

October 25, 2018

Dear President Hendrick,

Attached you will find the recommendation of the Strategic Planning Joint Councils prioritizing all the initiatives put forward in the Vice Presidents' integrated area plans. In the body of this letter is a summary of what was prioritized as well as some specific language/ recommendations the councils wished to include as part of the recommendation.

This year's process has involved two question and answer sessions on September 27th and 28th, responses to all the questions raised during those sessions being sent out to council members along with other information on faculty hiring, and the use of surveys to facilitate engagement and a frank evaluation of the initiatives and requests being put forward in each plan. ACTPIS, RDAS, and SAS members were sent the surveys—so they were sent to 57 council members (IE oversees the process and helps us improve it each year but doesn't prioritize). Twenty-five surveys were returned and we are going with what we received as the basis for today's conversation and decisions. The surveys asked council members to rank initiatives themselves not the individual items one by one within each initiative. The process genuinely focused on strategic initiatives rather than line by line budget items. On October 18th and 19th the joint councils met to finish the work of prioritizing the initiatives, including full-time faculty hires, and crafting their recommendation.

All that said, budget and available funding are definitely important considerations. Last year much was able to be funded and the college did quite a bit of hiring and moved forward with funding in a number of areas. This year the councils recognize that funding is much more limited. Thus it is the hope that the work of the councils to prioritize initiatives also offers a clear sense of direction/ emphasis on where expend effort in the search of additional outside funding in the form of grants, etc.

The summary of the prioritization of the top seven initiatives and recommended full-time faculty hires are outlined below. The remaining initiatives from the VP plans are included in the more comprehensive document attached so that if more funding becomes available, how the councils ranked all the items in the VP plans is clear.

#1 Leadership for Guided Pathways (from the VPPD Plan p. 2)

This initiative included ongoing support for the position of the faculty Guided Pathways coordinator at 100% release (and funded from the state guided pathways allocation) as well as ongoing support for the release of .4 each given to the faculty advising liaisons, charged with helping to advance faculty advising and help coordinate the integrated academic support teams and finally, exploration of a more robust early alert system.

#2 Support for Engagement Centers and Integrated Academic Support (requests made in the VPPD plan p. 16; VPAA plan p. 14; and the VPSS plan p. 9)

This initiative has at its core ensuring a sufficient number of Educational Advisors. The joint councils support this initiative. However, they also recommend a study/analysis of all existing Educational Advisor workloads to determine how best to maximize existing resources and support moving to a case load model for Educational Advisors. The councils support hiring 1-3 more Educational Advisors as warranted by this analysis and based on available funding in order to support the larger number of students in some pathways

#3 Establish a sustainable structure to support curriculum development (from VPAA plan p. 5)

The councils recommend the hiring of the curriculum development position to support the critical work of curriculum development and maintenance at the college.

#4 Build upon existing relationships with K-12 partners (request from VPAA plan p. 28 and VPSS plan p. 14)

The joint councils do recommend the hiring of this position to support the growth of dual enrollment but do not recommend funding the cost of laptops, etc. at this time.

#5 Commitment to Access—Non-Credit—Hiring of Support staff for non-credit so that the additional support can extend beyond the support for non-credit in CTE provided by the associate dean of CTE already in OATS. (from VPAA plan p. 10)

The joint councils support the idea of this position and recognize the need for such support as non-credit expands, particularly in light of AB 705, into non-CTE areas such as Math, English, and ESL. They recommend not hiring the position immediately but support moving forward with hiring as soon as the size of the offerings, or need to develop/ coordinate the offerings, warrants the position.

#6 Improvement of Overall Student Services—Enrollment Services (request from VPSS plan p. 5)

The joint councils recognize the need for the Admissions and Records manager to support the initiatives already forwarded (Pathways, dual enrollment, non-credit, etc.) and recommend hiring the Admissions and Records manager but not the evaluations specialist at this time.

Comment: As written the initiative suggests that this A and R manager would have some oversight of Financial Aid—this is not necessary. The councils recommend clarifying the lines of oversight/ reporting to avoid duplication.

#7 Funding for a new College Professional Development and Training Coordinator (from VPBS plan p. 24)

The councils recognize that this position supports multiple areas (faculty, classified and management staff) and that it would provide necessary support for initiatives already recommended (such as Guided Pathways)

Full-Time, Tenure-Track Faculty Hiring

ACTPIS, RDAS, and SAS faculty members were sent surveys and faculty request worksheets—so they were sent to 27 faculty council members (IE oversees the process and helps us improve it each year but doesn't prioritize). Seventeen surveys were returned and these were the starting point for the discussion and decision at the Oct. 19th meeting.

