

*MCC serves our communities, empowering students to succeed through
innovative pathways and quality education.*

Date: 9/24/20

Time: 9:00 a.m.

Location: <https://mohave.zoom.us/j/96384766596>

Attending: Ana Masterson, Ann King, Don Montgomery, Jason Gee, Jennifer Dixon, Jennifer Woolston, June Weiss, Kay Lynn Trybus, Mark Van Pelt, Melissa Wadley (recording), Michelle Brehmeyer, Rosemarie LeFebvre, Shawn Bristle (co-chair), Stephanie Dieringer

Absent: Fred Gilbert, Laurel Clifford, Matthew Butcher, Stephen Eaton (co-chair)

1. Announcements

- a. Link to Monthly Reports: <https://sso.mohave.edu/forms/strategic-reports/monthly/>
- b. Link to Quarterly Reports:
 - i. Suggestions provided regarding the compilation of monthly reports to generate the quarterly report; report items differ between monthly and quarterly data. Feedback received regarding the ability to edit submissions, with the concern that information may be lost. The group will consider feedback and possibility for addendums or attachments, possibly with IT assistance.
 - ii. The committee agree to move the quarterly due date to 10/15/2020 so that the new reporting form may be used.**
 - iii. The committee agreed to keep providing feedback on the reporting system, along with any needed changes.**
 - iv. The committee agree to forego the monthly reports when they coincide closely with quarterly reports.**
- c. Link to All Submitted Reports: <https://tools.mohave.edu/strategic-reports/>
 - i. IT indicates that anyone from MCC can log in and view reports. No concerns expressed by the committee.
- d. Act, fail, learn, and persist in the face of uncertainty. Support the efforts of others.
 - i. MCC is in the midst of cultural change with full support from the president. Everyone's ongoing and supportive actions are commended, as the teams move forward, modeling actions and behaviors for the rest of the employees to follow.

- e. Bristle forwarded the draft 2020 AZ Strategic Vision reports to the group. At a future point (to be determined), this group will need to discuss the metrics.
 - i. Gee wondered about MCC's standing in relation to other Arizona colleges and national averages; expressed concern about the viability and sustainability of continued financial support of students, coupled with competitive market forces.
 - ii. Weiss expressed a parallel concern that marketing efforts may contribute to the idea that MCC is a lower quality by giving away services (sounding unintentionally desperate).
 - iii. **Masterson will extend the weekly enrollment meeting to Gee for feedback on initiative and ideas.** Various reasons were provided why students don't come to MCC (technology, k-12 system, food pantries, student life and engagement) – ongoing work is attempting to holistically address the myriad concerns. The team is hoping for another technology loan program for spring and summer. The group has discussed a K-12 lab on MCC campuses, so that students can attend classes, and drop their kids off (not approved). Dr. Ayon has really embraced student life for engagement, and MPIO is excited to market the “You Belong” theme as events are planned. One initiative includes reduced/\$0 tuition above enrollment of 12 credits, with the idea that it may assist with completion (operational issues to consider).

- f. Action plans and following year budget items are in the works (with a great amount of uncertainty in year zero), and perfection is not expected. Finance committee is building in contingencies for the ability to adjust, as needed. Dixon asked about format for annual action plans. **Bristle will forward the action plan template** (same as prior). Add fields as needed. Once we get through this year, the teams will gain a better understanding for the following years.

- g. Members of IEAC are all reporting out from individual strategic committees and working together to make it all work. Feel comfortable asking questions, challenging assumptions, look for cross-over and how one groups actions may impact the work of other groups. As a group, we need to figure out how work is broken out appropriately by using sequential evaluation and discussion. Bristle expressed concern how IEAC is using the plan to say “no” or “not now” to things, so that ideas align to the relevant work of the college. LeFebvre highlighted the upcoming Guided Pathways date (10/16) as an important communication pillar to help take the group through concerns.

