VPAA PRaP Aug 26 2022

RCC
RIVERSIDE CITY COLLEGE

Program Review - VP Academic Affairs

Initiative/Project Details: VPAA #1 - Educational Partnerships - Expand access to and increase success rates of underserved and historically underrepresented students within CCAP and dual enrollment.

•   Strategically expand access to and success within dual enrollment classes for disproportionately impacted students, especially Black, Latinx, American Indian or Alaska Native, Native Hawaiian and Pacific Islanders, and foster youth, and historically underrepresented first generation, and low-income students.

•   Decrease equity gaps in both enrollment and success rates for disproportionately impacted students.

•   Increase demand for CCAP and dual enrollment at partnership school sites leading to the increase of number of sections offered and number of high school students enrolling in courses.

•   Create sense of belonging and provide calculated, deliberate and intrusive academic supports.

•   Particularly for first generation, students of color, and low-income students, having early positive experiences and early success in college courses supports their understanding that they belong in college.

Initiative/Project Status: In Progress
Year(s) Implemented: 2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024
Date Started: 03/17/2021

Action Plan

2021 - 2022 - •   Examine, analyze and explore current College and Career Access Pathways (CCAP) and Dual Enrollment program offerings, opportunities, challenges and partnerships.

•   Work with faculty and VPAA to understand course offerings and identified pathways.

•   Work with Outreach to leverage current relationships for student outreach in feeder high schools.

•   Facilitate understanding of current CCAP and identify potential opportunities for new pathways.

•   Review student course taking patterns.

•   Recruit and hire educational advisor to provide student support structure, including but not limited to academic advising, matriculation, and integrated academic supports.

•   Create specific "warm hand offs" from high school to UMOJA, La Casa, and Puente. (Active)

Related Documents:
[Ed Partnerships Resource Request Form 05.16.22.pdf](#)

2022 - 2023 - •   Expand CCAP course offerings.

•   Improve on-boarding process for all students while providing timely, informative and relevant support to high school personnel.

•   Increase number of high school students participating by creating opportunities for outreach and strengthening student understanding of college-going opportunities.

•   Recruit and hire educational advisor to provide student support structure, including but not limited to academic advising, matriculation, and integrated academic supports.

•   Coordinate Dual Enrollment Student Success Day where all CCAP and RECHS students are invited to visit RCC to interact with faculty and current RCC students, gain exposure to college campus, and increase sense of belonging. Includes campus tour, student panel, laboratory visits, etc. (2022 - Pending vaccination mandate)

•   Monitor, assess, and report on CCAP and RECHS students' progression to and through college (RCC and other colleges), including enrollment, transfer and degree/certificate completion.

- Fully integrate UMOJA, La Casa, and Puente into CCAP and RECHS programming.
- Fully integrate academic support mechanisms within CCAP, including peer mentoring and tutoring options.
(Active)

2023 - 2024 - • Monitor, evaluate, and assess student enrollment, disaggregated by race/ethnicity, gender and other identification markers.
- Monitor, evaluate, and assess effectiveness of services, programming and academic support mechanisms.
- Monitor, evaluate, and assess current CCAP pathways.
- Monitor, evaluate, and assess current relationships with partnerships schools and other stakeholders within the region.
- Expand CCAP and other dual enrollment opportunities to additional LEA's within the region. (2022)
- Strengthen relationships with co-curricular support units (UMOJA, La Casa, EOPS, TRIO, etc.).
- Strengthen relationships with community-based organizations to explicitly connect career pathways to CCAP pathways. (Active)

Resources Needed

Additional funding for outreach to support recruitment. Includes collateral, promotional materials, translation services, and potential special project funding. - • Outreach should be intentionally directed to attract and support disproportionately impacted students in order to close equity gaps in enrollment and success rates.
- All flyers and documents shared at school sites are required by school districts to be translated to Spanish in order to be disseminated to students and families.
- Program identifiers (posters, flyers, t-shirts, student materials, etc.) located at the high schools increase program visibility and familiarity
Year of Request: 2021 - 2022
Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc
Projected Cost : 10000

