

DATE: October 20, 2021

TO: Career Education Deans, Institutional Research Administrators, and Chief Instructional Officers

San Diego and Imperial Counties Community Colleges

CC: CEOs, CSSOs

FROM: San Diego-Imperial Regional Consortium

**Regional Strong Workforce Program (SWP) Request for Applications (RFA):  
Strong Workforce Faculty Institute – Research Investment**

Please review this RFA carefully before completing the *Letter of Intent* and *RFA Response Form* below. The RFA Response Form will be used to develop the contract scope of work with your college *after* a consultation meeting with the Regional Consortium. More information about this meeting is provided in the RFA process and timeline below. The RFA Response Form will also be used to populate the SWP workplan in the statewide system [NOVA](#).

If you have questions about the scope of this RFA, please contact Tina Ngo Bartel at [tngobartel@miracosta.edu](mailto:tngobartel@miracosta.edu) or Danene Brown at [Danene.Brown@gcccd.edu](mailto:Danene.Brown@gcccd.edu).

Please submit the completed Letter of Intent to Sue Fisher at [Sue.Fisher@gcccd.edu](mailto:Sue.Fisher@gcccd.edu).

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## **Section I: Introduction and RFA Purpose**

The San Diego-Imperial Regional Consortium hosted the first [Strong Workforce Faculty Institute](#) in 2020, a professional development program for over 200 instructors across the region's community colleges. Building upon the success of the inaugural cohort, the Regional Consortium will kick off a second cohort of the Faculty Institute in March 2022.

The goals of the Faculty Institute are to:

1. Foster strong collaboration and engagement among faculty, researchers, and deans
2. Encourage self-reflection, inquiry, and research-based decision-making
3. Inspire teaching and learning from a culturally inclusive perspective

The purpose of this RFA is to provide support to the region's community colleges as they implement the Faculty Institute at their institutions with a second cohort.

## **Section II: Faculty Institute Overview and Funding Allocation**

The regional community colleges may apply for funding to support the following components of the Faculty Institute:

1. Regional professional learning events
2. Faculty Institute assignment (also known as the online form)
3. Monthly check-in meetings to review the Faculty Institute assignment
4. Institutional research office work

### *1. Regional Professional Learning Events*

The kickoff professional learning event for the second cohort will be held on March 11, 2022, at the Sheraton San Diego Hotel and Marina (1590 Harbor Island Drive). At the kickoff event, faculty will:

- Learn from keynote speakers as they share promising practices (i.e., interventions supported by data and research that contribute to increased student retention, persistence, and completion)
- Meet their college cohort of faculty members as well as the project lead, institutional researchers, and Career Education (CE) Dean assigned to the Faculty Institute
- Have a better understanding of what is expected of them as Faculty Institute participants

The second, follow-up professional learning event will be held in September 2022, with the location, date, and time to be determined. At the follow-up event, faculty will:

- Share lessons learned from participating in the Faculty Institute

- Explore promising practices and learn how to operationalize their ideas in the classroom

In response to this RFA, colleges may request up to \$250 per participant for each of the professional learning events for a total of \$500 per faculty member.

## *2. Faculty Institute Assignment*

Similar to the inaugural cohort, each participant in the second cohort will be responsible for completing an assignment, which asks them to critically reflect about a course that they taught previously—preferably one that has been offered for more than one term. The assignment includes 1) quantitative and qualitative questions to help faculty identify trends in their student outcomes and 2) an action plan template for faculty to fill out. The action plan template encourages faculty to use what they learned and develop a data-driven intervention at the classroom level to improve student retention, persistence, and completion. [An example of the Faculty Institute assignment could be found here.](#)

In response to this RFA, colleges may request up to \$1,500 in stipends for each faculty member who completes the Faculty Institute assignment.

As mentioned above, colleges may request up to \$500 in stipends for each faculty member who participates in the professional learning events. In short, **faculty members may receive up to \$2,000 in stipends for completing the assignment, attending the two professional learning events, and committing to implementing findings from their assignment.** The Regional Consortium will provide funding for stipends to the colleges and the colleges will pay the stipends to participating faculty members.

**Each college must recruit a minimum of 15 new faculty members**—but no more than 25—for the Faculty Institute. If more than 25 faculty members are interested in participating, then the college is encouraged to create a waitlist. The college may have up to five returning faculty members from the inaugural cohort, but the five returnees cannot be included in the minimum 15. For example, if a college wants to have five returning faculty members in the second cohort, then the college must have 15 new faculty members and five returning faculty members, for a total of 20 faculty members. Career Education faculty must be prioritized for the Institute; they have the first right of refusal to participate before other faculty members are recruited.

