

# NORCO COLLEGE

## Academic Planning Chairs

April 9, 2021  
8:30AM – 11:00AM  
**Zoom Conference**

Present: Ms. Melissa Bader (co-chair), Mr. Peter Boelman, Mr. James Finley, Dr. Teresa Friedrich Finnern, Dr. Alexis Gray, Mr. Kim Kamerin, Mr. John Moore, Mr. Farshid Mirzaei, Mr. Jeff Mulari, Dr. Jason Parks (co-chair), Ms. Ana-Marie Olaerts, Mr. Dan Reade, Dr. Stanley Tyler, Mr. Jeff Warsinski, Ms. Patricia Worsham (co-chair), Dr. Tim Wallstrom

Visiting: Ms. Ashley Etchison, Ms. Hayley Garcia Ashby, Dr. Jessica Cobb, Ms. Vivian Harris, Ms. Lisa Nelson, Dr. Quinton Bemiller

Absent: Dr. Stanley Tyler

### A. Welcome

Patty Worsham welcomed everyone.

### B. Approval of Minutes

Motion to approve agenda April 9, 2021: M/A. Gray, S/T. Friedrich Finnern, Approved unanimously.

Motion to approve minutes March 12, 2021: M/A. Gray, S/T. Friedrich Finnern, Approved unanimously.

### C. Discussion on Standing Committee & Dean's Reports

1. Academic Senate (2 min.)
  - See attached
2. ISPC (2 min.)
  - See attached
3. District Enrollment Management (2 min.)
  - See attached
4. Program Review Committee (2 min.)
  - See attached
5. CTA (2 min.)
  - See attached
6. Deans' Report(s) (2 min.)
  - See attached

### D. Action Items

1. Retirements
  - Glen Graham – being replaced with OYT
  - Jan Muto – Ana-Maria Olaerts would like to recommend for process of replacement to begin Fall 2021, for new faculty to start Fall 2022. M/A. Gray,

- S/D. Reade, Approved unanimously.
- Stan Tyler – Dr. Parks will reach out to Chemistry faculty for input on S. Tyler’s replacement. APC agrees that S. Tyler needs to be replaced with FT faculty that can teach Organic Chemistry. M/A. Gray, S/P. Boelman, Approved unanimously.
2. Ethnic Studies Degree (Second Read) – amended the word “Degree” and replaced with “Discipline”
    - Motion to have Ethnic Studies Discipline crafted and housed in Social Behavioral Sciences. M/T. Friedrich-Finnern, S/P. Worsham, Approved unanimously. (see attached)
  3. Social Justice Degree (First Read) – amended the word “Degree” and replaced with “Discipline”
    - Dr. Lisa Nelson shared info on Social Justice Discipline that two groups that later became one group has been working on for the last year. Two new courses are going through Curriculum approval, SJS 110: Introduction to Social Justice Studies and SJS 130: Introduction to Gender and Sexuality along with ADT and Discipline proposal, hoping to have it ready to go by Fall 2022.

#### E. Information Items

1. EDUCATIONAL ADMINISTRATORS and RETREAT RIGHTS: [BP 6250](#) & [Administrator Retreat Policies | ASCCC](#)
  - Board Policy BP 6250 states that educational administrator who is on administrative assignment that ends and does not have faculty tenure shall have the right to become a first-year probationary faculty member provided the reason for termination of assignment.
2. Schedule Updates
  - Chairs are doing a great job, making sure schedules are turned in on time. Thank you to everyone that has been working on PathMaker. Over Spring break Deans will be reviewing room conflicts, which will cause some shifts. Dual enrollment classes are selected based on Pathways created by counselors.
3. Math Summer Institute
  - Being done by all three colleges, District Board sponsored event. Open to all students, but actively targeting Black and Latinx students. Consists of 3 classes, (2 Trigonometry, 1 Statistics), target of 125 students.  
<https://www.rccd.edu/summer-institute/Pages/register.aspx>
4. Summer Chairs (Parks)
  - Summer 2021 Chairs selections, attached.
5. Chairs of Chairs Election – May
  - P. Worsham is happy to do it again, but welcomes anyone that would like to do it. This appointment is for two years.

#### F. Discussion Items

1. Annual Planning Council Survey
  - Dr. Parks shared the Planning Councils Survey, results attached.
2. Class Cancellation Guidelines
  - Norco College Class Cancelling Notification Recommendations (see attached).
3. Faculty Hiring Rubric Evaluation (Worsham)

- New Faculty Hiring process - Step 1 is putting request in program review. Step 2, go to Charise Allingham and get list that is then put in alphabetical order, then sometime in early Fall the chairs are asked to fill out 7525 Worksheet and Faculty Hiring Prioritization Request Form: Instructional. These completed forms are then sent out to APC, where they are ranked by using Rubric Ranking Sheet. At next APC meeting Dr. Parks will go over each of these documents and calendar specifics.

4. Faculty Coordinator for Special Programs

- Dean Bader asked APC for information on how to recommend the role of faculty coordinators in relationship to coordinators who schedule in particular. This is in preparation to the possibility of there being a faculty coordinator for special programs to help coordinate Dual Enrollment and CRC courses.
- Dr. Alexis Gray expressed some concern that this will create some confusion. She believes a faculty coordinator should be the person doing the outreach, the cheerleading, the mentorship and assess how students are succeeding or not succeeding in the program.
- Peter Boelman suggested APC invite Courtney Buchanan to next APC meeting to get her insights on Honors Coordinator duties.
- Dr. Parks will invite Dr. Lee as well to next APC meeting for input and clarification as well.
- Per Quinton Bemiller, APC will need to write a charter. For Fall, all Senate Standing Committees should create a charter. Bader and Worsham will start charter draft and Dr. Alexis Gray will assist with draft.