The councils' recommendation for seven (6 allocated last year and one position—Reading—that had never been filled) full-time faculty hires is as follow:

1. Nursing-CNA (partially grant funded)
2. Life Sciences-Anatomy
3. Life Sciences-Biology
4. Counseling (VPPD request)
5. English
6. Nursing-CNA
7. Psychology

The remaining faculty positions that were requested in plans but which the councils are not recommending be hired at this time were ranked as follows:

8. Sociology
9. History
10. Communication Studies

A final faculty position from the VPSS plan—a request for a counseling position related to the Foster Youth program was initially ranked #7, but after discussion, the councils determined that the uncertainty of the future of the funding from the CAYFES grant suggested that the college not hire this position as a full-time tenure track position at this time.

Finally, while initiatives related to the development of a grants infrastructure (initiatives from the VPPD plan) were not ranked highly in this round, the councils' wished to convey that given limitations on general funds, they absolutely recognize the critical role that grant funding plays in augmenting existing college resources. For future rounds of prioritization, the councils recognize that this consideration may need to play a more prominent role in the decision making process.

We look forward to hearing back from you with a final determination very soon.

Sincerely,

Dr. Kathleen Sell, Faculty Co-Chair EPOC

Dr. Monica Green, Administrative Co-Chair EPOC

Cc: Carol Farrar (ACTPIS co-chair)
Juliana Leung (ACTPIS co-chair)
Akia Marshall (ACTPIS co-chair)
Yashmeen Sharma (ACTPIS student co-chair)
Chip West (RDAS co-chair)
Tucker Amidon (RDAS co-chair)
Stephen Ashby (RDAS co-chair)
Nathaniel Dominguez (RDAS student co-chair)
FeRita Carter (SAS co-chair)
Eddie Perez (SAS co-chair)
Gloria Aguilar (SAS co-chair)
Jacob Velasquez (SAS student co-chair)
Monica Green (IE co-chair)
Debbie Cazares (IE co-chair)
Regina Miller (IE co-chair)
Angel Contreras (IE student co-chair)
Mark Sellick (RCCAS President)

Attachments: Initiative Prioritization
Faculty Prioritization

Riversity City College
Faculty Prioritization from SurveyMonkey

Listed in order of highest ranking

		Sum of all individual faculty rankings
1	Nursing (CNA #1 -- partially grant funded)	72
2	Life Sciences (Anatomy)	78
3	Life Sciences (Biology)	81
4	Counseling (VP Planning & Development request)	96
5	English	100
6	Nursing (CNA #2)	102
7	Psychology	111
8	Sociology	119
9	History	123
10	Communications Studies	134
	Counseling (VP Student Services Request- CAFYES) categorically-funded, non-tenure track	106

*e.g. if all faculty had ranked the position a 1, the total would be 17.
 If all faculty had ranked it 11, total would be 187*

Meeting NOTES: VPSS Counseling position was initially ranked #7 based on the Faculty ranking. Due to funding source and the non-tenure nature of the position - it was categorized seperately from the other faculty requests.

Comments from SurveyMonkey

History's position is crucial to make up for past retirements. Comm's nonspeech classes should have higher class capacities than their speech classes. That would make a difference in the number of classes taught by fulltime faculty.

Not all requests were in the VP plans

Ranking based on the highest need amongst the requests, and in alignment with college strategic goals.