Colleges must provide a list of participating faculty members in the [Google Sheet](#) by January 31, 2022. Additionally, all Faculty Institute participants must sign a letter of commitment, agreeing to complete the Faculty Institute assignment in its entirety and to work collaboratively with their assigned deans and researchers. By signing the letter of commitment, the faculty member understands that:

- The Faculty Institute assignment will be approved by the researcher(s) and CE Dean assigned to the Faculty Institute, Regional Chair, and Center of Excellence for Labor Market Research (COE) Director.

- If the assignment is not approved (e.g., the participant did not complete the assignment thoroughly), then the faculty member will have the opportunity to complete and resubmit it within 30 calendar days.

Colleges must submit letters of commitment to [jedwards@miracosta.edu](mailto:jedwards@miracosta.edu) by January 31, 2022. The letter of commitment template is provided in Appendix A.

### *3. Monthly Check-in Meetings to Review the Faculty Institute Assignment*

Faculty Institute participants are expected to meet monthly with their cohort, project lead, institutional researchers, and Career Education Dean to review and complete the assignment. The Faculty Institute assignment is separated into five sections: 1) enrollment, retention, and success; 2) student engagement and characteristics; 3) course materials; 4) classroom policies and assessments; and 5) action plan. Colleges may decide when to meet and what sections to review in the monthly meetings. However, Faculty Institute participants must complete the assignment by September 14, 2022.

Due to the substantial amount of coordination and communication required in these monthly meetings, **each college must have a project lead assigned to the Faculty Institute**. The project lead will be responsible for scheduling and planning the monthly meetings; ensuring that all faculty members, institutional researchers, and deans are prepared for the monthly meetings; and tracking faculty progress in the assignment.

### *4. Institutional Research Office Work*

The institutional research office at each college will be responsible for providing Faculty Institute participants with student outcomes data and reports, which will help them in completing the Faculty Institute assignment. Each college must assign, at minimum, one researcher (1.0 FTE for two years) to support the Strong Workforce Faculty Institute and continue to support the faculty members after the second professional learning event. The assigned researcher will also be responsible for attending the [monthly regional Data and Research Committee meetings](#). Researchers and project leads will participate in a community of practice and receive technical assistance related to the Faculty Institute at these meetings. **Additionally, Institutional Research Administrators must attend a strategic quarterly meeting with the Regional Consortium**, which is separate from the monthly Data and Research Committee meetings.

In response to this RFA, **each college may request up to \$100,000 to support their institutional research office**. As long as the funding is used to help researchers work collaboratively with faculty members, colleges may request funding to purchase research tools, dedicate more research hours, hire additional research staff, etc.

## **Section III: RFA Process and Timeline**

### **Milestone 1: Complete *Section IV: Letter of Intent* and submit it to the Regional Consortium**

The letter of intent will represent your institution's intent to respond to this RFA and participate in the Strong Workforce Faculty Institute. In the letter of intent, you will provide the contact information of the project lead, institutional researcher(s), and Career Education Dean assigned to the Faculty Institute from your college.

### **Milestone 2: Attend consultation meeting(s) with the Regional Consortium to discuss *Section V: RFA Response Form***

The Regional Consortium will schedule a consultation meeting with your college after receiving *Section IV: Letter of Intent*. At the initial consultation meeting, the Regional Consortium will discuss with the college the specifics of *Section V: RFA Response Form*. It is recommended that the colleges have a draft RFA Response Form ready for the initial consultation meeting, so that the Regional Consortium could determine if revisions are necessary before finalizing the scope of work. The initial consultation meeting will determine the extent of the revisions and if another meeting is necessary. The Regional Consortium will also discuss what deliverables must be submitted and how funding will be distributed (i.e., funding model). Please be aware that this may be an iterative process as it is customized to each college's RFA response. Consultation meetings with the Regional Consortium are intended to be collaborative.

### **Milestone 3: Submit final draft of *Section V: RFA Response Form* to the Regional Consortium**

After completing the consultation meeting(s) with the Regional Consortium, colleges will submit a final draft of *Section V: RFA Response Form*. The college should have met and finalized the following with the Regional Consortium:

1. Contract scope of work based on the RFA Response Form
2. Total funding amount
3. Deliverables that the college must submit to receive payments
4. Payment schedule and distribution amounts based on the deliverables' due dates
5. Progress report contents (e.g., what information should be included in NOVA's reporting requirements)

After the Regional Consortium receives the final draft of the RFA Response Form, an award letter will be sent to your institution, followed by a contract, which includes the scope of work, deliverables, etc. as discussed in the consultation meeting(s). The period of performance of the contract will begin when the contract is finalized.

Once your institution and the Regional Consortium execute the contract, the Regional Consortium will make payments based on the agreed upon payment schedule from the consultation meeting(s).

The Regional Consortium expects timely reports to be submitted in NOVA, containing the information as discussed in the consultation meeting(s).