G. Good of the Order 11:01am

- On April 21<sup>st</sup> USC Race, Equity, and Leadership will hold training on implementing AB705. Dr. Parks will be attending and 4 more people are invited to attend. Someone from English & Math are strongly encouraged to attend. Farshid Mirzaei would like to attend, flyer attached. Happy Spring Break!

**Next Meeting**  
May 14, 2021  
8:30AM – 11:00AM

## **Standing Reports**

### **Senate:**

SPGM Spring 2021 Timeline Draft/ Council and Committee Appointments and Charters /Charter Development Overview

Pay attention the charter implementation process. Do the work this spring and get these charters done now so that when we return in the fall this part is done and everyone knows what/when/where they need to be.

Feel free to reach out to Kevin's office as needed.

Charters approved by BFPC due April 13

Charters approved by ISPC due April 21

Charters approved by office of the president due April 21

Charters approved by SSPC due by April 28

All groups to identify membership and co-chairs for the 2021-2022 years.

This is just for college governance entities.

Create a Governance Meeting and Student Activities Schedule

Request to modify the standing schedule to so that it's more inclusive and doesn't preclude students from being able to attend meetings because they are attending something else. Example COTW from last week.

Would like to establish a work group to address college hours or blocking out times so that all of our constituent groups can attend.

Propose setting aside different days/times for student events and different days/times for meetings

### **Joint ISPC/Academic Senate:**

#### **ISPC 4/7/21 Meeting**

1. Virgil: Just wanted to plug the Parliamentary training sessions. Kevin spoke about them. Can watch them asynchronously. Two different recorded videos along with his PowerPoints. Go here to find these resources: <https://www.norcocollege.edu/sd/ie/sp/Pages/Governance-Resources.aspx>

a. Ruth: Classified Professional of the year reviewing CP of the Year applications. Patricia Gill was nominated for last year. Working on committee assignments for existing and new councils.

2021-2022 Norco College Budget Priorities – Kevin Fleming/Michael Collins. Discussion about annual priorities. Kevin shared the 2021/2022 Budget Priorities. Same 2019 document that was approved last year. A few word-smithing changes to the language. Is here today for discussion and will come back as an action item to help the BFPC guide their prioritization allocations. Dr. Lee: we are on track to be 12.8% below target. Not great but better than being 20% below target.

#### **2021-2022 Norco College Budget Priorities Document as follows:**

This year... narrative from Dr. Lee

Student Transformation:

Maximize efficient FTES generation to meet established targets and provide access. We must be mindful of budgetary impacts after the 2021-2022 hold- harmless period and prioritize outreach and enrollments.

Scale Guided Pathways framework to support students we currently serve, addressing basic needs and insecurities, as well as our FTES goals.

Continue to close student equity gaps

Implement employee professional development

Regional Transformation

Continue to reduce working poverty and the skills gap  
Pursue, develop and sustain collaborative partnerships. Focus on relationships; growing or reputation within the community

College Transformation

Invest strategically to offer a comprehensive range of programs.

Emphasize short-term and noncredit certifications

Support integrated planning, effective governances continuous improvement.

Strategic investment in college personnel to sustain an excellent workplace culture

Develop/improve physical facilities to build a comprehensive and inspiring campus

Implement technology-enhances operation systems

Strategic investments in increase resource capacity and revenue generating projects.

3. Safe Return Update. According to the Chancellor there will be monthly Town Halls and bi-weekly updates emailed to everyone. Not sure if the Town Halls will be RCCD or college specific. The District's COVID website is a good resource and is updated regularly. Just google RCCD Covid-19 and you'll find it.

Will see the plan and all the checks needed to open. <https://www.rccd.edu/return/Pages/index.aspx>  
<https://www.rccd.edu/return/Documents/COVID%2019%20Prevention%20Plan-Safety%20guidelines.pdf>

### Academic Senate 3/15/21 Meeting

#### **Action Item, Second Read: 2021 Grading Policies (Q. Bemiller)**

Academic Senate will review [Executive Order 2021-01](#) and consider adopting the [Fall 2020 P, NP, EW Statement](#) for Spring/Winter/Fall 2021. Guidelines went out in October. Could use this language again. It would be through the remainder of the 2021 year (SP, SU, FA). No reason to address the EW. Students can still request an EW. Don't want to create double work for faculty. Presumably A&R will manage the grade change.

#### **Action Item, First Read: [LRC Funding Plan Allocation Model, 21SUM-22SPR](#) (V. Harris/D. Koch)**

Academic Senate will consider the Projected LRC Budget for 2021-2022 Academic Year. [Reference: Library LRC Plan](#). Daren shared a presentation with how the funds will be spent within tutorial services. Embedded tutoring programs. Priority given to classes with success rates below 70%. (see presentation for all of the budget details). Training tutors on equity. Also provide CORA training for tutors. The data shows an increase of 10% in student success rates when using tutoring services. Nationwide a 5% rate of increase is acceptable. Norco is at 10% which is the desired rate- nationwide. This item will come back for a second read at the next meeting.

#### **Action Item, First Read: [Draft Associate Faculty IOI DE Document](#) (S. Burnett)**

Academic Senate will consider the draft revisions to the Associate Faculty IOI for Online Teaching document. DE has been meeting across the district on a regular basis. One of the things that was brought forward was that we should take a list at the existing IOI form for PT faculty doesn't meet the needs for those who teach a fully online class. An intentional focus looking forward. Should we go with a model where in each aspect being identified there's an opportunity for feedback. Give the feedback directly after each piece and none of the pieces are ignored. Lots of positive feedback for the first form layout version as opposed to the second version option.