Educational Advisor -- shared between Educational Partnerships and Honors Program - • Ed advisor will be responsible for improving the student support structure, including but not limited to academic advising, matriculation, and integrated academic supports.
- Collaborates with counselors to assist CCAP students with the development, completion and maintenance of abbreviated educational plans.
- Provides general information on academic, transfer and CTE programs to students.
- Conducts general follow-up via telephone, e-mail, and college-supported social media related to inquiries received
- Sets up and maintains electronic database, files, documents, and student records.
- Assists students with study skills and student success strategies. May work in collaboration with the counseling faculty to implement various student success workshops.
- Collaborates with a variety of college support services, academic services, and specialized programs to maximize resources and services to students.
- Conducts a variety of outreach activities; including college tours; gives presentations regarding programs and services; develops community relationships; develops communications and collateral materials; may assist in recruiting students from high schools.
- Develops and maintains effective and supportive working relations with all stakeholders.
Year of Request: 2021 - 2022
Resource Category: Human Resources - Classified Staffing
Funding Source (Grant, Allocation, General Funds, etc.): General Fund
Resource Life Cycle: Ongoing
Projected Cost : 135396
Disciplines / Departments sharing Cost of Resource: Shared between educational partnerships and honors program

Peer Mentors - • Peer mentors work with dual enrollment students to assist in learning about college resources and/or academic skills in a one-on-one or group setting.

- Peer mentors develop and maintain a peer relationship focused on helping new students make a smooth transition, acclimate to campus, and establish a sense of belonging.
- Peer mentors serve as a positive role model, both in the classroom and within the community at large

Year of Request: 2021 - 2022
Resource Category: Human Resources - Classified Staffing
Funding Source (Grant, Allocation, General Funds, etc.): General
Projected Cost : 10000

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 1.4 - 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, 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 3.6 - 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.
5.0 COMMUNITY ENGAGEMENT - The college will actively pursue, develop, and sustain collaborative partnerships with educational institutions, civic organizations, and businesses.
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 5.2 - Expand work with local businesses and CTE advisory groups to ensure that the college's educational programs provide the necessary skills that lead to living wage employment opportunities.

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

Objective 5.4 - Collaborate with the RCCD Foundation to ensure the continuation and growth of philanthropy to enhance educational programs and student support services at RCC.

Initiative/Project Details: VPAA #2 - Increased support for Faculty -- Glenn Hunt Center and Academic Senate

Current administrative support for this position is 1/2 time. We would like to expand the position to a full time position. This would allow the Glenn Hunt Center to be more fully staffed. Additionally, this position could provide additional support to faculty development -- helping with documenting existing support for equity-based classroom engagement activities, help to coordinate training, and improve the ability to support RCC's Academic Senate.

Initiative/Project Status: Initial Proposal
Year(s) Implemented: 2021 - 2022, 2022 - 2023

Action Plan

2021 - 2022 - Identify and document need. Request increased funding as part of the prioritization process. (Active)
Related Documents:
Glenn Hunt Position (003).pdf

2022 - 2023 - Receive approval for additional funding and fill position. (Active)

Resources Needed

Increase classified professional position from 1/2 time to full time -- Administrative Assistant I - Provide additional support to Faculty Development and Academic Senate -- cost listed is total cost, not the increase
Year of Request: 2021 - 2022
Resource Category: Human Resources - Classified Staffing
Resource Life Cycle: Ongoing
Projected Cost : 72607

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 3.1 - 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 3.4 - 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.
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 4.2 - 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: VPAA #3 - Staff--Increase equity-minded

Program Review - VP Academic Affairs

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. This limits the program's ability to serve students.

The program wants to expand its web presence and venture into podcasting, expanding the experience and skills of our student journalists. RCC's students are largely first-generation and students from disproportionately affected groups. This additional capability will enable the program to help more of RCC's students.

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
Related Documents:
Jounalism Support Specialist Full Time justification.docx
Journalism Position (003).pdf

Updates

Reporting Year: 2021-2022   05/16/2022
Conclusion: Target Partially Met
Have already paid for 50% of this position. Still need funding for the other 50% plus benefits.