#### **Milestone 4: Submit faculty letters of commitment and list of faculty names in the Google Sheet**

Colleges must provide a list of faculty members who signed up for the second cohort of the Faculty Institute in the [Google Sheet](#) by January 31, 2022. Each faculty member must sign a letter of commitment, which are also due on January 31 to [jedwards@miracosta.edu](mailto:jedwards@miracosta.edu). The letter of commitment template is provided in Appendix A. As previously mentioned, colleges must recruit a minimum of 15 new faculty members—but no more than 25—for the Faculty Institute. If a college wants to have five returning faculty members in the second cohort, then the college must have at least 15 new faculty members and five returning faculty members, for a total of 20 faculty members.

#### **Timeline**

Colleges submit <i>Section IV: Letter of Intent</i> to the Regional Consortium	November 5, 2021
Colleges attend consultation meeting(s) with the Regional Consortium to discuss <i>Section V: RFA Response Form</i>	November 8, 2021 - December 17, 2021
Colleges submit final draft of <i>Section V: RFA Response Form</i> to the Regional Consortium	December 17, 2021
Colleges submit faculty letters of commitment and provide faculty names in the <a href="#">Google Sheet</a>	January 31, 2022
Participants attend the kickoff professional learning event	March 11, 2022
Participants complete Faculty Institute assignment	September 14, 2022
Participants attend the second professional learning event	September TBD 2022
Researchers attend Data & Research Committee meetings	Monthly
Institutional Research Administrators attend regional strategic meetings	Quarterly

## Section IV: Letter of Intent

This form represents your college’s intent to respond to this RFA. Please provide information about the project lead, Career Education Dean, and institutional researcher(s) who will be assigned the Faculty Institute.

Institution Name	
Project Lead (First & Last Names)	
Project Lead Email	
CE Dean (First & Last Names)	
CE Dean Email	
Institutional Research Administrator (First & Last Names)	
Institutional Research Administrator Email	
Researcher 1 (First & Last Names)	
Researcher 1 Email	
Researcher 2 (First & Last Names)	
Researcher 2 Email	
Researcher 3 (First & Last Names)	
Researcher 3 Email	

Estimated # of faculty who will participate ( <i>no less than 15, but no more than 25</i> )*	
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*\*As previously mentioned, colleges must recruit a minimum of 15 new faculty members—but no more than 25—for the Faculty Institute. If a college wants to have five returning faculty members in the second cohort, then the college must have at least 15 new faculty members and five returning faculty members, for a total of 20 faculty members.*



## Section V: RFA Application

Fill in the fields below with the appropriate information; however, this form will not be finalized until after the consultation meeting(s) with the Regional Consortium. This form will be used for the SWP workplan in NOVA and the contract scope of work with the Regional Consortium.

Project Description: The purpose of the Strong Workforce Faculty Institute is to support colleges in their research efforts related to student retention, persistence, and completion. The outcome of the Faculty Institute is to identify classroom-level interventions that will have a positive impact on these student outcomes, particularly for students from traditionally underserved populations.

- A. Target Population:** Career Education or Career Technical Education (CTE) faculty must be prioritized for the Institute as they have the first right of refusal. What types of faculty members will you recruit for the Faculty Institute? For example, what disciplines will you target and why?

- B. Major Outcomes or Leading Indicators:** What indicators or outcomes (e.g., classroom action plans completed) will you track to assess the efficacy of the Faculty Institute at your institution?

**C. Metrics:** Which SWP metric(s) do you expect to impact with the Faculty Institute? Provide the baseline and baseline year. For metrics that do not apply, put “N/A.”

<b>Metric</b>	<b>Baseline</b>	<b>Baseline Year</b>
Number of Enrollments		
Course Retention		
Course Success		
Students Who Earned 9+ Units in a Year		
Number of Students Who Achieved a Noncredit Milestone		
Number of Students Who Got a Degree, Certificate, or Apprenticeship Journey Status		
Number of Students Who Transferred		
Job Placement		
Percentage Who Attained a Living Wage		

**D. Implementation and Sustainability:** How will you institutionalize the collaboration between researchers and faculty beyond the Faculty Institute? How will you continue to develop a culture of evidence-based decision-making beyond the period of performance of this funding?

**E. Investment Plan:** How will you use the funding? How will you leverage additional resources to support the Faculty Institute goals? (For example, “The college will use local SWP funds to provide culturally proficient instruction for faculty members.”) Refer to the itemized list of budgeted expenses on the following page, when necessary, to describe your investment plan.

**F. Budget:** Colleges may request up to \$2,000 in stipends per faculty member participating in the Faculty Institute. Colleges may recruit no fewer than 20, but no more than 25 faculty members—up to \$50,000 for faculty stipends. Colleges may also request funding to expand or maintain expanded research capacity to support this project. Allowable uses of these funds include a researcher, software to support data analysis, and staff time to coordinate logistics. A total of \$150,000 is available for this project. Provide a detailed budget for each year.