### College Reports

**Associated Students of Norco College (A. Calderon, S. Irfan)** Discussion with other campus Presidents. Want better communication from college Presidents with regard to student debt. Want students to be regularly notified of their debt. District allowed students to register even though they owed fees. It's a big problem because those debts grew and now students owe a lot. Want a policy that if students owe more than \$100 they not be allowed to enroll (actual \$\$ amount being finalized for the resolution). Over 2,200 students at Norco owe over \$400. Students facing these types of problems should reach out to Mark Hartley. Shading project outside in the amphitheater. Not all the money was used so would like to use that money for more seating. First event last Thursday- trivia. Upcoming- jeopardy- via Zoom.

**College President/Vice-President Academic Affairs (M. Green/S. Lee) Dr. Green.** Making a set of assumptions for fall as the schedule is being developed but will make any adjustments as deem necessary. Will follow county guidelines. Recognize that our students are having a hard time. Enrollment is a concern. A concern regarding access. We're at 78% of our FTES target for the spring. This means we have lost a number of first-generation college students coming to our institution. The fear is we are losing students who are going to work and they may never come to a university. We know there is a demand for higher education. We know the demand is there. Thank the faculty. Dr. Lee: that 78% of our target if we were not in a hold harmless with the state this would be a catastrophic problem in our region. We need to do something to get that access back on board for our students. That's part of the impetus on making the decision at this point. Will work with the deans and chairs to get this right.

### **Standing Committees & Liaisons Reports**

**APC (P. Worsham)** Attached APC file and said the following:

The Academic Planning Charis met last Friday and there was a lot of discussion about returning to campus this fall. I tried to capture APC's comments and questions as best I could and am submitting them to the Senate for consideration 2 dominate themes emerged from this discussion:

A request for safe return guidelines that include what our new technologically equipped classrooms will look like

A balanced approach to scheduling classes for the fall

A year ago our lives changed. Handshakes and friendly hugs were replaced with elbow bumps and meek socially distanced waves. Faces masks eclipsed fashion trends and have become as commonplace as shoes. Hand sanitizer is now a main staple in our cars, in our bags, on the table as we enter a public place. For some, hitting the "reset" button back to pre-Covid seems pretty simple. For others, not so much. For some, the lens through which our world is now viewed has changed.

For some, life is now filled with an abundance of caution signs and the compulsion to dodge daily obstacles; this is the new norm.

Lots of "red alerts"

What can I touch? How do I now navigate simple things like public doors, door knobs, classroom computer keyboards in the PDC, pens, classroom screen projector handles, etc.

A year ago, faculty moved online. Faculty were told they had one week to establish an online presence for their class. Many faculty, had never taught online. The bar was raised and they met it. Faculty were told "good job!" Now think about course design- how can you better engage your students? The bar was raised and faculty met it. Faculty were then told create instructional videos. Students need to see you explaining the material to them. Students want this. The bar was raised and faculty met it. Faculty were then told "be sure your class is DE approved." Fill out the 6-page

Emergency request form. The bar was raised and faculty met it. Faculty were then told "make sure your class is ADA compliant." Use the Ally tool to find your score. Transcribe your videos, tag your PDFs and do this quickly. The bar was raised and faculty met it. Faculty engaged with colleagues, shared ideas and learned ways they could improve their online courses. Each semester has been a chance to improve an iteration of their course. We're now on version 3.0. **The good work that has been done, thus far, should be honored and not shelved. A balanced approach to scheduling classes and allowing this work to carry forward should be valued. Not just with words as in "we appreciate your hard work" but rather with action. Allow this good work to be built in to schedules going forward.** Returning to campus should be filled with excitement not anxiety, fear and trepidation. We miss our students and colleagues. Some will hit the "reset" button and return to how they operated. Others won't. Our individual lens on how we see the world has changed- everyone's lens has changed and these differences need to be respected. We need "return to campus protocols and guidelines" We ask for a balanced approach to scheduling so that all the good work done thus far can continue. Faculty met the bar of expectations every time it was presented to them. Faculty will continue to do so. Our world has changed. Please allow the good work that has taken place to continue.

## **XII. Roundtable: Fall 2021 (Q. Bemiller)**

Academic Senate will hold an open discussion regarding Fall 2021 scheduling and return to campus.

- nice to hear of the safety concerns. Nice to hear that we'll be able to adjust and that the 80/20 rule is flexible. Concerned about the money available for classroom simulcasting. Perhaps could that money go someplace else for say a large lecture space portable.

-question about safety guidelines. What does that mean? What does safety mean social distancing, masks, sanitation or does that mean F2F and no masks, sanitation, etc. Would be nice to get clarification on this? 2 plans with and without. OC college is by choice. Cerritos is all online. Mt. Sac is going to do something similar to us. Would really like a better understanding of what this means. SRTF was making guidelines according to color coded tiers. There is a detailed plan in the district but all of that may be null because with vaccines everything is changing so rapidly.

-Regardless of how we plan and build. Safety will be #1 priority based on circumstances.

-One time funding's.... DRC testing is a significant concern especially if having to go with social distancing and DRC numbers have increased. That is a concern. Other concern want to emphasize how we communicate to our students. Students need to know. While we're saying we're going to be back to normal. What guidelines we are going to be abiding by.

-It would be great if we could capture some data about what students want and how they feel about this return. We need a campus presence. But what's the demand for students who want online? CDC says if you're vaccinated you can share a space together but what are we going to do about vaccines.

-Would like a bit more reverance. Needs to be careful conversation of how we're going to do this and how we're going to transition. Probably going to prep three different ways and we're exhausted already before we get started.

-We need to discuss caps. This needs to be a part of this conversation. There seems to be a proclivity for students class choices are the same now as they were before- this is a false assumption.