Riverside City College
 Joint Initiative Ranking Summary
 Fall 2018

Ranking	Initiative Title	Total Points	Comments
1	VPPD: COLLEGE PROMISE - Provide leadership for Guided Pathways (CA Guided Pathways as well as state chancellor's office framework) including Guided Pathways Coordinator and Guided Pathways Faculty Liaisons (funded through state grant) and possible student early alert system.	142	
2	VPAA, VPSS, and VPPD JOINT REQUEST: INTEGRATED ACADEMIC SUPPORT: CREATE STRONG ACADEMIC LINKS FOR RCC'S ENGAGEMENT CENTER - Support Engagement Centers and Integrated Academic Support. This includes hiring three Full-Time Education Advisors to better support students. One Ed Advisor will serve the the Advance Program and one each will serve the largest cluster-based engagement centers (LHSS & STEM). Additionally, an independent space for the Fine & Performing Arts cluster-based engagement center needs to be identified and the engagement center established. The initiative also needs an Employment Placement Coordinator to help with CTE placement.	165	
3	VPAA: CURRICULUM AND ENROLLMENT MANAGEMENT: ESTABLISH A SUSTAINABLE STRUCTURE TO SUPPORT CURRICULUM DEVELOPMENT - Curriculum is central to the activities of the college. Significant effort is put forth by faculty to develop, review, and update courses and programs. A dedicated staff person at the college is required to coordinate with similar colleagues at sister colleges in the District and with District colleagues to effectively maintain the many critical details associated with the college curriculum. Ongoing maintenance is vital for proper required state reporting and proper awarding of the degrees and certificates. Resources needed include a Curriculum Specialist and Catalog development/technology including on-going budget augmentation to maintain technology.	213	Switched this order based on VPAA Prioritization -- this is the higher VPAA Priority
4	VPAA and VPSS JOINT REQUEST: COMMUNITY PARTNERS: STRENGTHENING UNIFIED SCHOOL DISTRICT RELATIONSHIPS - Build upon existing relationships with K-12 and University partnerships to better structure institutions for student success. As part of the college's Educational Master Plan, effective K-12 and University partnerships will promote college readiness of incoming students and to facilitate transfer. The opportunity for feeder high school students to seamlessly matriculate to RCC will allow local students to save time and money to complete certificate and/or transfer degree. The partnerships complement the Guided Pathways framework of transforming institutions to best meet the needs of students. Resources needed including Director of Dual Enrollment (requested in coordination with VPSS) and laptops to support Dual Enrollment Faculty.	187	
5	VPAA: CURRICULUM AND ENROLLMENT MANAGEMENT: COMMITMENT TO ACCESS (NON-CREDIT) - As a comprehensive community college and in alignment with the college's Educational Master Plan, the college remains committed to open-access for all students seeking ways to improve their earning-power, literacy skills, and access to higher education. Currently, development of enhanced-non-credit "career development and college preparation" (CDCP) offerings is being explored in allowable curricular areas; especially in high-demand short-term vocational programs. In addition, the college remains committed to its participation in local the consortium for the purpose of implementing regional plans for adult education through the Adult Education Block Grant (AEBG, AB 66). Finally, the college's Community Education Offerings (fee-based classes) cover a wide variety of affordable not-for-credit learning opportunities, such as classes, workshops, seminars, and excursions for personal and professional enrichment. The Community Education program based on community needs and is self-supporting. Community Education is now permanently housed under the college's Academic Affairs. The program will continue exemplary service to the community and become fully integrated into the comprehensive life of the college. Resources needed include an Associate Dean of CTE and supporting staff and budget.	216	Support the initiative to further develop the non-credit program. Once the curriculum needs supports a position, the position will be hired.
6	VPSS: ENROLLMENT SERVICES: IMPROVEMENT IN OVERALL STUDENT SERVICES - Enrollment Services includes Financial Aid, Admissions and Records (including Evaluations), Outreach, Veterans Services, and Assessment. Enrollment Services serve students on a daily basis throughout the life cycle of the student... everything from assistance with applying for admissions to posting their degree and mailing their diploma (any everything in between). This includes Commencement budget augmentation, hiring of an evaluations specialist, hiring an Admissions and Records manager (1st Priority) to support the Dean of Enrollment Services, and hiring an A&R dedicated manager (this position request is the same as in the VPSS Reorganization Initiative under Learning Environment).	232	
7	VPBS: COLLEGE PROFESSIONAL DEVELOPMENT AND TRAINING COORDINATOR - Funding for a new College Professional Development and Training Coordinator. As the position supports multiple areas (Faculty, Classified and Management staff) the position funding would be taken from the general fund.	248	

