

February 1, 2017

To: Kathleen Sell, Faculty Co-Chair Educational Planning and Oversight Committee on behalf of EPOC and the membership of the joint councils

From: Dr. Wolde-Ab Isaac, President RCC

RE: President's Response to Joint Council Recommendations on prioritization of initiatives/requests from Division and Area program Reviews

CC: Mark Sellick, President Academic Senate; Susan Mills, Accreditation Liaison Officer; Nigel Slater, Student Representative to EPOC; Paul O'Connell, Stephen Ashby, Manny Martinez, RDAS Co-Chairs; FeRita Carter, Eddie Perez, Tony Ortiz, SAS Co-Chairs; Debbie Cazares, Wendy McEwen, Regina Miller, Charlie Zacarias, IE Co-Chairs; Tony Rizo, Maritza Jeronimo, ACTPIS Co-Chairs

First of all, to all who participated in the joint prioritization process, I would like to express my appreciation of all the hard work that was done by the department chairs and the integration of the division plans that was carried out by the Deans and the open, participatory process that was adopted by the councils to tackle the difficult task of prioritizing the requests. This is our first time to implement the process and thus it will not be perfect and the assessments, evaluations and monitoring activities that will follow during the implementation of our plans will help us to improve our plans as well as the processes that we have put in place. As you will see in the attached response I am in agreement with most of the recommendations and have thus approved it and where I had questions I will arrive at the decision when further discussion with the concerned divisions provide the needed clarifications of their request.

In closing I would like to congratulate the college community, faculty, staff, students and the administration for a job well done.

Thank you,

Wolde-Ab Isaac

Category 1: New programs/ educational initiatives/ other which are in clear alignment with the college goals outlined in the Strategic Plan and the direction mapped out in the Educational Master Plan, and for which the divisions and areas had provided clear plans following the guidelines provided by the joint councils. The joint councils DO recommend moving these items forward for action. **These are in alphabetical order by division/area, not a ranked order. The committee recommends moving all of these forward.**

- Finalize On-line student educational planner (CLAS)
 - Yes—approved. This is ongoing and essential.
- Three month pilot phase with EduNAV began in July 2017. EduNAV is working with District IT. They have successfully installed the virtual appliance. There is a considerable amount of work ahead to integrate EduNAV with RCCD's student information system and degree audit data. RCC will choose 3 programs to run through the pilot phase.
- ACBSP Application for Candidacy Fee/Mentor/Conference (CTE)
RCC has been approved as "selected for candidacy." The full application for accreditation will be due at the end of fall 2017, with a site visit in spring 2018. Full accreditation is expected for fall 2018.
- Esthetic Training & Program Development (CTE)
Begins in fall 2017. Still working on full program; curriculum is being revised to best serve students.
- Establish a Certified Nursing Assistant (CNA) Program Housed in the RCC SON Sandy

CNA faculty member/program director hired – approved by Board of Trustees at June 20, 2017, meeting; Curriculum developed and application to the State to be submitted in fall 2017

- Simulation Lab Accreditation (Nursing)

Faculty to receive Certified Healthcare Simulation Educators (CHSE) certification – faculty will complete preparation class in January 2018 and test in spring 2018

- Yes these four items are approved and will be funded through Strong Work Force monies. And the college recognizes that the implication is that the college will continue to support new programs approved here when / if SWF monies are no longer available.

- World Languages Placement Test (LHSS)

- Yes approved and will be funded from General Fund

World Languages is using WebCAPE Foreign Language Placement Exam. In the final stages of finalizing the wording of the assessment questions and making sure the technical details of uploading scores to Web Advisor and the compatibility with Multiple Measures placement is coordinated. If not in place by fall 2017, it should be in place by spring 2018.

- Purchase instructional supplies/equipment necessary for modern teaching laboratories (MSK—Life Sciences and Chemistry)
 - **Yes approved—General Fund**
Chemistry received additional funding in FY 16-17 totaling \$148,458 from Lottery and Instructional Equipment Funding – FY17-18 Lottery includes an ongoing amount of an additional \$50,000
Life Sciences received additional funding in FY 16-17 totaling \$30,000 from Lottery. FY 17-18 Lottery includes additional funding of \$5,000
- Additional funds for growth (MSK—Life Sciences and Chemistry)
 - **Yes approved—will be handled through Budget Augmentation**