2. Important Dates (IEAC items noted in bold)

Thu 01 Oct 2020 2021-2022 Action Plan Drafts with Budget Info Due

Wed 07 Oct 2020 45th Day

Fri 02 Oct 2020, 2:00 – 4:00 p.m. Strategic Planning Team Development Workshop

Fri 09 Oct 2020 Last Day for Withdrawal (1st 8 week); BOG Meeting

Thu 15 Oct 2020 Quarterly Committee Report

Fri 16 Oct 2020 Classes End (1st 8 week)

Fri 16 Oct 2020 Guided Pathways Discussion with Justin
 Mon 19 Oct 2020 Classes Begin (2nd 8 week)
 Thu 22 Oct 2020, 6:00 p.m. MCCF Quarterly Board Meeting
Thu 22 Oct 2020, Development Workshop
Mon 26 Oct 2020, 9:00 a.m. – noon Strategic Committee Data Session
 Tue 27 Oct 2020 Withdrawal Period Begins (2nd 8 week)
Thu 29 Oct 2020, 9:00 – 11:00 a.m. IEAC Meeting
Mon 02 Nov 2020 Deadline: Notify CEO RE: IT resources in 2021-2022 action plans (expansion of existing services, new hardware/software – send all information; include in research and send as soon as info is available)
 Wed 11 Nov 2020 College Closed / Veterans Day
 Wed 25 Nov 2020 No Classes / College Open;
Wed 25 Nov 2020 1:00 – 3:00 p.m. IEAC Meeting (Adjusted for Thanksgiving Holiday)
 Thu 26 Nov 2020 College Closed / Thanksgiving Holiday
 Fri 27 Nov 2020 College Closed / Thanksgiving Holiday
 Fri 11 Dec 2020 Classes End (15, 12 & 2nd 8 week)
Wed 16 Dec 2020 12:30 – 4:30 p.m. Data Day Event for Employees
 Wed 16 Dec 2020 Thu 17 Dec 2020 Faculty Professional Development & Training Day
 Fri 18 Dec 2020 Full-time Faculty Last Day of Accountability
 Thu 24 Dec 2020 College Closed / Christmas Holiday
 Fri 25 Dec 2020 College Closed / Christmas Holiday
Wed 30 Dec 2020 9:00 – 11:00 a.m. IEAC Meeting (Adjusted for New Year's Holiday)
 Thu 31 Dec 2020 College Closed / New Year's Eve
Mon 4 Jan 2021 Strategic Committee Quarterly Report Due

3. Strategic Plan General Updates – BOG Reports

- a. September: Strategy Committees 3 & 4; Data Team. Kudos to the teams for their presentations, messaging was well-meshed.
- b. October: Strategy 1 Committee already has their presentation ready
- c. November: Guided Pathways Committee requested to present

4. Standing Reports (attached to the meeting and uploaded to OneNote)

- a. **Strategy 1 Enrollment for All (Michelle Brehmeyer, June Weiss)**
 - i. Objective 1.5 – developing a student aid disbursement structure to grow enrollment. The team is reviewing data to evaluate if funding is the true answer; looking at demographics, withdrawal date, course difficulty, work obligations, etc. Casting the net really wide, the team has identified adult learners, first-generation, golden years, and veteran populations within the percentage of need model, with continued focus on expensive CTE and AH programs. With the new percentage of need model, there is ongoing weekly monitoring of how much money is going out. Looking forward, conversation is needed with the business office to determine realistic amounts available, so that adjustments may be made

to the business mode. The packaging model (due date) for the next fiscal year is approaching quickly. This action item has the highest urgency.

- ii. Objective 1.4 group is meeting tomorrow to analyze characteristics of high school students coming to MCC (develop a profile and trending, clubs, volunteerism, GPA, etc.), in order to reach this demographic.
- iii. Objective 1.3 group met this morning on CTE offerings to further discuss and define CTE programs in accordance with higher education references; research trends and data included in the meeting.
- iv. Objective 1.2 group (cultural diversity training) – Abigail Jaimes-Gomez and Meghan Knox have concerns about meeting the December 2020 deadline, and may need adjustment as they collect data and connection with objectives and other strategy teams.