-talking to a colleague and put together a 3 question survey for students. 18% say F2F 36% hybrid. Asked if F2F means all seats will be full would you still want to take this class? 60% said no. 100 respondents in this two class survey.

-Students who have new responsibilities. Give students a chance to get back on their feet. These students are not vaccinated and some don't want it. If they are not vaccinated they are going to infect one another. We might be protected. Overall it's too soon to do this but this might lead to something worse than we have right now.

-What are some of the assumptions that would allow us to return in the fall? Plans to have vaccination sites on campus for students. There are some vaccinations are mandated- TB is one of them. Since this is an emergency vaccine it's a bit different.

-Would it be more effective to plan for hybrid because less impactful if we have to pivot.

-reality is scheduling will look different for different disciplines.

-worried about losing students who might be hesitant to return to a F2F environment. Does the administration have a time like for when they would move a F2F class that has not filled to an online format rather than cancelling them?

## **Academic Senate 4/5/21 Meeting**

**Action Item, Second Read: [LRC Funding Plan Allocation Model, 21SUM-22SPR \(V. Harris/D. Koch\)](#)**

Academic Senate will consider the Projected LRC Budget for 2021-2022 Academic Year. [Reference: Library LRC Plan](#) Updates: a) funding for tutoring increased to \$100K for the end of the year 2) budget outlook will have Herf funding to support this. Nothing else changed since what was presented at the previous meeting. Motion approved and passed.

## **Officer Reports**

**Secretary/Treasurer (K. Kamerin) Nothing to report**

**Vice-President (V. Lee)** Wanted to commend Dr. Flemings parliamentary procedures- how meetings should be run and this talks were really helpful. nks to page containing Parliamentary Procedure talks: <https://www.norcocollege.edu/sd/ie/sp/Pages/Governance-Resources.aspx>

**President (Q. Bemiller)** Fall 2021: Sent an email to everyone regarding this district senate meeting. Lots of questions raised particularly by the students. The Chancellor is ordering us to all be on the same page. He wants Fall 2021 to be a baseline. He understands there will be a new normal after COVID but he wants Fall 2021 to be the baseline and we are being held to the 80:20 course offerings for Fall 2021. Cal Osha will be dictating safety needs. Quinton asked for more communication via the form of Town Halls where faculty and students can speak at these open forums. Today the faculty association sent out an MOU - check your email and read this. Opening Workgroup met a short time ago. There's a Covid-19 Plan (34 pg. document) on our district website so that you can get a sense of our return to campus protocols. Can also find it by googling it. Walkthroughs will occur at all campus's will done by mid-May. By June we should have a better idea of what restrictions we may have this coming fall. Faculty participation and walkthroughs will be needed. There may be some special projects money for this to make sure everything is what it needs to be for fall. If enrollment in your F2F classes end up being low, there's discussion about allowing those classes to convert to online. Academic Senate business: time once again to do the Effectiveness Surveys. This is different than the councils survey. Standing Committees: There may be a change of leadership (Program Review and Faculty Professional Development Committee) need people to volunteer to take on these roles. Please try and have a new person in place by May 12. Peter: If faculty have concerns they can voice them at the FA meetings- they are on Zoom. Faculty want regular updates and District has committed to giving regular updates. Concern about having to pivot last minute going F2F to online/hybrid based on numbers and not what the students want. If the numbers "aren't good" we're going back online. Sarah: waitlists of students who want online but because the Chancellor wants all online we making enrollment decisions based on FTES and not Covid/Safety issues. Dropped enrollment raised this issue this semester. Jody asking for a "hard deadline" because it's difficult having to change a course's modality of offering at the last minute. There's a feeling that this Union supports/caters more towards the Chancellor than the faculty. The Union has been pressing HR on the investigations and to give us more information about this and why there are so may and how necessary are they?

**Faculty Association/CTA Report (P. Boelman)** Look at the MOU that was signed so everyone is aware of it. Trying to make it back that when we come back it's as safe as possible. It seems as though the CTA spends more time talking about these investigations than the return to campus plans. We see lots of messages coming out from the faculty about the investigations when we should be seeing plans for the return to campus. Ventilation system being upgraded.

### **College Reports**

**Associated Students of Norco College (A. Calderon, S. Irfan)** Having an event on 4/23- the magician, at 5PM on their Instagram. Students made a survey for students regarding returning to campus in the fall and want their feedback. District says that a survey was sent out and that there were 3000 responses but they can't get this data. This will be going out district wide. Was just completed today. [Microsoft Forms](#) to the survey: [Microsoft Forms](#)

**College President/Vice-President Academic Affairs (M. Green/S. Lee)** Monica: Assured us that she hears all of our concerns about safely returning to campus. SPMG is going before the board for approval. Working to consolidate multiple programs under one Dean- Dual Enrollment, College Promise, Prison Education, Credit for Prior Learning. Will be filled by a Dean for Educational \*something. This position is being sought out.

Dr. Lee: Can find \$350 if anyone's interested in attending the Plenary conference.

The Fall schedule will be completed by:

04/16/21 Deans complete schedule for Colleague input

05/07/21 Schedule finalized

05/17/21 Schedule published

06/01/21 Registration begins



The is funding for COVID relief/mitigation CARES, HEERF, and ARP. Planning on funding for instructional facilities. Looking at planning. If you have specific needs please forward these to your Dean/Chair.

**Discussion: Chartering Process for Academic Senate Standing Committees (Q. Bemiller)**

Academic Senate will discuss adopting/modifying the Norco College Chartering Process for its Standing Committees or continuing to use its current process. AS not required to follow the chartering process but the question is should they follow this templated chartering process? Sounds like there is general consensus around using this charter and modifying it as sees fit. If people can work on these charters over the next few months and bring them forward in the fall. Could start talking about them this spring so that will be ready to bring them to senate this coming fall.