Category 3: The councils recognize and want to acknowledge here the importance of the requests/initiatives that follow, but feel that in future, they are best addressed not through this prioritization process but through processes that deal with instructional and physical plant sustainability, with budget augmentation, or through the Human Resources Plan. **For now, however, the councils did identify some items in these areas as urgent and requiring immediate attention, and they recommend the college take action on these this AY. These are Tier 1. For the remainder, Tier 2, the joint councils support these requests if funds are available, but also request that appropriate committees work during the Spring 2017 term to craft the appropriate metrics to help manage such requests in a responsive and timely fashion.**

Budget Augmentation

Tier 1

- Center for Communication Excellence Secured Funding (LHSS)
 - **This will be addressed through an integrated academic support plan so that it becomes part of a broader conversation/ planning for how to fund and staff academic support services. This effort/ plan will be coordinated by the VP Planning and Development and the Dean of Academic Support in collaboration with the various academic support entities**
- Increase instructional supply/equipment budget based on current cost per FTES for Chemistry and Life Sciences*Critical unmet current need (MSK)
 - **Both of these are essential due to immediate unmet instructional or operational needs*
 - **Yes, approved. This will be addressed through budget augmentation discussions to determine the appropriate amount.**
- Increase adjunct counseling budget. (CLAS)
- After spring 2017 funding required for library adjunct hours. (CLAS)
During spring 2017, extended library hours Monday through Thursday evenings to close at 9 p.m. (was 7 p.m.) and added Saturday hours from 11 a.m. to 4 p.m. **NEED TO FINALIZE INTEGRATED SUPPORT PLAN AND MAKE THIS AN APPROPRIATE PERMANENT BUDGET TRANSFER**
- Augment budget for Math Learning Center (MSK)

**These three are important at any rate, but essential if the college intends to extend course offerings on Friday and Saturday. It is imperative that the college provide a comparable level of services to evening and weekend students for safety and fairness. After spring 2017 funding will be required for selected student and academic support services (for example, library) to be open extended hours during the evening, Monday through Friday and open during appropriate Saturday hours as well to accommodate evening-class students and increasingly those taking classes on Friday and Saturday. SAS will take this up during the Spring 2017 term and report to EPOC so that these needs can be forwarded for action as the college expands offering on weekends and in the evening.*

- These three items will be addressed through an integrated academic support plan so that it becomes part of a broader conversation/ planning for how to fund and staff academic support services. This effort/ plan will be coordinated by the VP Planning and

Development and the Dean of Academic Support in collaboration with the various academic support entities

A draft of the Student Success and Support Plan will be reviewed by ACTPIS and SAS in October 2017.

Tier 2 (in alphabetical, not ranked order)

- Annual Counselor-to-Counselor (HS counselors' information session) (CLAS)
 - Yes approved
 - Counselor-to-Counselor event occurred on March 17, 2017 – funded by SSSP
- ACM Programming Competition Fees (CTE)
 - Funded by Strong Workforce; scheduled for fall 2017
- CAE2Y Certification Costs (CTE)
 - Funded by Strong Workforce; scheduled for fall 2017
- Cyberpatriot Competition (CTE)
 - Yes these three items are approved—they will be funded through a combination of Strong Work Force and/ or Perkins funds depending on what is most appropriate (CTE Dean).
 - Funded by Strong Workforce; held during summer 2017; successfully served 50 high school students for one week
- MSK-Additional funds for growth in Chemistry/Life Sciences
 - To be handled as part of budget augmentation discussions

**Tier 2 items are recognized as important and valuable with complete plans, but aren't URGENT.*

Human Resources

Tier 1 (These are in alphabetical, not ranked order and all identified as urgent)

- Administrative manager to supervise counseling classified—(CLAS)
 - Not approved
- The Library/Learning Resources Administrative Manager has added supervision of Counseling classified staff to her duties.
- Cosmetology Enrollment Specialist (CTE)
 - President will discuss with Dean of CTE for further clarification and then make a determination
 - Will not be hired at this time
- PT Fine and Performing Arts Program Specialist Staff Position (FA)
 - President will discuss with Dean of FPA for further clarification and then make a determination
- Full time Sports Information Director (SS—and this is a compliance issue so must be addressed)
 - Yes approved Position has been filled. Approved by Board of Trustees at June 20, 2017, meeting
- Lab technician 1.0 for Biology (MSK--*The College needs an HR Metric for Lab Techs)
- Lab technician 1.0 for Chemistry (MSK--*The College needs an HR Metric for Lab Techs)
 - Both of these lab tech positions are approved Positions have been flown
- Increase Two (2) PPT Customer Service Clerk – Financial Aid (19.5hrs.) to FT (40 hr.)
 - Two Customer Service Positions were increased to 1.0 FTE FY 17-18 permanently (SS--*Need HR Metric for staffing levels in student services)
- Two (2) part-time Operations Assistant A&R staff to support the front counter needs (*The college needs an HR Metric for staffing levels in student services)
 - These two positions will be discussed with Dean of Student Services and Director of

Financial Aid for further clarification. There may be an option for temporary relief until an appropriate HR metric is developed Both positions have been increased to 1.0 FTE

Tier 2 (These are in alphabetical, not ranked order)

- World Languages Lab Staffing Increase (LHSS **Need HR Metric for LCA's*)
 - President will discuss with Dean of LHSS and further review supporting documents and then make a determination

College needs a metric for staffing levels needed based on student demand in labs.

