide, area, department, and discipline activities, RCC has offered a great deal of equity training. This project seeks to create institutional change by reaching more faculty to acknowledge, understand, and dismantle root causes of systemic barriers to student engagement and achievement, to address deficit thinking and promote validating students, to develop inclusive pedagogical practices, and to create racial equity agendas.

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2020 - 2021, 2021 - 2022

Action Plan

2021 - 2022 - • Hold ½ day college-wide (all constituent groups) event in August 2021

- Implement collegewide book reading and discussion
- Launch Cultural Competency training for faculty in consultation with Puente Project State Office
- Kick off Equity Institute with 1st cohort from Returning Faculty in Spring 2022
- Implement Virtual Tool kit/Repository of Equity-minded Pedagogical Practices

(Active)

2022 - 2023 - • Kick off Equity Institute with New Faculty Hires in August 2022

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- Continue collegewide events
- Equity Institute with 2nd cohort of new faculty
- Equity institute with 2nd cohort of returning faculty (Active)

2023 - 2024 - • Assess and revise 2022-2023 Institute

- Continue collegewide events
- Equity Institute with 3rd cohort of new faculty
- Equity institute with 3rd cohort of returning faculty (Active)

2021 - 2022 - Develop the framework for Equity-Minded Teaching and Learning Institute (EMTLI) for all student employees (including all student workers, peer mentors, SI Leaders, SGL's, etc.) during Summer 2021.

Provide SPR's for faculty leads to develop equity modules for students, in addition to the established CRLA (College Reading and Learning Association) for Summer 2021.

Conduct training of all student employees during the fall, prior to classes beginning August 2021. (Active)

2022 - 2023 - Assess and evaluate the implementation of the Student modules of the EMTLI.

Make appropriate modifications, collecting data to determine efficacy.

(Active)

Resources Needed

Books (\$20 x 1000 books)

Faculty Special Projects to assess and provide feedback on student modules of EMTLI - Summer 2022 - Full-time faculty at RCC have extensive knowledge and passion for equity minded practices to share with our students.

Having full-time faculty help to assess, modify modules provides our students an exceptional experience.

Faculty Special Projects to develop student modules of EMTLI in Summer 2021 - Full-time faculty at RCC have extensive knowledge and passion for equity minded practices to share with our students. Having the full-time faculty help to develop and present the modules provides our students an exceptional experience.

Funding for faculty development

RCC Goal Mapping

Strategic Plan

1.0 STUDENT ACCESS - The college will ensure all students have equitable access to the college's courses, programs, and services.

Objective 1.2 - Reduce equity gaps by 40% in 5 years by removing barriers in the on-boarding process (including access to programs and services) through cultural proficiency training and targeted interventions based on disaggregated student equity data.

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Objective 2.4 - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

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development of strategies to help disciplines, departments and service areas meet equity goals.

Objective 3.6 - Improve communication strategies internally among college constituencies and externally with the communities we serve.

Initiative/Project Details: Restructuring of Guided Pathways for full implementation (Joint with all VP Plans)

The Guided Pathways work is currently being led by one person, with support given to Engagement Centers by multiple Engagement Center Coordinators. Although it has been successful, it is time to provide support through different mechanisms. The current total reassigned time associated with Guided Pathways is 2.6 FTE. The restructure allows for the following project leads which aligns more closely with the pillars of GP and helps to align with Equity and Strategic Plan goals and targets:

* GP Coordinator - .6 (used to be 1.0)

* Equity Data Coach project lead - .2

* Faculty Advisors and Student Support (used to be Engagement Center Coordinators) - (4 x .4) = 1.6

* Program to Career project lead - .2

* Cultural Competency project lead - .2

Total Reassigned time = 2.8 FTE (which is an increase of .2 FTE)

Each project lead will recruit GP members to part of Project Teams. Each project lead will then work closely with Leadership Councils and Academic Senate to scale up GP at RCC.