**Discussion: Faculty Appointment Process for College Councils (V. Lee)**

Academic Senate will discuss the potential process for appointing Faculty members and co-chairs to the new College Councils for Fall 2021. 5 councils will exists this fall:

- Academic Council
- Students Support Council
- Resources Council
- Institutional Effectiveness and Governance Council
- College Council

College Council will meet during College Hour (2nd Thursday proposed).

All four leadership councils will meet on the same day during College Hour (4th Thursday proposed)

**(Suggested) Faculty Needs for the Five Councils at Norco College**

<p><b>Academic Council (6 faculty needed*)</b></p> <ul style="list-style-type: none"> <li>• Rep from School of Arts and Humanities</li> <li>• Rep from School of STEM</li> <li>• Rep from School of Social and Behavioral Sciences</li> <li>• Rep from School of Business and Management</li> <li>• CTE Faculty Rep</li> <li>• Distance Ed Rep</li> </ul>	<p><b>Student Support Council (5 faculty needed*)</b></p> <ul style="list-style-type: none"> <li>• SBS/Guidance/Counseling Co-Chair</li> <li>• Counseling Faculty Rep</li> <li>• Counseling Faculty Rep</li> <li>• Guided Pathways/Faculty Advisors Rep</li> <li>• Guided Pathways/Faculty Advisors Rep</li> </ul>
<p><b>Resources Council (3 faculty needed*)</b></p> <ul style="list-style-type: none"> <li>• Academic Senate Rep (Chair of Chairs)</li> <li>• STEM Faculty Rep</li> <li>• Coordinator, Student Activities</li> </ul>	<p><b>Institutional Effectiveness &amp; Governance Council (4 faculty needed)</b></p> <ul style="list-style-type: none"> <li>• Academic Senate Vice President</li> <li>• Assessment Committee Faculty Co-Chair</li> <li>• Program Review Committee Faculty Co-Chair</li> <li>• Professional Development Committee Faculty Co-Chair</li> </ul>
<p><b>College Council (8 faculty needed*)</b></p> <ul style="list-style-type: none"> <li>• Academic Senate President</li> <li>• Chair of Chairs (Enrollment Management)</li> <li>• Faculty Co-Chairs of the other College Councils (4)</li> <li>• Faculty Accreditation Liaison</li> <li>• General Representative</li> </ul>	

\*Positions highlighted in red need to be filled.

1.

**3:00 p.m. XII. Discussion: Program Review (Q. Bemiller/D. Hitchcock)**

Academic Senate will discuss the April 30th deadline for submitting Program Reviews and potential ways to address Equity and Anti-racism self-development in Program Review reports. Concerned about the quick timeline especially with spring break and the need to have discussions about this disaggregated data- just doesn't seem like there's enough time to get his done.

**3:10 p.m. XIII. Information: Update on the ERP Project (C. Blackmore)**

Associate Vice Chancellor Blackmore will update Academic Senate on the RCCD ERP (enterprise resource planning) project. Quick update on the implementation of this process.

**3:20 p.m. XIV. Information: Commencement 2021 (M. Hartley)**

Dean Hartley will update Academic Senate with information regarding Commencement 2021. Last year we had the best virtual commencement in the district. We will have a virtual commencement on June 11. The commencement is putting together a drive thru ceremony. Take a photo by the balloon arches. 2020 is invited too. Hop back in the car and socially distant faculty on the side walk with pom poms cheering them on. June 2 at 5PM Wednesday. Not ideal but that's the day we're given to do something in person. Commencement work group- some faculty are part of that. Mark will send out communication.

**3:30 p.m. XV. Adjournment**

## Program Review Committee:

- Program Review is underway. The reports are due on 4/30.

## CTA:

Negotiations will hopefully come to an end soon, to have something for faculty in May.

HR is being invited to join the next APC meeting to clarify reasonable accommodations faculty requests.

## Deans Report:

April 2021

## Scheduling

Scheduling for Summer 2021 is nearly complete and will be published to the web on 4/19/21, enrollment will begin 5/3/21. Summer is currently planned to remain as scheduled. Fall 2021 is underway, we hope to complete it by 4/19/21. Fall is progressing with **plans** to be “back to normal”, with no social distancing. We will be following all guidelines to CDPH.

Timeline for Winter 2022 / Spring 2022 was released by the district office:

<b>2022 Winter January 2 - February 10</b>
6/28/21 Sections Rolled
TBD Deans and Chairs' Deadline to Complete Schedule
10/08/21 IDS Complete Schedule Input in Colleague
10/11/21 Schedule Finalized at District
10/18/21 Schedule Published to the web
10/25/21 Go-Live
11/01/21 Priority Reg Group 1
<b>2022 Spring February 14 - June 10</b>
6/28/21 Sections Rolled
10/25/21 Go-Live
TBD Deans and Chairs' Deadline to Complete Schedule
11/05/21 IDS Complete Schedule Input in Colleague
11/08/21 Schedule Finalized at District
11/15/21 Schedule Published to the web
11/29/21 Priority Reg Group 1

## On Campus Exams

This week and the week after Spring Break we are hosting on campus midterms; social distancing, making and frequent sanitation are all in place. Week 1 has been remarkably smooth with no issues, many thanks to the faculty and staff who have diligently planned to make that so.

## PRT/Pathmaker

We are Beta-testing Pathmaker with a couple subjects. Hopefully we will have full implementation for Winter 2022 / Spring 2022 schedule development.

### **Jurupa Valley Unified Dual Enrollment Partnership**

Jurupa Valley Unified School District is partnering with Norco College CTE to provide three pathways to their students: (1) Conventional Machine Operator, (2) Industrial Automation, and (3) Game Development. For the Conventional Machine Operator and Industrial Automation, they will be bussing their students to the college.