- Conversion of English & Media Studies Clerk Typist position to Division Clerk Typist position (LHSS **Need HR Metric for CSC's*)
 - While the president recognizes the size of this division, this division, unlike others already has two IDs so not approved
- Nursing Educational Advisor
 - This will be addressed through an integrated academic support plan so that it becomes part of a broader conversation/ planning for how to fund and staff academic support services. This effort/ plan will be coordinated by the VP Planning and Development and the Dean of Academic Support in collaboration with the various academic support entities
- Full-time CalWORKs Specialist (SS--**Need HR Metric*)
 - If grant funds are available, yes, but not out of GF This position has been filled.
- Administrative Assistant for Athletics (SS)
 - Yes—done. This position has been filled.

**These are recognized as important and valuable with complete plans, but aren't URGENT.*

Technology / Equipment Requests:

Tier 1—these items have been identified as urgent due to safety concerns

- Air Conditioning - Exhaust Hoods and Window Replacement - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.
- Welding Exhaust for fume extraction - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.
 - The President will discuss both of these with the Facilities Director to ensure that urgent safety concerns/ maintenance needs are taken care addressed.
 - Not sure the location of the first bullet. Assume Welding area? The Welding Exhaust for fume extraction (#2) is in progress and has an anticipated completion date of spring 2017. The project is funded out of Scheduled Maintenance Funds.

Tier 2 (in alphabetical order by division)

CTE

- ADM Equipment - Increase student success and completion by providing required equipment and supplies to support student learning in the classroom.
Scheduled for fall 2017 – funded by Strong Workforce Plan & Perkins
- AUTO Equipment Increase student success and completion by providing required equipment and supplies to support student learning in the classroom.
Scheduled for fall 2017 & spring 2018 – funded by Regional Strong Workforce Plan
- COS Equipment & Supplies Increase student success and completion by providing required equipment and supplies to support student learning in the classroom.
Scheduled for fall 2017 – funded by Strong Workforce Plan
- EAR Equipment Increase student success and completion by providing required equipment and supplies to support student learning in the classroom.
Scheduled for fall 2017 & spring 2018 – funded by Strong Workforce Plan
- FTV Equipment Increase student success and completion by providing required equipment and supplies to support student learning in the classroom.
Scheduled for fall 2017 – funded by Strong Workforce Plan & Perkins
- WEL Equipment & Supplies Increase student success and completion by providing required equipment and supplies to support student learning in the classroom.
Scheduled for fall 2017 – funded by Strong Workforce Plan

- Welding Booths - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.
Scheduled for fall 2017 – funded by Strong Workforce Plan
- Early Childhood Portable - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.
Will be in future plans
- Digital Media/FTV MAC Lab (CTE)
Scheduled for fall 2017 – funded by Strong Workforce Plan

- Move to technology

Nursing

- Sustainability-School of Nursing Projected Equipment Needs

**these items are recognized as important but the Tech Committee needs to address how to fold the ongoing needs for replacement/ upkeep/ upgrade on a schedule*

**The President supports the need for the Tech Plan to address these areas and urges the committee to move forward with this work. In the meanwhile, he will discuss with the CTE Dean what grant funds may be available.*

The Nursing Program utilized grant and instructional equipment funding to purchase \$437,831.58 in equipment.

Physical Resources Committee

Tier 1: these two items are singled out as being either a safety issue with a facility, a compliance issue, or one that directly impacts the ability of the discipline to offer all the instruction outlined on its CORs

- Early Childhood Carpet - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.
 - Completed spring and summer 2017.
- Early Childhood Observation Hallway Lighting - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.
 - Part of Prop 39 funding for 2017-2018 academic year; project currently in programming phase.
- Early Childhood Replacement Doors - To improve student success, access, retention and completion by comprehensively looking at facilities to meet skill building and employment needs for students.—*these first three have been identified as safety issues*
 - Facilities is currently exploring replacing Early Childhood doors to improve safety/security of the facility.
 - The President will discuss these three items with the Facilities Director to ensure that urgent safety concerns/ maintenance needs are taken care addressed.
- Sand Volleyball Facility—*Title IX compliance issue (SS)*
 - Approved
 - Location and budget to be finalized; planning in progress with Athletics staff and facilities staff; need to hire an architect for programming.
- Build Greenhouse/Classroom Research Facility (MSK)—*ability to offer instruction consistent with CORs issue*
 - This has already been approved and the President and Facilities Director will continue working with the department to find a place that works pedagogically and is consistent with future facilities planning needs.
 - Ongoing discussions with District planner, Dean of Kinesiology & STEM, and faculty on this project. Project is funded through Measure C monies. Final location of the Greenhouse and required augmentation to the Community Garden still yet to be determined.