2022 - 2023 - Receive additional 50% funding for this position. Fill the position long-term to support Journalism program. (Active)

Resources Needed

Journalism Program Support Specialist from part-time to full-time - Only position funding is needed -- no additional support resource costs are needed for this position so the $117,472 is the total cost.
Year of Request: 2021 - 2022
Resource Category: Human Resources - Classified Staffing
Funding Source (Grant, Allocation, General Funds, etc.): General Fund
Projected Cost : 117472

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.

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: VPAA #4 - Life Sciences & Chemistry Equipment Replacement and Repair/Service Contracts

Improve Student Success by providing instruction with more modern equipment and updated service contracts to extend the life of essential teaching equipment for Life Science and Chemistry.

Initiative/Project Status: Initial Proposal
Year(s) Implemented: 2021 - 2022, 2022 - 2023

Action Plan

2021 - 2022 - Request and receive budget augmentation (Active)

Related Documents:
GCHumiditySensorRepair.pdf
GCServiceContract.pdf

Resources Needed

Repair Growth Chamber Humidity Sensors ($3033)
Growth Chamber Service Contract (including tax) ($2940)
Year of Request: 2021 - 2022
Resource Category: Equipment
Projected Cost : 5973

Initiative/Project Details: VPAA #5 - Active/Collaborative Learning Furniture

Create two flexible teaching and learning classrooms (one in Quad for LHSS and one in MTSC for math) by furnishing with movable furniture (to facilitate culturally-relevant, innovative, active, and collaborative teaching methods). Furniture selected must NOT reduce current classroom capacities.

Initiative/Project Status: Initial Proposal
Year(s) Implemented: 2022 - 2023

Action Plan

Program Review - VP Academic Affairs

2021 - 2022 - Identify need (Active)

2021 - 2022 - Develop a plan to rotate classrooms throughout the Quad on a multi year basis; implement in conjunction with staff development for faculty teaching in smart, collaborative classrooms; design with particular disciplinary needs in mind, e.g. American Sign language needs easily moveable furniture that students can move aside to do physical work in class where everyone can see one another; as well as easily flexible seating that allows students to work in pairs or groups to practice signing; all students need to be able to see the instructor at all times as all language is visual.

Purchase 75 Koi desks (20" D x 33" W) and chairs. Quote we got estimates that it will cost $51,000 - $55,000 for both classrooms. This estimate was worked out with Krystin Steranka and Robert Beebe.
Purchase 6 Platinum Visual Systems white boards.
Replace smaller sleigh desks in MTSC 101, 105, and 106 with larger sleigh desks like the ones in MTSC 107. The number depends on classroom capacity. (Krystin Steranka and Robert Beebe)
Purchase new technology (display, HD Projector, necessary software and hardware) for three classrooms. Estimate is $42,000 per classroom. (Active)

Resources Needed

3 person whiteboard tabletop desks in half moon, trapezoid, boomerang or wave shape = $350-$400 each ; 1 person adjustable trapezoid or half round desks = $150-$275 each large overhead Video display monitors for classroom walls - $2500 each Adjustable height, mobile dry-erase boards = $300-$400 each charging stations storage cabinets - Student success at RCC in the 21st century, necessitates modern classrooms that are conducive to student learning environments that will mirror workplaces and stimulate thinking and creativity. De centered classrooms allow for equitable classroom spaces and opportunities for engagement and open communication.
Year of Request: 2021 - 2022
Resource Category: Capital Outlay (Physical Resources)
Projected Cost : 35000

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 2.8 - 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.
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 4.2 - 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: JOINT INITIATIVE A: VPAA AND VPPD - Academic Support Augmentation

Additional funds requested to increase academic support for the following areas: CIS ($20K for tutors), AUT ($10K for SI leaders), Math ($25K for Math Learning Center tutors & extended hours of service), and LHSS: WRC, CCE & EC ($30K).
Total request: $85K academic support augmentation
Initiative/Project Status: Initial Proposal
Year(s) Implemented: 2021 - 2022, 2022 - 2023

Action Plan

Program Review - VP Academic Affairs

2022 - 2023 - Request and receive budget augmentation. (Active)

Resources Needed

Budget augmentation for CTE - CIS ($20K for tutors), AUT ($10K for SI leaders)
Year of Request: 2021 - 2022
Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc
Projected Cost : 30000

Budget augmentation for equity-minded student staffing in LHSS - To maintain current level of student staffing even in light of growth of need for student workers for student support as college enrollments and consequent demand for academic support increases.

