November 8, 2021

Dear President Anderson,

Enclosed are the prioritization recommendations made by the Strategic Planning Leadership Councils during their Joint Prioritization meeting, which was held on October 29, 2021. This letter is a summary of what was prioritized as well as some specific language and suggestions that the Councils wished to include as part of their recommendations.

Like our previous prioritization, this year's process involved the development and posting of the Vice President (VP) Plans, VP Executive Summaries, the Prioritization 101 document, and the Microsoft Teams site used to facilitate and streamline the prioritization process and to clarifying precisely what needed to be prioritized and why. Zoom Question and Answer sessions were held between members of the Leadership Councils and the Vice Presidents on September 24, 2021 and October 22, 2021. The VP Plans were "fluid documents" throughout this process; all feedback was integrated and then updated throughout the months of September and October. Members of the Teaching and Learning (TL), Resource Development and Administrative Services (RDAS), and Student Access and Success (SAS) Leadership Councils (LCs) were sent surveys to record their initial rankings. The Governance, Effectiveness, Mission, and Quality (GEMQ) LC oversees the process and helps us improve it each year but does not prioritize initiatives. Out of a possible 56 voting members from the three LCs, only 39 initial surveys were returned – which is a decrease from the 47 completed last year. These results formed the starting point for the prioritization work of the October 29 Joint Prioritization meeting. Of the 56 voting members eligible to do this work, 42 were present (or sent a proxy), which reflects a 75% participation rate. The process genuinely focused on strategies that would further the college's goals, especially with a strong commitment to equity, Guided Pathways, and institutional sustainability.

The survey and supporting material for the faculty hires was sent out by the Office of Institutional Effectiveness in early October. Of the 38 full-time faculty representatives on the Leadership Councils, only 29 completed the survey. This is an improvement over last year's 28 responses, but is an area that requires improvement. On October 29th, the voting faculty members of TL, SAS, RDAS and GEMQ were presented an overview of the survey results for each faculty request and completed their final ranking.

This letter reflects the Councils' recommendations on the ranking of all college priorities, initiatives, and full-time faculty hires. The Councils are aware that budget and available funding are limited, especially in this period of fiscal uncertainty. It is the hope that the work of the Councils to prioritize initiatives also offers a clear sense of direction for and emphasis on where to expend efforts in the search of additional external funding (e.g. grants).

Prioritization of Initiatives

#1 - Joint Initiative #1– Equity-Minded Teaching and Learning Institute (Joint initiative with all VP's): *Creation and implementation of the Equity Minded Teaching and Learning Institute including reference materials and special projects for faculty development.*

#2 - Joint Initiative #2 – Restructuring of Guided Pathways for full implementation: *Restructuring to include readjusting reassigned time to align with pillars of GP and Equity and Strategic planning goals.*

#3 - VPBS #2 – Life Cycle Database and Replacements: *3rd Year funding for Life Cycle Equipment within established databases.*

#4 - VPBS #1 – Marketing and Strategic Communications – *Expansion of holistic approach to Marketing and Creative Services and to fund a Manager, Marketing and Creative Services.*

#5 - VPBS #5 – College Professional Development Initiatives – *Expansion of college-wide professional development initiatives to include hiring an Applications Support Technician.*

#6 – VPAA #4 – Fine and Performing Arts Support – *Hiring a FT 10-month FPA Lab Technician.*

#7 - VPAA #3 – Nursing Classroom – *Replacement of AV equipment in all nursing classrooms.*

#8 - VPSS #1 – Improvement in overall Student Services – Student Life and Activities – *Part-time clerk, relocation and expansion of Veterans Resource Center.*

#9 - VPBS #3 – Custodial Assessment – *Hire a Custodial Assessment Contractor to assess the level custodial staff needed for the college.*

#10 – VPBS #4 **-** Sustainable Initiatives – *Various sustainable initiatives focused on Air Quality, Waste Reduction, Campus Trees, and Solid Waste.*

#11 – VPPD #2 – Library Resources – *Continue to enhance and expand the materials and resources the library makes available to students, while paying particular attention to student equity issues and rowing need for materials that can be accessed outside of the library.*

#12 - VPSS #2 – Improvement in overall Student Services – Enrollment Management – *Additional support for Enrollment Services, Financial Aid, Outreach, Veterans Services, Assessment, and International Students as aligned with Strategic Goals and priorities.*

#13 – VPPD #1 – Analysis and Decision Support-Business Intelligence and Qualitative Surveys – *With implementation of PowerBI and Anthology, the strong need for an expert in PowerBI including security, data flows, and data definitions/data dictionaries is critical. Additional support for comprehensive qualitative analysis.*

#14 – VPSS #3 **–** Improve Institutional Efficiency, Effectiveness, and Customer Service in the Division of Student Services – *Provides opportunities to evaluate duplications of services, assessment of milestones, accountability, and integration.*

#15 – VPAA #2 **–** Increase equity-minded Journalism Program Support Specialist from part-time to full-time – *the Journalism program cannot grow without the needed support by this program support position.*

Full-Time, Tenure-Track Faculty Hiring
The councils' recommendation for 11 full-time faculty hires:
1. Ethnic Studies 1
2. Ethnic Studies 2
3. Chemistry
4. HVAC
5. Nursing ADN-RN
6. Communication Studies
7. Nursing CNA
8. Animation
9. Nursing VN
10. Theatre
11. Music

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

Sincerely,

Mark Sellick, Acting Faculty Co-Chair EPOC   Kristine Di Memmo, Admin Co-Chair EPOC

Cc: Chairs and Co-Chairs of Leadership Councils
Attachments: Prioritization of Initiatives and Prioritization of Faculty Positions