Tier 2: these are also recognized as important and the councils recommend the Physical Resources Committee take these up as soon as possible

- Behavioral Sciences Lab Request (LHSS)
 - Collaboration with Chemistry is underway to address the needs of the forensics lab. For

Anthropology, this will be discussed collaboratively—LHSS Dean, faculty, President, and Facilities-- to find appropriate space for necessary lab/ demonstration equipment in a secure classroom location that also ensures the classroom can retain functionality for other classes/ purposes.

This has not yet been accomplished. Consideration needs to be given for classroom space and additional computers to accommodate PSY50 and PSY 48.

- Collaborative Classrooms in the Quad (LHSS)
 - The President will meet with the Dean of LHSS and Facilities Director. If the same number of students can be served in the collaborative configuration and the room's ability to be used by multiple disciplines is not compromised, then yes, approved.

New collaborative furniture installed in Summer 2017 in four classrooms selected by the Dean of LHSS. While the new Quad furnishings are indeed in place as of July 2017 and some of the desks in four of the classrooms can be more easily configured for small group work, these are still desks and tables rather than small group workstations to be used with laptops and large-screen monitors. The infrastructural needs of fully collaborative workspaces in the classrooms is not suitable for the Quad due to its age. The division is still exploring the possibility of working with the Dean of Academic Support and with Student Equity to create a fully technologically-interactive classroom space in the Library and possibly in MLK Teaching and Learning Center as well.

- Redesign 2nd & 4th floor of MTSC (MSK)
 - No action at this time. This must be part of the Facilities Master Planning Process.

Category 4: These are items that were identified as shared needs across areas/ divisions within the institution. From a college-wide, coordinated marketing/ advertising plan, to establishing baseline needs for engagement centers across the college, to crafting a clear plan for the support of academic support initiatives, such as SI and embedded tutoring, all of the items in this category will provide necessary support and infra-structure across the college. **The joint councils recommend the college move forward in crafting such plans, establishing such standards, and then allocating the necessary resources on the basis of that work.**

Engagement Centers—baseline level of staffing, other support for engagement centers college wide

These were the requests made vis a vis engagement centers:

- CTE Engagement Center –yes funded through grant monies.
Scheduled to open in Sept/Oct 2017; funded through Strong Workforce Plan
- Honors - Educational Advisor
- Honors - New Space for Honors Engagement Center
- Establish STEM Center operating budget-50% director, STEM counselor, educational advisor, student ambassadors and mentors, outreach, supplies

**The joint councils recommend that ACTPIS discuss this in Spring 2017 and establish a consistent threshold for engagement centers. If the center does not currently have a physical location, the Facilities Committee must be included in the conversation. Potentially, it would be “approved” at ACTPIS and then passed to RDAS if needed or forwarded to EPOC.*

*** President's Response:** All of these items will be addressed through an integrated academic support plan so that it becomes part of a broader conversation/ planning for how to fund and staff academic support services. This effort/ plan will be coordinated by the VP Planning and Development and the Dean of Academic Support in collaboration with the various academic support entities

Marketing/ Advertisement Support

These were the requests made vis a vis marketing, though the joint councils recognized this as a college-wide need:

- CTE-Marketing & Media Specialist

Increased existing employee hours through Strong Workforce Plan in summer 2017

- Launching GUI 45 course as pilot for concurrently enrolled HS students throughout the district (in\ collaboration with the Welcome Center)—need to develop marketing materials –(CLAS)

** The College must do a better job of marketing. Technology plan included a Public Information Officer and a Webmaster. This is an identified need. EPOC will consider incorporating this recommendation from the Tech Plan into this recommendation and/ or assign developing a plan to the appropriate Leadership Council in Spring 2017.*

**President's Response: rather than dealing with the above requests one at a time or in isolation, the college is funding a web master position to assist with marketing efforts across the college. Funding will be available in FY 17-18 for the Web Master position.*