5/21: Without budget augmentation, our efforts to expand opportunities for student learning and engagement through on campus work; ability to expand services with student worker support will be inhibited; as minimum wage continues to rise, student work hours in CCE and WRC will need to be cut; or the number of student workers will need to be cut

5/22 this is a continued needs; now with increased demand for online student support, the need for lab aids has not diminished-- even with less in person foot traffic, students are looking for support online both in the evenings and on weekends
Year of Request: 2021 - 2022
Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc
Funding Source (Grant, Allocation, General Funds, etc.): General Fund

$1/hr x the average number of student hours worked per student employee per term. approx $3200/yr increase

Each of the last three years we have lost the ability to keep up with the increase in minimum wage by reducing student hours: Rather than increasing hours to meet demand, we have had to cut hours. In order to catch up to 2017 levels of staffing; we request an initial augmentation of $6,400. (40 hours/week x 2 students/hour x 40 weeks--two full terms and two short terms = $16,000
Projected Cost : 30000

Increase MLC days/hours of operation - Research on the MLC indicates that students who spend more than 18 hours per week in the MLC have a greater success rate in their courses. The MLC needs to extend hours during the week and on Saturdays to be open to as many students as possible. The cost below includes increases to the staffing budget, including tutors, an increase in the 75% ISS position to a 100% ISS position (completed), and an increase to 30 hours per week for the assistant ISS position.
Year of Request: 2021 - 2022
Resource Category: Human Resources - Classified Staffing
Projected Cost : 25000

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.
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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 2.4 - 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 2.8 - 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: INFORMATION ONLY NO PRIORITIZATION NEEDED - 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)
Related Documents:
Associate Faculty Academy.pdf

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: 2021 - 2022
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,

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.

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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.

Program Review - VP Academic Affairs

Initiative/Project Details: JOINT INITIATIVE FOR INFORMATION ONLY NO PRIORITIZATION NEEDED - Equity-Minded Learning Institute

Continue creating and implementing an Equity-Minded Learning Institute (EMLI). 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 EMLI 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 EMLI 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 EMLI 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.

Additionally, RCC's student employees will participate in EMLI training as part of Academic Support's efforts to include student-equity focused training for these groups.

Initiative/Project Status: In Progress
Year(s) Implemented: 2020 - 2021, 2021 - 2022, 2022 - 2023

Action Plan

2021 - 2022 - Develop the framework for Equity-Minded Learning Institute (EMLI) 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

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

Assess and evaluate the implementation of the Student modules of the EMLI.
Make appropriate modifications, collecting data to determine efficacy

Include student employees in EMLI training.   (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)

Resources Needed

Faculty Special Projects to assess and provide feedback on student modules of EMLI - 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.
Year of Request: 2022 - 2023
Resource Category: Human Resources - Faculty Staffing
Funding Source (Grant, Allocation, General Funds, etc.): Equity, GP, or General Fund
Projected Cost : 15000
Disciplines / Departments sharing Cost of Resource: VPPD

Salary for students who participate in Student Employee Training (PIMC, EMLI) - Student employees must earn an hourly wage while participating in training. This training supports the college's efforts at closing student equity gaps.
Year of Request: 2022 - 2023
Resource Category: Other - Staff Development/Guest Speaker/Conference/Etc
Funding Source (Grant, Allocation, General Funds, etc.): SEA Funding
Projected Cost : 25000

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.
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 3.4 - 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.

Initiative/Project Details: JOINT INITIATIVE FOR INFORMATION ONLY - RESEARCHED FOR FUTURE PRIORITIZATION Multi-Cultural Student Center

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.

Initiative/Project Status: In Progress
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.