## Ethnic Studies

For Area F

ETS-2, Introduction to Chicana/o/x Studies

ETS-18, Survey of Native American Literature

ETS-20, Survey of African American Literature

ETS-21, Latinx Politics

ETS-23, Race, Ethnicity and Politics in America

ETS-24, Survey of Asian American Literature

ETS- 25, Latinx Literature of the United States

ETS-27 Native American Cultures

(all of these are cross-listed with courses in either Anthropology, English, History, or Political Science)

ETS-2 (Same as HIS-31)
ETS-18 (Same as ENG-18)
ETS-20 (Same as ENG-20)
ETS-21 (Same as POL-21)
ETS-23 (Same as POL-23)
ETS-24 (Same as ENG-24)
ETS-25 (Same as ENG-25)
ETS-27 (Same as ANT-4)

# Summer Chairs 2021

Arts, Humanities, and World Languages	Kim Kamerin
Business, Engineering, and Information Technology	Farshid Mirzaei
Communications	Dan Reade
Mathematics	Jeff Mulari
Science & Kinesiology	Aaron Roy
Social & Behavioral Sciences	John Moore

Planning Councils Survey  
**Q1 Please choose the appropriate planning council:**

Answered: 35    Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Academic Planning Council (APC)	100.00% 12	0.00% 0	0.00% 0	34.29% 12
Business & Facilities Planning Council (BFPC)	0.00% 0	100.00% 10	0.00% 0	28.57% 10
Student Services Planning Council (SSPC)	0.00% 0	0.00% 0	100.00% 13	37.14% 13
<b>Total Respondents</b>	<b>12</b>	<b>10</b>	<b>13</b>	<b>35</b>

Planning Councils Survey

Q2 This planning council used relevant data to rank positions and equipment in the prioritization process.

Answered: 35 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	45.00% 9	25.00% 5	30.00% 6	57.14% 20
Somewhat Agree	21.43% 3	35.71% 5	42.86% 6	40.00% 14
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	100.00% 1	2.86% 1
Total Respondents	12	10	13	35
If you disagree, please state why	0	0	0	0

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
	There are no responses.	
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
1	If there are multiple individuals from one department then they get a higher rank so its not working. We see a need and out committee needs to support what the priority is.	2/23/2021 9:42 AM

Planning Councils Survey

Q3 This planning council had open dialogue throughout the prioritization process.

Answered: 35 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	44.00% 11	24.00% 6	32.00% 8	71.43% 25
Somewhat Agree	11.11% 1	44.44% 4	44.44% 4	25.71% 9
Somewhat Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Strongly Disagree	0.00% 0	0.00% 0	100.00% 1	2.86% 1
Total Respondents	12	10	13	35
If you disagree, please state why	0	0	0	0

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
	There are no responses.	
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
1	At times, dialogue occurs among the VP's and decisions are made outside of the councils input.	3/18/2021 8:10 AM
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
1	We need more time to discuss prioritization and allow everyone to understand why they put a position down and also we ranked a few positions top priority and still have they never flew the position.	2/23/2021 9:42 AM



## Planning Councils Survey

### Q4 The ranking criteria (rubrics) used for the prioritization process were relevant.

Answered: 35    Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	41.18% 7	35.29% 6	23.53% 4	48.57% 17
Somewhat Agree	26.67% 4	26.67% 4	46.67% 7	42.86% 15
Somewhat Disagree	33.33% 1	0.00% 0	66.67% 2	8.57% 3
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	12	10	13	35
If you disagree, please state why	0	0	0	0

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
1	I'm not sure I remember seeing a rubric. I could be very wrong here.	3/15/2021 6:13 PM
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
1	The rubric was an old rubric that did not take into account the new SPGM.	3/15/2021 5:11 PM
2	I think the prioritization description needs to change	2/23/2021 9:42 AM

Planning Councils Survey

Q5 I understand how the prioritized resource requests are used for resource allocation.

Answered: 35 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	33.33% 8	25.00% 6	41.67% 10	68.57% 24
Somewhat Agree	25.00% 2	50.00% 4	25.00% 2	22.86% 8
Somewhat Disagree	66.67% 2	0.00% 0	33.33% 1	8.57% 3
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	12	10	13	35
If you disagree, please state why	0	0	0	0

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
1	This was my first time doing these kinds of rankings and while there is some information provided, the process overall felt fairly opaque for newer Chairs.	3/8/2021 12:22 PM
#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
1	They are not always considered when relevent positions become vacant and executive level positions need to be made.	3/18/2021 8:10 AM
#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
	There are no responses.	

Planning Councils Survey

**Q6 The membership of this planning council is a representative body of the necessary stakeholders.**

Answered: 35 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	39.29% 11	25.00% 7	35.71% 10	80.00% 28
Somewhat Agree	16.67% 1	50.00% 3	33.33% 2	17.14% 6
Somewhat Disagree	0.00% 0	0.00% 0	100.00% 1	2.86% 1
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	12	10	13	35
If you disagree, which stakeholders are missing	0	0	0	0

Planning Councils Survey

Q7 This planning council plays an important role in strategic planning.

Answered: 35 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	46.15% 12	23.08% 6	30.77% 8	74.29% 26
Somewhat Agree	0.00% 0	37.50% 3	62.50% 5	22.86% 8
Somewhat Disagree	0.00% 0	100.00% 1	0.00% 0	2.86% 1
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	12	10	13	35

Planning Councils Survey

Q8 This planning council plays an important role in the prioritization process.

