

Program Review - VP Planning and Development

Initiative/Project Details: VPPD #1 RCC Website Enhancement

Update and enhance the web modules - Event Calendar, Staff Directory, Chatbox, Interactive Map. Refresh RCC.EDU and related pages to update and increase effective communication and the user interface (UI).

Extension of the Student Voice Project / Street Teams in coordination with Marketing and Institutional Effectiveness

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2022 - 2023, 2023 - 2024, 2024 - 2025

Action Plan

2022 - 2023 - Research how students and prospective students navigate rcc.edu

- Using student workers participating in the Student Engagement Grant (in coordination with the Office of Institutional Effectiveness, Marketing, and Outreach) conduct focus groups, interviews, and observations to explore how users interact with the current site

Research on upcoming technology -- vendor demonstrations, web experts

Explore costs for different solutions (Active)

2023 - 2024 - Work with internal and external stakeholders to determine need.

- Include internal web analytics

Narrow vendor search and get quotes for service.

Create resource request to include in Fall 2024 PRaP prioritization request cycle (Active)

Resources Needed

Marketing and Student Voice project funding - Hire student workers to conduct student-based research for institutional effectiveness, marketing, and outreach with a focus on Guided Pathways and better engaging prospective students and current students through a variety of social media streams.

Year of Request: 2021 - 2022

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

Funding Source (Grant, Allocation, General Funds, etc.): Student Engagement Grant, Marketing Outreach Allocation from State Chancellor's Office

Projected Cost : 5000

Disciplines / Departments sharing Cost of Resource: OIE, Marketing, and Outreach

RCC Goal Mapping

Strategic Plan

Program Review - VP Planning and Development

1.0 STUDENT ACCESS - The college will ensure all students have equitable access to the college's courses, programs, and services.
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 2.4 - 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.
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 3.6 - Improve communication strategies internally among college constituencies and externally with the communities we serve.
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 5.3 - Continue providing programs and services that are responsive to and enrich the community.

Initiative/Project Details: VPPD #2 - Library Outreach

Strive to provide equitable delivery of library services through the development of programs, policies, practices, and behaviors which make the library inviting and available to all RCC students, with a particular focus on services for those who are infrequent users, nonusers, or are traditionally underserved.

Initiative/Project Status: Initial Proposal

Year(s) Implemented: 2020 - 2021, 2021 - 2022, 2022 - 2023, 2023 - 2024, 2024 - 2025

Guiding Questions: Over this next five year cycle, RCC continues to use the Guided Pathways Framework to make the college ready for students and focuses on closing equity gaps as well as increasing all student success. What role does the discipline / department play in supporting Guided Pathways and student equity? How does the strategy/initiative: • help the college meet its goals and targets? • align with Guided Pathways? • support student equity efforts such as contextualize learning and student engagement? • support enrollment management including student throughput for key courses to meet career and transfer goals? • support academic engagement centers and other student co-curricular supports? • include assessment and equity-driven, classroom-focused best practices to ensure learning?

Action Plan

2021 - 2022 - In order to ensure high quality multi-cultural programming is offered throughout the library space, the library will expand exhibit library programming by continuing to contract for outside professional exhibits. (Objective 5.3)

This will include revising current budget allotment to meet the need as well as exploring additional potential sources of funding. (Active)

Initiative/Project Target: Lease professional traveling exhibits, from organization such from Gilder Lehrman Institute of American History for exhibit in the physical library.

Implementation Timeline: Library faculty will meet and discuss possible displays that reflect RCC's multi-cultural student

Program Review - VP Planning and Development

population. Target date for the exhibit is Spring 2023.

2021 - 2022 - Coordinate a speaker program for Spring 2023. (Objective 5.3) (Active)

Initiative/Project Target: Our preferred speaker will be Susan Straight to see if she will present her book, "In the Country of Women" to our student body. If she is not available, another local author will be contacted.

Implementation Timeline: The department will coordinate a plan for a visiting author by Spring of 2023.

2021 - 2022 - Expand outreach to engagement centers on campus. Coordinate with pathways librarians and engagement center Educational Advisors to develop a plan of support for each of these campus centers: CTE, Humanities, STEM. (Objectives 1.0, 2.0, 2.1, 2.2, 2.6, 3.4, 3.6) (Active)

Initiative/Project Target: Working with the Outreach Librarian, develop a plan of support that can be implemented in the following academic year.