Academic Support

These were the requests made vis a vis academic support though the councils recognized the need for coordination, appropriate support, and a plan for academic support as a college wide need:

- CTE-Student Success Mentor Coordinator
To be addressed in future Strong Workforce Plans
- LHSS - Embedded Tutors

**Coordination between CLAS, the new division that includes Academic Support, and other academic areas is getting underway but needs to be enhanced and include collaboration and a recommendation about the kind of infrastructure support needed and the shape of programs such as SI and tutoring. ACTPIS will be the leadership council to which such a plan/ recommendation will come and then can be forwarded to EPOC and the president for action.*

**President's Response: These two items will be addressed through an integrated academic support plan so that it becomes part of a broader conversation/ planning for how to fund and staff academic support services. This effort/ plan will be coordinated by the VP Planning and Development and the Dean of Academic Support in collaboration with the various academic support entities and will indeed go through the planning process.*

Faculty/ Staff Development

These were the requests made vis a vis faculty/staff development though the councils recognized the need for a comprehensive faculty / staff development plan for the college:

- CTE-Division Wide Professional development
Identifying opportunities for all CTE Faculty, funded through Strong Workforce Plan
- CLAS - Professional growth and development opportunities (annual)
- CLAS - Equity Speaker Series for faculty, staff and students
Activities have included: 2 cohorts & mini-workshops on Cultural Proficiency (faculty & staff), Aug. 2017 LHSS Retreat, Aug. 2017 FLEX activity; Cultural Proficiency and other workshops for UJIMA students
- CLAS - MBTI/STRONG training/certification for counselors
MBTI training occurred in spring 2017 - funded by SSSP

**There were many requests connected to ongoing needs for faculty/staff development. The joint*

councils recommend that the Human Resources and/or Faculty Development and Shine committees collaborate to develop college wide faculty staff development plans that include items from and are responsive to what emerges from program reviews.

President's Response: while recognizing that there may be very specific trainings for a particular group, the overall approach to these faculty/ staff development requests is that they should become part of/ coordinated through a larger college wide faculty staff development plan. And that plan should be able to have a process in place for addressing very specific types of training that may be needed. A draft of such a plan is working its way through the Strategic Planning process now.

<u>Category 5: Faculty Hiring Prioritization</u>

The Councils recommend allocating the 10 faculty positions allotted to Riverside City College as follows

The councils recognized the work done last year, prior to divisions developing 5 year plans, to identify and prioritize faculty hiring needs by forwarding the four positions indicated in last year's recommendation letter. The requests this year emerged out of divisions' efforts to work towards a 5 year

plan. Some, but not all, divisions mapped out faculty hiring needs over 5 years. MSK positions that were indicated for 18-19 showed up in their ranking, but came in last in the voting process because they were for 18-19. FPA has requests mapped out for subsequent years in their 5 year plan and only forwarded for this year the position they were requesting for 17-18 (process to be started this year; faculty beginning in fall term 17). Some divisions did not map out faculty hiring needs beyond the requests made for 17-18 (to be hired this year and start in fall term 17).

The process this year was to present the councils, along with the plans from each division/ area, a ballot that listed the positions requested in each division and how each division had ranked these positions. The voting faculty members on the councils were asked to rank all the positions on the ballot, their decision informed by the division plans, the human resources plan principles, and the college's Strategic Plan and goals and Educational Master Plan. The top six are forwarded along with last year's four carry-overs.

Four carry-overs from last year's prioritization process: Chemistry (position flown), Counseling, Music (position flown), Art (position flown as Gallery Director – Assistant Professor) These four positions were approved at August 15, 2017, Board of Trustees meeting

Joint Council Recommended Allocation for the remaining six positions:

- 1. English Position Flown – Position approved at September 19, 2017, Board of Trustees meeting**
- 2. Math Position Flown – Position approved at August 15, 2017, Board of Trustees meeting**
- 3. Humanities Position Flown – Position approved at September 19, 2017, Board of Trustees**
- 4. Nursing Position Flown – grant funded (Strong Workforce). Position approved at June 20, 2017, Board of Trustees meeting.**
- 5. Counseling – Position flown – will be hired for fall 2017**
- 6. Chemistry Position Flown – to be filled**

The president accepts and approves the recommendation for the allocation of faculty positions above with the caveat that the counseling positions will be addressed by converting the present temporary 1 year SSSP funded to tenure track positions without changing the funding source.

He asks EPOC to take up a discussion of how to move forward with prioritizing the additional allocation of 6 positions for the 18-19 AY that takes into account the requests from divisions for positions in the 18-19 AY as well as the results of this year's prioritization. How that will be done will be discussed in EPOC and then communicated to the college community.