Answered: 35 Skipped: 0

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Strongly Agree	42.31% 11	34.62% 9	23.08% 6	74.29% 26
Somewhat Agree	14.29% 1	0.00% 0	85.71% 6	20.00% 7
Somewhat Disagree	0.00% 0	50.00% 1	50.00% 1	5.71% 2
Strongly Disagree	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Total Respondents	12	10	13	35

Planning Councils Survey

Q9 Pertaining to the activities of this planning council, how satisfied were you with the following:

Answered: 35 Skipped: 0

Strategic Planning					
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL	
Very Dissatisfied	100.00% 1	0.00% 0	0.00% 0	2.86% 1	
Dissatisfied	0.00% 0	100.00% 1	0.00% 0	2.86% 1	
Satisfied	26.32% 5	31.58% 6	42.11% 8	54.29% 19	
Very Satisfied	42.86% 6	21.43% 3	35.71% 5	40.00% 14	

  

Program Review					
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL	
Very Dissatisfied	100.00% 2	0.00% 0	0.00% 0	5.71% 2	
Dissatisfied	0.00% 0	50.00% 1	50.00% 1	5.71% 2	
Satisfied	33.33% 6	38.89% 7	27.78% 5	51.43% 18	
Very Satisfied	30.77% 4	15.38% 2	53.85% 7	37.14% 13	

  

Assessment					
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL	
Very Dissatisfied	100.00% 1	0.00% 0	0.00% 0	2.86% 1	
Dissatisfied	0.00% 0	100.00% 2	0.00% 0	5.71% 2	
Satisfied	31.82% 7	31.82% 7	36.36% 8	62.86% 22	
Very Satisfied	44.44% 4	11.11% 1	44.44% 4	25.71% 9	

  

Resource Allocation					
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL	
Very Dissatisfied	100.00% 1	0.00% 0	0.00% 0	2.86% 1	
Dissatisfied	0.00% 0	50.00% 1	50.00% 1	5.71% 2	
Satisfied	27.78% 5	38.89% 7	33.33% 6	51.43% 18	
Very Satisfied	50.00% 6	16.67% 2	33.33% 4	34.29% 12	

Decision-Making Processes				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	100.00% 1	0.00% 0	0.00% 0	2.8 6% 1
Dissatisfied	0.00% 0	50.00% 1	50.00% 1	5.7 1% 2
Satisfied	31.25% 5	31.25% 5	37.50% 6	45.71% 16
Very Satisfied	37.50% 6	25.00% 4	37.50% 6	45.71% 16

Committee-Level Planning				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Very Dissatisfied	100.00% 1	0.00% 0	0.00% 0	2.8 6% 1
Dissatisfied	0.00% 0	100.00% 1	0.00% 0	2.8 6% 1
Satisfied	33.33% 5	26.67% 4	40.00% 6	42.86% 15
Very Satisfied	33.33% 6	27.78% 5	38.89% 7	51.43% 18

	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
If you answered "Dissatisfied" or "Very Dissatisfied" to any of the above please explain your rating below	0	0	0	0

#	Q1: ACADEMIC PLANNING COUNCIL (APC)	DATE
1	I marked something because I think I have to, but if there was a N/A option, I would have chosen that for Assessment, as I have not seen yet how APC contributes to or supports Assessment efforts.	3/8/2021 12:22 PM
2	Program Review due to the slow rollout of the new software interface.	3/8/2021 11:58 AM

#	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	DATE
	There are no responses.	

#	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	DATE
1	We do not know what happens to the decision making process after we decide and do not know where the resource allocation goes after our committee sends it forward, we do not hear back what positions were flown or what money was spent, we need more time to discuss positions because we all need someone in student services but we need to come together to decide which position is more important that our own and work together.	2/23/2021 9:42 AM

Planning Councils Survey

Q10 How well integrated were the following processes with the activities of this planning council:

Answered: 35 Skipped: 0

Strategic Planning				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	100.00% 1	0.00% 0	2.86% 1
Somewhat Linked	25.00% 2	25.00% 2	50.00% 4	22.86% 8
Very Well Linked	38.46% 10	26.92% 7	34.62% 9	74.29% 26
Program Review				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	100.00% 1	0.00% 0	2.86% 1
Somewhat Linked	40.00% 4	30.00% 3	30.00% 3	28.57% 10
Very Well Linked	33.33% 8	25.00% 6	41.67% 10	68.57% 24
Assessment				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	33.33% 1	33.33% 1	33.33% 1	8.57% 3
Somewhat Linked	41.18% 7	41.18% 7	17.65% 3	48.57% 17
Very Well Linked	28.57% 4	14.29% 2	57.14% 8	40.00% 14
Resource Allocation				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	100.00% 1	0.00% 0	2.86% 1
Somewhat Linked	50.00% 5	30.00% 3	20.00% 2	28.57% 10
Very Well Linked	29.17% 7	25.00% 6	45.83% 11	68.57% 24
Decision-Making Processes				
	Q1: ACADEMIC PLANNING COUNCIL (APC)	Q1: BUSINESS & FACILITIES PLANNING COUNCIL (BFPC)	Q1: STUDENT SERVICES PLANNING COUNCIL (SSPC)	TOTAL
Not Well Linked	0.00% 0	100.00% 1	0.00% 0	2.86% 1
Somewhat Linked	25.00% 2	37.50% 3	37.50% 3	22.86% 8
Very Well Linked	38.46% 10	23.08% 6	38.46% 10	74.29% 26



## Norco College Class Canceling Notification Recommendations

The following guiding principles inform the actions taken when cancelling a class at Norco College.