Overall, the teams are experiencing good participation and enthusiasm, staying on track, and sticking to schedules for member availability.

b. Strategy 2 Academic Programs & Workforce Development Partnerships (Stephanie Dieringer, Jason Gee)

- i. This group is working on implementing academic planning and delivery models that address scheduling, modality, and program needs. They are looking at all available options, programs to go forward, and scheduling; a subcommittee was formed to represent the different departments, chaired by Lucinda Leugers. Additionally, different workgroups are formed for the work of each objective, which Dieringer and Gee continue to work with. Objective workgroups are researching different paradigms and measures that other strategy members have mentioned.
- ii. There are many overlapping ideas, which would be nice to add to the reporting form. **Bristle confirmed that he'd requested the addition of overlaps to the reporting form, so he will follow-up with IT.**
- iii. Objective 2.2 (experiential learning opportunities) is the other objective in the works for this strategy group. The group is, again, looking at different paradigms and working definitions; including items like apprenticeship, service learning, intern-/externship. A faculty workgroup representing all departments (health professions, general education, and CTE) was formed, with Eric Wilbur leading the charge. Together, they are digging up information and best practices from other institutions, finding definitions, and maintaining consistency.
- iv. The last objective was selected for timeliness related to budget, which relates to the establishment of a new position (tentatively the Director for Inclusion and Opportunity). Dr. Maria Ayon and Danette Bristle are working on this team, putting together a timely budget request for submission in the next budget cycle. The group was deliberate with their member selection, as they are connected to multiple areas, in order to exploit the overlap between groups.

c. Strategy 3 Holistic Approach to Student Success Committee (Kay Lynn Trybus, Jennifer Woolston)

- i. The group is working on big changes. Objective 3.1 team members met with IR to gather baseline data and establish demographic criteria for future program marketing potential. This first-line data will help inform any decisions moving forward, with the hope interpreted data will help drive improvements to outreach, services, and student supports.
- ii. Work continues with early alerts (minus key personnel). Natalie Gebicke will assume the lead role of the workgroup. Currently the group is brainstorming process and form improvement ideas. As an example, if the majority of life alerts indicate 'food insecurity' as an issue, that documented data could be used to determine the sustained need for a food pantry. The group is looking at so many ideas (i.e., degree declarations, celebrating successes, students' definition of personal success).
- iii. Another workgroup is meeting tomorrow to discuss and consider how to gather information from faculty on student success, advising, metrics and measurements.
- iv. Brehmeyer indicated that 'success' definitions are also occurring in Strategy 1 conversations. There is an overlap of ideas, and the group would welcome the sharing of ideas. Woolston agreed, as Masterson's group is also having similar conversations.
- v. Woolston indicated that the group is pondering on exit assessment survey question (no actions at this point). Weiss suggested the addition of a subjective question within a Schoology exam as a way to gather the requested information, rather than another student survey that may yield nominal results. With the addition of a test question response rates increase (100%), which provide the qualitative data needed. (The drawback to a subjective test question is that students do not receive an immediate score or feedback.)

d. Strategy 4 Foundations of Organizational Success: Technology, Facilities, Personnel Resources (Jennie Dixon, Don Montgomery)

- i. This strategy has six objectives, each with workgroups assigned. The liaisons of each group are established, and all are meeting. Most groups are in 'research' phase to ensure the best plans and outcomes.
- ii. Objective 4 is creating a book of business and administrative functions. (i.e., how MCC maintains plant and facilities, data, technology, provide good budget structure, etc.) Thorough and thoughtful research are underway for best practices before any implementation.
- iii. Objective 4.1 (employee learning and development) is moving forward quickly, since so many of the other objectives are tied to having a training scaffolding and knowledge base to launch from. This work has the greatest sense of urgency for a firm foundation, and is the only group to have budget requests. They are planning a kickoff event for the next all-staff day. Budget requests include an

LMS specifically for employee needs and the purchase of content libraries (i.e. robust micro-credentials, with high-quality curated and free content). The final item under consideration is an 'Employee Learning and Development Manager,' to keep 300-500 employees continuously learning and engaged on a monthly basis. So far, the idea is similar to community/corporate education coordinators, with the focus on MCC employees (planning, advertising, implementing, engaging, and assessment). There are three large budgetary requests, which may utilize existing/unspent training funds, without accessing new funds.

