MINUTES
Institutional Effectiveness & Alignment Committee

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

Date: 10/29/20
Time: 9:00 a.m.
**Location: https://mohave.zoom.us/j/96384766596**

Attending: Ann King, Don Montgomery, Jennie Dixon, Jennifer Woolston, June Weiss, Kay Lynn Trybus, Mark Van Pelt, Melissa Wadley (recording), Rosemarie LeFebvre, Shawn Bristle (co-chair), Sonni Marbury, Stephen Eaton (co-chair)

Absent: Ana Masterson, Michelle Brehmeyer, Stephanie Dieringer

1. Announcements

    a. Committee Reports

        i. *New Report* Buttons in Tools - Although the links previously provided to initiate new committee reports continue to function, you may also log on directly to tools.mohave.edu, select *Strategic Committee Reports*, then click on the *New Report* buttons to begin your next monthly or quarterly report. Thanks to Mark, Michael and the IT crew for continuing to help us evolve!
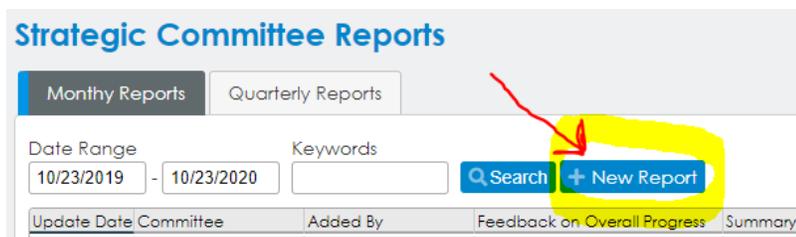
        ii. October 2020 Quarterly Reports: A "Practice" Run

        iii. Committee Feedback & Suggested Modifications? – **Dixon suggested a "save" option when there is a lot of data to input. Weiss suggested a way to present the monthly reports in order to combine into the quarterly report. Bristle will talk through ideas with Gaffney in IT.**

    b. Strategic Planning Communication & Updates –

        i. https://www.mohave.edu/about/strategicplan2026/ webpage to be updated quarterly (more frequently, as needed) with the addition of a new panel on the

right side of the page. Please consider notifying IEAC co-chairs about items that you believe should be included in future updates.

    ii. Ideas to foster transparency and awareness include:

- Bristle shared an idea from the President's office related to converting monthly PowerPoint presentations from the Governing Board to video (with voice-over) and post in the sidebar. Bristle will need to get with CELT for options and assistance, if the group feels this is worthy of valuable time.
- Dixon conveyed that relevant information should be easily accessible. Employees have a responsibility to stay informed. Providing updates in an easily consumable format is beneficial, and should be provided for employees to grab it when needed.
- Eaton reinforced the HLC's focus on communication. Eaton suggested assigning a strategy team to the HR newsletter as a way of updating (rotating basis), with links back to the Strategic Plan page.
- Trybus' group has added communication as a standing agenda item. One suggestion was the ability for employees to provide feedback or ask questions. Bristle indicated that the Strategic.Planning@mohave.edu email is still live for use.
- LeFebvre encourage the group, reminding them all that information will be refined once the groups become more cohesive with team-building. Existing information is not yet cohesive enough to share in a logical, intelligent, or consumable manner (year 0 planning).
- Woolston wondered if the committee should ask the staff or faculty councils for feedback through an agenda item. This could tie back to how employees add things to committee agendas.

c. Enhancing Clarity through Standardized Language – Consistent use of certain labels helps enhance communication. In the context of MCC strategic planning:

    i. STRATEGIES in the 2020 – 2026 MCC Strategic Plan constitute four high-level plans respectively addressing enrollment, academic programs & partnerships, holistic student success, and foundations for organizational success.

    ii. OBJECTIVES identify results that we aim to achieve.

    iii. Progress toward accomplishment of each objective is reported through MEASURES specified in the strategic plan document. Strategic measures may also be called METRICS or KEY PERFORMANCE INDICATORS (KPIs).

    iv. ACTION PLANS are developed annually to outline the sequence of activities to be performed in order to move the needle on measures and achieve progress toward accomplishment of objectives. Action plans consist of INITIATIVES, groups of actions designed to positively impact metrics. Discrete steps in the action plans may be labelled TACTICS (actions, interventions).

v. YEAR ZERO (Academic Year 2020 – 2021) is designed to allow time to redesign processes, develop measures and data collection methods that remained undefined when the strategic plan was approved, establish baseline data, and create the infrastructure necessary to effectively implement, monitor and report the plan.

1. Bristle covered the approved strategic plan and the table of measures; providing some background explanation. By using strategy group 2 as an example, Bristle was able to explain measures that still need to be developed. As teams devise actions, members should be led to the measures; designing actions that impact measures to demonstrate progress. Bristle polled group on their conceptual understanding and organization.

2. Gee restated that some folks may have interpreted the measures and actions as the same, since they appear hierarchically at the same level. Clarity needs to be conveyed that measures shown on the plan are *not* the action items.

3. Weiss brought a lingering question from Data Day related to strategy team 1, 1.2 underserved populations. Weiss was surprised that the data team had already identified the underserved population, as the strategy team was also going through the motions (duplicating work) to identify population. Bristle confirmed that collaboration is needed between the strategy leads and the data team; the data team will be looking for direction and clarification from the strategy groups, while bringing the institutional (IR) background on existing data within the current reporting standards. Bristle suggests being aggressive/explicit in the requests/intents, so that IR folks can determine what is needed versus what is available.