- The Faculty Association Contract (including LOAs, MOUs, and Addenda) is always adhered to and all faculty should know how to access it.
- Deans and Chairs will make every attempt to balance giving faculty as much advance notice as possible with allowing time for students to enroll as the first day approaches.
  - To this end, we commit to early and frequent communication of all classes at risk of being cancelled of concern from the Deans and Chairs. This process should start at least one month before the first day of classes.
- As always, the college will make efforts to fill lowly enrolled classes before they are cancelled, working with our marketing team and counselors to promote low enrolled classes at risk of being cancelled.
- The class schedule is built to efficiently meet student need while producing 595 Weekly Student Contact Hours (WSCH) or Full-Time Equivalent Faculty (FTEF). In a compressed calendar environment, 595 WSCH per FTEF is the standard baseline used for the District annual instructional budgeting process. While some sections produce less than 595 and others produce more, the overall goal for the college is 595. Table 1 below demonstrates normative productivity values based on a typical 3-unit weekly section.
- Enrollment is considered sufficient when a class section produces 595 WSCH per FTEF and weak (subject to cancelation) when it produces 340 WSCH PER FTEF or less. The actual number that triggers cancelation can vary depending on the current enrollment management objectives. Possible exceptions to the minimum number include:
  - Classes in new or developing programs that the college is supporting;
  - Classes that are needed in order to make a full-time instructor’s regular contractual workload;
  - Second-year transfer or capstone classes that are subject to low enrollment (e.g. Physics 4B);
  - Classes that are offered very infrequently and are needed by students to complete degrees or certificates;
  - Classes for special programs such as Honors, Puente, Umoja, etc.
- In general, decisions to cancel classes are made at the earliest possible date, or as soon as it becomes clear that a class that does not meet the above exception criteria has little or no chance of making the minimum number by the first week of class. Early decisions are encouraged in order to maximize students’ options for alternative classes/sections upon being notified of the cancelation. In some cases, the dean will wait until after the first class meeting to cancel a class. When faced with such requests, the rationale for the request is balanced against the need for the affected students to be notified at the earliest feasible date.
- IDS staff are directed to cancel classes *only* when instructed to do so by the Dean of Instruction or Vice President of Academic Affairs. While department chairs and assistant chairs provide

recommendations to add, retain, or cancel sections, only the dean or VPAA may approve the changes. When a decision is made by the dean/VP to cancel a class, it is generally preceded by consultation with the department chair/assistant chair and/or the affected faculty member. After consultation with the Dean, the Chair is charged with notifying the instructor of a cancelled class; the deans and IDSs are charged with contacting all students enrolled in the class at the time of cancellation to notify them of the decision and to move them to an alternate section if possible.

**TABLE 1: PRODUCTIVITY VALUES**

LECTURE HOURS	HOURS PER WEEK	HOURS PER TERM	TERM WEEKS	CENSUS ENROLL	WEEKLY	FULL-TIME	WSCH PER FTEF	FULL-TIME	FTES PER FTEF
					STUDENT CONTACT HOURS (WSCH)	EQUIVALENT FACULTY (FTEF)		EQUIVALENT STUDENTS (FTES)	
54	3.4	55.8	16.4	10	34	0.200	170	1.06	5.3
54	3.4	55.8	16.4	20	68	0.200	340	2.12	10.6
54	3.4	55.8	16.4	30.9	105	0.200	525	3.28	16.4
54	3.4	55.8	16.4	35	119	0.200	595	3.72	18.6
54	3.4	55.8	16.4	40	136	0.200	680	4.25	21.2
54	3.4	55.8	16.4	50	170	0.200	850	5.31	26.6

**CALIFORNIA  
COMMUNITY COLLEGE  
RACIAL EQUITY  
LEADERSHIP ALLIANCE**  
MONTHLY eCONVENING SERIES

USC Race and  
Equity Center

**Fostering and Sustaining Inclusive Classrooms for Students of Color**  
Thursday, September 10, 2020  
1-4pm  
Register at  
<http://usrec.info/allianceseptember>

**Understanding and Addressing Implicit Bias**  
Monday, October 12, 2020  
9am-Noon  
Register at  
<http://usrec.info/allianceoctober>

**Understanding and Confronting Anti-Black Racism**  
Thursday, November 12, 2020  
1-4pm  
Register at  
<http://usrec.info/alliancenovember>

**Meaningfully Integrating Race Across the Curriculum**  
Thursday, December 10, 2020  
9am-Noon  
Register at  
<http://usrec.info/alliancedecember>

**Recruiting and Hiring Faculty of Color**  
Monday, January 25, 2021  
1-4pm  
Register at  
<http://usrec.info/alliancejanuary>

**Confronting Explicit Acts of Racism and Racial Violence on Campus**  
Thursday, February 18, 2021  
9am-Noon  
Register at  
<http://usrec.info/alliancefebruary>

**Equity-Minded Student Support Services**  
Friday, March 19, 2021  
9am-Noon  
Register at  
<http://usrec.info/alliancemarch>

**Implementing AB 705 and Other Legislation in Equitable Ways**  
Wednesday, April 21, 2021  
1-4pm  
Register at  
<http://usrec.info/allianceapril>

**Recruiting and Strategically Diversifying Staff at All Levels**  
Tuesday, May 4, 2021  
9am-Noon  
Register at  
<http://usrec.info/alliancemay>

**Accountability and Incentives for Advancing Racial Equity**  
June 2, 2021  
9am-Noon  
Register at <http://usrec.info/alliancejune>

**Creating Equitable Pathways to Leadership Roles for Employees of Color**  
Friday, July 16, 2021  
9am-Noon  
Register at  
<http://usrec.info/alliancejuly>

**Opposing the Erasure of Asian Americans, Pacific Islanders, and Native Americans**  
Monday, August 2, 2021  
1-4pm  
Register at  
<http://usrec.info/allianceaugust>

Please do not share the registration links with more than five employees each month.