

2021-2022 Program Review Summary

Updated 09/10/2021

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.

VPAA1 – Develop and Implement Associate Faculty Academy

[Click here for more information about this initiative](#)

Faculty Training

Resources Needed	Resource Category	Funding Source	Amount
Associate Faculty Participation	Other	General Funds	\$140,000
TOTAL INITIATIVE COST			\$140,000

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.2, 1.3, 1.4	2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8	3.1, 3.2, 3.3, 3.4, 3.5, 3.6	4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7	

VPAA2 – Staff – Increase equity-minded Journalism Program Support Specialist from part-time to full-time

[Click here for more information about this initiative](#)

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.

Resources Needed	Resource Category	Funding Source	Amount
Journalism Program Support Specialist from part-time to full-time	HR - Classified	General Fund	\$85,200
TOTAL INITIATIVE COST			\$85,200

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
	2.1, 2.4, 2.8	3.5	4.1	

VPAA3 – Replacement of AV equipment in all nursing classrooms

[Click here for more information about this initiative](#)

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.

Resources Needed	Resource Category	Funding Source	Amount
AV Equipment for 11 classrooms and 2 meeting rooms	Technology	General Fund	\$1,006,395
TOTAL INITIATIVE COST			\$1,006,395

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.1, 1.2	2.1, 2.2, 2.3, 2.6, 2.8	3.1	4.2, 4.5	5.1, 5.3

VPAA4 – Full-time 10-month F&PA Lab Technician

[Click here for more information about this initiative](#)

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.

Resources Needed	Resource Category	Funding Source	Amount
Full time 10-month F&PA Student Lab Manager	HR - Management	General Fund	\$141,275
TOTAL INITIATIVE COST			\$141,275

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
	2.1, 2.4, 2.8	3.5	4.1	

Joint Initiatives with all VP Plans

J1 – Equity-Minded Teaching and Learning Institute – (Joint with all VP Plans)

[Click here for more information about this initiative](#)

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.

Resources Needed	Resource Category	Funding Source	Amount
Books (\$20 x 1000 books)	Other	General Fund	\$20,000
Faculty Special Projects to asses and provide feedback on student modules of EMTLI - Summer 2022	HR - Faculty Staffing	Equity, GP, or General Fund	\$15,000
Faculty Special Projects to develop student modules of EMTLI - Summer 2021	HR - Faculty Staffing	Equity, GP, or General Fund	\$25,000
Faculty Development	Other	General Fund	\$40,000
TOTAL INITIATIVE COST			\$100,000

RCC Goal Mapping to Strategic Plan

Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
1.2	2.4, 2.6, 2.8	3.5, 3.6		

J2 – Restructuring of Guided Pathways for full implementation – (Joint with all VP Plans)

[Click here for more information about this initiative](#)

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 in 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.

Resources Needed	Resource Category	Funding Source	Amount
Additional Reassigned Time each semester aligned with the restructuring of Guided Pathways	HR - Faculty Staffing	Guided Pathways	\$20,000
TOTAL INITIATIVE COST			\$20,000

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1.1, 1.4	2.1, 2.2, 2.3, 2.7, 2.8			

The following initiatives do not require prioritization and are included for transparency. These initiatives are items for discussion or funded through other means.

For detailed information about the VPAA No Resources Needed Initiatives [click here](#)

Faculty Offices for New Faculty

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.

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Objective 1 Student Access	Objective 2 Student Success	Objective 3 Institutional Effectiveness	Objective 4 Resource Dev/Allocation	Objective 5 Community Engagement
		3.3	4.1, 4.2	

STEM K Priority 1 Life Sciences - StudentAccess - 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 Bio1, 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 2019. Consequently, the department has started to increase the number of sections of Environmental Science (Biology 19).

Resources Needed	Resource Category	Funding Source	Amount
Faculty Office Space - STEM			
TOTAL INITIATIVE COST			PENDING

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		3.3	4.1, 4.2	

Multi-Cultural Student Center – (Joint with all VP Plans)

[Click here for more information about this initiative](#)

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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	2.4, 2.8	3.5		