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2021 - 2022, 2022 - 2023, 2023 - 2024

Resources Needed

Additional Reassigned Time each semester aligned with the restructuring of Guided Pathways

RCC Goal Mapping

Strategic Plan

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Objective 1.4 - In order to shorten the time to complete and improve college going rates, the college will increase the number (headcount) of high school students participating in dual enrollment programs (inclusive of CCAP, middle college, and concurrent enrollment) 5% annually.

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Objective 2.2 - Increase by 20% annually the number of RCC students transferring to a UC, CSU, private college, or out-of-state public or private institution.

Objective 2.3 - Increase the percentage of exiting students who report being employed in their field of study by 3.5% annually, an increase of 10%, median earnings 9.75% annually, and the number of those earning a living wage by 9.75% annually.

Objective 2.7 - Ensure number of units for degrees does not exceed 15% above required number of units.

Objective 2.8 - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

Initiative/Project Details: LHSS Priority #2 Faculty offices for faculty

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new faculty positions

LHSS continues to be awarded new faculty positions for growth. The expansion of the faculty necessitates a number of new offices- 3 for 20/21; also, there are several faculty in offices in buildings that are home to other divisions on campus and some of those faculty may need to move due to faculty growth and/or planned building closures in those areas as well --6 total faculty housed elsewhere.

This is an ongoing need as long as we are able to continue to hire new faculty

Initiative/Project Status: Initial Proposal

RCC Goal Mapping

Strategic Plan
3.0 INSTITUTIONAL EFFECTIVENESS - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.
Objective 3.3 - In order to maintain funding, and to meet the needs of students, attain a college level efficiency average of 595 (WSCH/FTEF) by providing disciplines with their specific efficiency targets and the tools to meet those.
4.0 RESOURCE DEVELOPMENT AND ALLOCATION - The college will acquire, manage, and deploy resources -- including human, facilities, technology, and financial -- to support college goals and advancement.
Objective 4.1 - Efficiently manage existing resources to support the ongoing academic and student support programs, and strategically develop external revenue sources to maximize the resources available to support student learning and success. (Target: 30% of overall budget will be from external revenue sources.)
Objective 4.2 - Maintain a healthy and safe environment for students, faculty, and staff, by developing a process through which the college can be responsive to any health and safety recommendations.

Initiative/Project Details: STEM K Priority 1 Life Sciences - Student Access - Remodel MTSC 402 into offices For Life Science Faculty

Recent and current hiring in Life Sciences has resulted in the need for four (4) additional offices to accommodate these faculty. Any additional growth will necessitate a larger shortage of offices. If the Life Science department is to grow to meet the demand for their courses a solution to the office problem must be found. This initiative is the result of departmental growth without adequate space for additional offices. The final step in this recent growth is to supply the required office space for these new faculty members. This initiative proposes taking a poorly designed, undersized lecture space that produces poor efficiency in room utilization and converting it to faculty offices.

The Life Sciences Department has made a concerted effort to increase student access to our most in-demand courses. Over the past four years, the LS Department has focused, primarily, on expanding our offerings of Biology 1. Over this period, we have increased Bio 1 from 20 sections/semester to 33 sections/semester. This has allowed us to enroll an additional 416 students per semester, moving from 640 Bio 1 students/semester to 1056 Bio 1 students/semester. While this has helped increase access to Bio 1, the course remains one of the most in-demand courses at the college and it is still a priority of the LS Department to help meet this demand.

Biology 1 was chosen to be the initial focus of expansion for two reasons. First, Bio 1 is a popular general education course for degree, certificate and transfer students. Second, Bio 1 is a prerequisite course for our pre-Allied Health courses in Anatomy & Physiology (Bio 50 A/B) and Microbiology (Bio 55). By increasing student access in Biology 1, we have now generated considerable demand for our Anatomy & Physiology and Microbiology. Consequently, the LS Department now needs to make a concerted effort to increase the number of sections of Bio 50 A/B and Bio 55.