With the potential for different groups requesting new staff, Masterson asked Dixon for staffing and budgeting request clarification under the new plan. Dixon referred back to past procedure and timelines, with the expectation that positions will have parallel paths: 1) firmly tied to Strategic Plan initiatives (flow needed), and 2) tied to the work of the college, but not objectives (same as old process). Bristle anticipates the need for additional meetings related to staffing. Dixon hopes the business office will have some paperwork/pathway for budgets the budget requests.

e. Guided Pathways (Stephen Eaton, Rosemarie LeFebvre)

- i. A Guided Pathway workshop is scheduled to help define pathways as an institution, as well as tie the college to the support that the pillars may or may not require. Another area of focus involves the big, gnawing data that is required for HLC Criterion 4 reporting and supporting documentation. The taskforce is looking at data for fall 2016, 17, 18, and 19; 2016 is the baseline semester before starting interventions. The team will dive deeper into the data around student receiving interventions (or not receiving); variables include tutoring, SSC workshops, advising services, student alert referrals, underserved populations, retention, continuous enrollment, success rates for sequential classes, and completion rates. The team will address Dr. Klippenstein's' questions regarding the 'Big 9' during the deep dive. More information to follow after M. Butcher runs data sets for the analysis.
- ii. CCSSE's new report Guided Pathways is located here: www.cccse.org/NR2020.

f. Data Team (Matt Butcher, Laurel Clifford)

The team is working hard, meeting every two weeks to pull together information. The team will lead the 10/26/20 data exploration meeting, along with presenting new dashboards during the all-staff Data Day in December.

g. Grants (Stephen Eaton, Fred Gilbert)

The group is meeting a lot, with the need to refocus on the grant purpose for the college. Gee is pursuing some interesting opportunities.

h. Additional Committee Reports – none at this time

5. Items for Attention

a. Old Business – For Follow Up

i. Strategic Committee Data Session/Data Day (S. Bristle)

Discussion: None

Action(s): Two sessions were scheduled in response to previous committee feedback. The events, listed in Important Dates above, will be held:

- **Mon., Oct 26 2020, 9:00 a.m. – noon**
- **Wed., Dec. 16, 2020 12:30 – 4:30 p.m. (Data Day)**

Personnel Responsible:

- *Matt Butcher, Laurel Clifford & the Data Team will present on Oct. 26*
- *Strategic Co-Chairs and committee members will present on Dec. 17*

ii. Strategic Monitoring/Reporting (S. Bristle)

Discussion: Ongoing feedback is welcome to adjust the reports to meet our needs. Many thanks to Michael Gaffney for great work and responsiveness to all requests!

Action: Final work continues to implement web-based reporting system for monthly and quarterly reports. (See links in Announcements above.)

Personnel Responsible: Shawn Bristle, Michael Gaffney

iii. Navigating the New Committee Structure (M. Van Pelt)

Discussion: Van Pelt presented a PowerPoint highlighting a proposed process to move ideas through MCC's new communication structure.

Action(s):

- **Insert the description of Woolston's strategy team.**
- **Finalize slideshow and schedule 'lunch & learn training' for folks not already on committees**

Personnel Responsible: Mark Van Pelt

b. New Business

i. Draft 2021-2022 Action Plans w/ Impactful Budget Items Due Oct. 1 (S. Bristle)

Discussion: Use attached action plan template, aligning labels with the numbers of objectives and the measure included in the official strategic plan. (The template is the same one used for the previously shared action plans.)

Action(s): Included in discussions above

Personnel Responsible: Strategic Committee Co-Chairs

ii. Quarterly Reports – now due October 15 (S. Bristle)

Discussion: Using the web-based form, provide information that you have. Honestly note areas for which information is still in development or currently missing. Reports are a means of communication and not tools for punishment! (Relax! This first quarterly report will probably be a stinker!)

Action: Discussed above

Personnel Responsible: Strategic Committee Co-Chairs

6. Adjournment