**Phase 1 Budget: January 1 - June 30, 2022 (Up to \$25,000)**

Object	Classification	Itemized List of Budgeted Expenses	Total
1000	Instructional Salaries		
2000	Non-instructional Salaries		
3000	Employee Benefits		
4000	Supplies and materials		
5000	Other Operating Expenses and Services		
6000	Capital Investment		
<b>Total Program Costs*</b>			

\*Indirect is not permitted on this project.

**Phase 2 Budget: July 1, 2022, - June 30, 2023 (Up to \$125,000)**

<b>Object</b>	<b>Classification</b>	<b>Itemized List of Budgeted Expenses</b>	<b>Total</b>
1000	Instructional Salaries		
2000	Non-instructional Salaries		
3000	Employee Benefits		
4000	Supplies and materials		
5000	Other Operating Expenses and Services		
6000	Capital Investment		
<b>Total Program Costs*</b>			

\*Indirect is not permitted on this project.

**G. Signatures**

Please include an email chain with approvals from the CE Dean responsible for this RFA, Institutional Research Administrator, appropriate CIO or CSSO, and President with your application.

## Appendix A: Faculty Letter of Commitment

To whom it may concern:

I, \_\_\_\_\_, fully commit to participating in the Strong Workforce Faculty Institute. I also understand that my involvement requires that:

- I participate in regular, monthly check-ins with the researcher(s) and Career Education Dean assigned to the Institute from my college.
- I attend professional learning events scheduled for March 11, 2022 and September 2022.
- I complete all sections of the Faculty Institute assignment no later than September 14, 2022.
- The assignment will be collaboratively reviewed and approved by the researcher(s) and CE Dean designated to this project, Regional Chair, and Center of Excellence (COE) Director.
- I understand that if the assignment is not approved, then I will have 30 calendar days to resubmit.
- I will implement the action plan I developed in my assignment after the Faculty Institute (September 2022).
- I will continue to collaborate with the researcher(s) and Career Education Dean to implement the action plan beyond the Faculty Institute (September 2022).

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Signature

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Date

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Title

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College Name

## Appendix B: Roles and Responsibilities

Faculty will be responsible for:

- Signing up for the Institute through their college's Career Education Dean
- Signing a letter of commitment, and acknowledging they are required to:
  - Participate in monthly check-ins with the researcher(s) and Career Education Dean to review their progress in the Faculty Institute assignment
  - Attend both professional learning events (March 11, 2022 and September 2022)
  - Complete the Faculty Institute assignment no later than September 14, 2022
  - Complete the Faculty Institute assignment in its entirety, in collaboration with researchers and the Career Education Dean from their institution

The Project Lead will be responsible for:

- Working with the Career Education Dean to recruit 15 to 25 faculty members
- Submitting a list of the faculty members who signed up for the second cohort of the Faculty Institute in the [Google Sheet](#) by January 31, 2022 to the Regional Consortium
- Submitting letters of commitment from each faculty member to [jedwards@miracosta.edu](mailto:jedwards@miracosta.edu) by January 31, 2022
- Scheduling and planning the monthly meetings
- Preparing materials for the monthly meetings
- Ensuring that all faculty members, institutional researchers, and deans are prepared for the monthly meetings
- Tracking faculty progress in the Faculty Institute assignment
- Attending both professional learning events (March 11, 2022 and September 2022)
- Attending the regional Data and Research Committee meetings, which will include a community of practice for the Faculty Institute

Career Education Deans will be responsible for:

- Submitting a list of faculty members (no more than 15 and no less than 25) who will participate in the Institute in response to the RFA
- Working with the project lead to plan the monthly meetings
- Attending both professional learning events (March 11, 2022 and September 2022)
- Working with their respective Institutional Research Administrators to determine how the funding will be spent to operationalize/sustain the collaboration between researchers and faculty beyond September 2022
- Approving each Faculty Institute assignment from their college in conjunction with the researcher(s) designated to the Institute, Regional Consortium Chair, and COE Director

Institutional Research Administrators will be responsible for:

- Working with their respective Career Education Deans to determine how the funding will be spent to operationalize/sustain the collaboration between researchers and faculty beyond September 2022
- Attending a quarterly strategic meeting for Institutional Research Administrators with the San Diego-Imperial Regional Consortium and Center of Excellence for Labor Market Research
- Providing guidance to the institutional researchers on their data and reports for the faculty

Researchers will be responsible for:

- Working with the project lead to plan the monthly meetings
- Attending the monthly meetings and providing assistance with the Faculty Institute assignments
- Attending both professional learning events (March 11, 2022 and September 2022)
- Compiling data for faculty participating in the Institute to assist them with completing the Faculty Assignment
- Attending the regional Data and Research Committee meetings, which will include a community of practice for the Faculty Institute