Implementation Timeline: Working over the 2021-22 academic year, information will be gathered on the special needs of each of the engagement centers, and this information will be utilized to create specific proposals for each of the centers.

2021 - 2022 - The Dual Enrollment/CCAP program offers local high school students free college courses on their high school campus for student convenience at 9 locations, Arlington HS, Hillcrest HS, John W North HS, Martin Luther King Jr. HS, Norte Vista HS, Patriot HS, Poly HS, Ramona HS, Rubidoux HS . The library will continue and expand provide support to this college program. (Objectives 1.0, 2.0, 2.1, 2.2, 2.4, 2.5, 2.6, 5.1) (Active)

Initiative/Project Target: Initiate conversation with local high school districts with goal to get EZ Proxy unblocked so that students and teachers can access RCC Library Databases remotely.

Implementation Timeline: During the 2021-22 academic school year, Outreach Librarian will start a series of conversations with responsible parties to raise the topic of the need for students to have access to RCC databases and the current obstacles that firewalls present.

2021 - 2022 - Improve passive communication in the library by including information, announcements, and messaging using digital displays. This will include purchasing an LCD flat screen digital display and creating a structured plan for messaging including weekly updating and alignment with college communication strategies (for enrollment, academic support, etc.)

Identify the best location for the screen, create a structured messaging plan (coordinate with marketing, outreach and admissions & records), and identify primary and secondary infrastructure requirements to ensure the messaging is current and updated / reviewed regularly. (Active)

Initiative/Project Target: Coordinate with TSS to get bids from district approved vendors.

Implementation Timeline: 2022 - 2023

2022 - 2023 - Utilize earmarked \$7,000 to start an ongoing series of traveling exhibits. (Active)

Initiative/Project Target: \$7,000 already earmarked.

Implementation Timeline: 2022-2023

2022 - 2023 - Utilize the WRC schedule to ensure that faculty librarians work together in being present for all WRC orientations during the first week of Spring and Fall semesters. (Active)

Initiative/Project Target: Fall 2022

Implementation Timeline: 2022-2023

Resources Needed

Additional Equipment to encourage engagement (LCD displays and iPads)

Year of Request: 2021 - 2022

Resource Category: Technology - Hardware

Projected Cost : 5000

Funding for speaker program. - To further our mission of community enrichment, the library would like to provide students the opportunity to access award winning authors.

Program Review - VP Planning and Development

This will include revising current budget allotment to meet the need as well as exploring additional potential sources of funding.

Year of Request: 2021 - 2022

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

Projected Cost : 5000

Funding for traveling exhibit display - The library provides educational exhibits that are well-received by the students, but require funding that often exceeds our regular budget.

This will include revising current budget allotment to meet the need as well as exploring additional potential sources of funding.

Year of Request: 2021 - 2022

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

Projected Cost : 5000

RCC Goal Mapping

Strategic Plan
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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 2.4 - 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 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.
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.
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: 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

Program Review - VP Planning and Development

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

Action Plan

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

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

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

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

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

Projected Cost : 25000

Initiative/Project Details: JOINT INITIATIVE B: VPPD AND VPSS -- Provide ASL Interpreter Support for all campus events

The college has a large number of events. In order to accommodate all students, the college needs to be able to provide interpreters to support these students.

This is an important need to support our students.

Initiative/Project Status: Initial Proposal

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

Action Plan

2022 - 2023 - Determine feasibility and potential on-going costs for a service. This will include identifying the different campus events as well as interpreter needs. Linguabee has provided example costs per event which will help the college determine annual costs for this service.

Program Review - VP Planning and Development

Create a detailed estimate of how many meetings / events per month (or semester) require this service.

Based on that estimate, determine if RFP is required and then follow the vendor process. Hire Vendor (potentially Linguabee).

Establish processes to provide interpreter support for all campus events and including how to request a vendor, publishing timeline and resource request source, and identify which office / department will be the primary coordinator of this contract / service. (Active)

Resources Needed

Vendor for ASL Interpreter Support (amount is estimated)

Year of Request: 2021 - 2022

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

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

Resource Life Cycle: On-going / yearly cost

Projected Cost : 100000

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.

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 2.4 - 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 3.4 - 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 3.6 - Improve communication strategies internally among college constituencies and externally with the communities we serve.

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

Program Review - VP Planning and Development

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)

RCC Goal Mapping

Program Review - VP Planning and Development

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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

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Program Review - VP Planning and Development

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