Ranking	Initiative Title	Total Points	Comments
8	VPPD: Increase student success by implementing case load models with Counseling. This initiative includes improvement to the the Career and Transfer Center space in the library to be able to provide evening counseling hours. Resource requests including hiring one counsel per year over the next three years. (This is year 2 of this request – the first counselor hire was approved last year). The current Career and Transfer Center space in the library needs additional facilities modification to add private offices allowing for counseling and a classified staff coordinator to staff the center.	251	
9	VPAA: The college is in process of developing metrics for establishing staffing and budget levels / criteria to assess needs. Academic Divisions across the campus continue to request additional staffing to assist with operations. Very few provide any type of data or information upon which the request can be evaluated on merit, need, or impact on students. Several requested positions continue to be under evaluation from previous year's Human Resource requests. In addition, metrics for total cost of ownership of programs is under development. This will include budget augmentations related to increasing FTES allocation. Requests for previously unfunded budget augmentations related to initiatives are included here. Specifically, the proposed augmentation of the F&PA budget in Music is requested an Equity and enhancement of Learning Environment measure. Resources requested include a PT Program Specialist and Budget Augmentation for F&PA (for Music and for Art), Budget Augmentation for STEM, the Pathway to Law AAFPE Annual Membership Fee and program fees, ACBSP Fees, a PT ACBSP clerical assistant (funded from Strong Workforce), 2 PT Computer Technicians (1 funded from Strong Workforce), funding to expand Business and IST Industry linkages, a PT clerk, and a Program Resource Specialist for Center for Social Justice & Civil Liberties, a FT Lab Tech for Physical Sciences.	258	
10	VPPD: College Promise. Funding Cohort #2 Promise Student books, laptops, etc.; Funding for books, fees, and tablet for 500 students below college level for College Promise; Funding for Peer Mentors; and Funding for Promise Coordinator (initially approved but SSSP funding no longer available – need general	260	
11	VPPD: Continued implementation of EduNav. This is an on-going initiative	270	
12	VPSS: Improvement in Overall Student Services - Categorical Student Support Programs. FT Counselor and two (2) Adjunct Counselor, or the equivalent and a CAFYES Specialist and / or Student Resources Specialist. RCCD was success in writing for the CAFYES/NextUP grant funding. RCC received approximately	282	
13	VPPD: Library Collection supporting CA Guided Pathways framework	292	
14	VPPD: Restructure Academic Support to align with Guided Pathways and the Integrated Support model. This will included increasing a part-time position to a full-time position. This increase in hours is funded through the Transformation Grant on a one-year timeline.	305	
15	VPAA: The college needs to develop metrics for establishing staffing levels / criteria to assess staffing needs. Learning Labs from various Divisions across the campus continue to request additional staffing. Very few provide any type of data or information upon which the request can be evaluated on merit, need, or impact on students. Several requested positions continue to be under evaluation from previous year's Human Resource requests including a Ceramics Lab Technician, Culinary Lab Assistant, Culinary staff increase from PT to FT, School of Education and Teacher Preparation Clerk, Viewpoints Lab Assistant, a World Languages Learning Center Assistant from PT to FT, and funding for an artist in residence.	311	
16	VPBS College Events Coordinator In 2017-2018 the Facility Utilization Coordinator position at RCC was split into two separate positions given the size/scope of duties of the role. Formerly the position coordinated all key cards, access cards, staff ID's, FUSION databases (on behalf of the college), office listings/resources, and other RCC space inventories in addition to coordinating/facilitating all external events for RCC facilities (more than 800 annually). The work for this single position was too much, and in December 2017, then-President Wolde-Ab Isaac made the decision to split the two functions of this job and reassign the "events" position under the President's office. The vision was that these external events also tied to possible partnerships/donor opportunities for RCC, and the President wanted to align this area (external community relationships) squarely under his umbrella. When the President moved to the Chancellor's position in January 2018, this initiative was put on hold.	315	
17	VPPD: Grants -- Establish grants infrastructure including pre-pro award (proposal development); pre-award (grant submission); and post-award (grant management) systems including Associate Dean of Grants & Academic Resource Development, grants technology platform, and 2 grants administrative specialists. These resource requests are funded partially through existing grant funding and partially through general funds.	334	

Ranking	Initiative Title	Total Points	Comments
18	VAAA: On occasion new needs emerge as programs grow and investment in resources supports student success, access, and equity. While typically reserved for emerging previously unidentified needs, Division Plans continue to identify replacement equipment and technology. As the broader college plans are established such needs will be managed via the ongoing replacement and maintenance cycles. Until such plans are well established, some high profile requests are noted here in addition to the emergent needs. Many divisions have allocated requests over several years. Please note the "Year of Request", especially since the Resources Needed are listed in alphabetical order and not ranked by priority. Note: STEM Division Plan addressed such needs in 16-17 planning and anticipates all regularly scheduled updates to equipment and facilities will be addressed in pending replacement/maintenance cycle plans. Therefore, no equipment or facilities requests are forthcoming from STEM in this Initiative. There are 10 separate resource requests for 2018-2019 included as part of this initiative. Please see the VAAA plan for details. The VP Business Services is aware of these requests and is working to understand and meet these needs – some are relatively inexpensive and some are very expensive. Additionally, as the Facilities Master Plan continues to develop, some of these requests will be included in this document.	346	
19	VPPD: Develop and implement training, faculty support and development for seeking external funds. This includes some travel as well and is funded through general funds.	377	
20	VPPD: Grants – Develop a minimum of 3 complex, interdisciplinary, college/community/university partnerships. This request includes hiring a consultant for grant writing. This is funded through general funds.	382	
21	VPPD: Enhance academic resource Development. Work with the Dean of Grants and Academic Resource Development to create a funding acquisition plan for the college. Business services is working to share this cost and create a plan for office space.	402	
22	VPPD: Part-time clerical support for counseling department. Position will coordinate appointments, travel scheduling, and Puente coordination. The position will provide the structure to ensure consistent and on-going student contact.	413	
23	VPPD: Grants – Identify, foster and incubate new initiatives and ideas which have significant and sustainable external funding potential.	420	