Over the past four years, the LS Department also has increased the number of sections of majors-level courses. Since occupation of the Math & Science Building in 2012, Biology 60 has increased from two to four sections per semester and, recently, Biology 61 has expanded from one to two sections/semester.

Finally, in response to student interest/demand the LS Department launched a new ADT in Environmental Science during the fall of

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2019. Consequently, the department has started to increase the number of sections of Environmental Science (Biology 19).

Initiative/Project Status: In Progress

Year(s) Implemented: 2019 - 2020, 2020 - 2021

Date Started: 07/10/2020

Guiding Questions: How will we provide office space for the growing number of faculty that support the increasing demand for Life Science courses?

Action Plan

2021 - 2022 - Hire new FT faculty in Anatomy & Physiology, Microbiology and Biology to accommodate growth.
Increase offerings in Bio 1, Micro, and A&P
Increase in the LS Department supply and service budget. Laboratory science courses require expenditures on resources and equipment. To add sections means to add expenses.

Remodel MTSC 402 into faculty offices to accommodate newly hired faculty (Active)

Resources Needed

Additional office space for faculty. - The LS Department now has more FT faculty than assignable offices on the third floor of the MTSC building. Contractually, faculty are entitled to an office.

The LS department would like to convert MTSC 402 (currently a tragically undersized and ill-suited LS department classroom on the 4th floor) into new faculty offices. MTSC 402 was never designed/built to the appropriate specifications and has an absurd room cap of 32. Consequently, that space would be better utilized as FT faculty office space - two to three offices could be created. Moreover, a redesign of 402 and the adjacent prep/storage space (MTSC 403) could increase the efficiency of the prep/storage area as well as provide the additional office space for FT faculty AND potentially allow the LS department to have a space for PT faculty to meet with students.

RCC Goal Mapping

Strategic Plan

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Objective 4.2 - Maintain a healthy and safe environment for students, faculty, and staff, by developing a process through which the college can be responsive to any health and safety recommendations.

Initiative/Project Details: Multi-Cultural Student Center (Joint with all VP Plans)

Discussions surrounding a new facility (or modification of existing facility) to include Student Activities and Equity Programs. This multi-purpose space will include rooms and spaces to support a variety of meetings, events and campus activities associated with equity programs. The Multi-cultural Student Center will be housed in a central location to increase access, enhance engagement and create a sense of belonging for the entire RCC community. Discussions surrounding location, functionality and funding will take place in the first year, with funding identification in year two and/or year three, and implementation soon after. This initiative is aligned with the Facilities Master Plan.

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Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2021 - 2022, 2022 - 2023, 2023 - 2024

Action Plan

2021 - 2022 - Discuss current Facilities Master Plan and existing needs. Create a plan for using the space in a way that benefits student groups. Get feedback from groups on these plans. (Active)

2022 - 2023 - Based on feedback and planning from prior year, work with facilities to include specific planning in the facilities master plan for the center development.

Identify and obtain funding. (Active)

2023 - 2024 - Create / build / implement Multi Cultural Center (Active)

RCC Goal Mapping

Strategic Plan

2.0 STUDENT SUCCESS - The college will provide clear pathways and support for achieving certificates, degrees, transfers, and employment with a living wage.

Objective 2.4 - Through targeted interventions based on disaggregated student equity data, shorten the time to completion for part-time students from 6 to 4 years, and full-time students from 6 to 3 years.

Objective 2.8 - For each of the objectives above, decrease equity gaps by 40% in 5 years and eliminate within 10 years, by providing cultural proficiency training for faculty and academic support staff, and by providing integrated academic support, and discipline-specific pedagogical practices for improved student outcomes at the curricular level.

3.0 INSTITUTIONAL EFFECTIVENESS - The college works to create a positive campus climate and identifies, measures, and reports on students and institutional outcomes to demonstrate the advancement of the college's mission and goals.

Objective 3.5 - Provide cultural proficiency training and comprehensive data coaching to support evidenced based discussion and development of strategies to help disciplines, departments and service areas meet equity goals.