4. Dixon relayed that strategy groups didn't want to overwhelm the data team with requests, and asked if the data team could rotate between groups for scheduled time (so they are not overwhelmed/inundated). Bristle confirmed that teams may invite the data team to monthly and quarterly meetings.

5. LeFebvre – the Guided Pathways group is looking at communication structure. They've been advised look at the end (career) goal, and build the path backwards. The support mechanism and career piece need to come from (this) group, as well as other strategy groups for full input. The "working backward" scenario may help other strategy groups who may be struggling.

6. Weiss asked the group if they had encountered inactive participation among different teammates as strategic work incorporates into daily work. The team agreed that many people struggle to find balance.

LeFebvre contributed that some may feel overwhelmed. In professions where continual change and program improvement are expected, Weiss is finding a low level of resilience; wondering how the institution can instill resilience without overwhelming a person every time there is change. How can the team make change exciting and fun, rather than dreaded? Dixon shared a similar sentiment, noting personality differences (sprinting vs. marathon attitude, go-getters vs. relaxed), suggesting that committee leads need to set an appropriate pace for expected accomplishments; team members need reminding that ignoring something long enough will not make the plan work go away.

    d. Reminder to Work toward Developing IEAC Coordinating Sensibilities: Questions are the answer! Where do we see crossover? How does this group's actions affect my group? How can we give clarity about how the groups work together and how work is broken out appropriately? How do we align and sequence strategic work? How are we using the plan to say no to things? How much of the plan is becoming the work of the college? (We need to say no or "not now" to things that aren't supported by the plan.)

2. Important Dates (IEAC items noted in bold)

Mon 02 Nov 2020 Deadline: Notify CEO RE: IT resources in 2021-2022 action plans
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
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 Report Schedule (Subject to Revision as Needed)

    a. October: Strategy 1 Committee, Good job!

    b. November: Guided Pathways Committee Introduction

    c. January: Data Day Recap & Data Subcommittee Report

    d. February: Strategy 2 (& 3?) (shoot for 10-15 minutes)

    e. March: Preview of 2021-22 Prioritized Action Plans

    f. April: Strategy 3 (if not included in February update) & 4

g. May: Summary of Year Zero Actions, Progress, Baseline Data, Finalized Strategic Measures

4. Standing Reports – Tabled, unless high priority issues require committee attention

   a. **Group reminded to Send Action Plans as soon as possible**

   b. Gee asked about advisory groups and getting them active in a meaningful way. Should advisory groups be reported out in Strategy 2 team? Currently, Gee is striving to make CTE advisory groups systematic with solid foundational process in order to close the loop with the strategic objectives. The team agreed that advisory committee meetings are part of the holistic and ongoing strategic work of the college.

5. Items for Attention

   a. Old Business – For Follow Up

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

         1. Discussion:

            a. Data Session Feedback – the data team focused on the data they had on hand, which tied directly to strategies 2 and 4. No real data available for strategies 1 and 3, yet. Bristle was pleased with the level of conversations and M. Butcher's curiosity about data. Bristle requested feedback about the scheduling, which is currently splitting time equally between strategies (35 min/each). Due to the different amounts of data currently available, should the schedule be modified?

            Dixon indicated un upcoming employee engagement survey (starting 11/16, ending mid-December) that will address most of the strategy 4 teams' objectives; results are expected mid-January at the earliest.

            Gee commented that the team will have data, but found that it (data) is in place from other areas. The group will point out the overlap of data amongst teams, as well as utilizing time to discuss processes and the anticipated data still to gather. Overall, this team may not use the entire 35 minutes.

            The team agreed to modify the schedule, sending the amount of time (minutes) needed by each strategy team to Bristle.

            b. Revised Draft Data Day Agenda & Keynote Speaker James McCoy

               i. Event Objectives

                  1. Promote discourse and enhance understanding about data pertinent to college strategic priorities.

     a. Encourage curiosity about the meaning of institutional data while raising awareness of the limitations of some data.

     b. Further develop a culture of informed decision making while desensitizing employees who may have learned defensive reactions to data.

2. Stimulate discussion and future investigation about additional data that may be relevant and helpful to mission accomplishment.

3. Inform further development of data systems: collection, analysis, reporting, and visualization.

4. Introduce participants to institutional data resources available to them: reports, software, personnel, data request, and dashboards.

5. Encourage familiarity with strategic measures and KPIs.

    ii. 1-hour keynote (data-informed transformation) and 35-minute sessions for each strategy committee. *Committee teams to prepare a presentation/activity to meet event objectives.

DRAFT DATA DAY EVENT AGENDA

    I.Welcome, Presidential Message, Agenda & Goals Preview

President Klippenstein

(15 minutes?)

    II.Keynote Address

James R. McCoy, Assistant Vice Chancellor of Student Success and Director of Co-Requisite Implementation of the Nevada System of Higher Education

(60 minutes)

    III.Message from Data Team Co-Chairs

Co–Chairs of Strategic Data Analytics Team

(20 minutes?)

    IV.Enrollment Data, Action Plans & Why It Matters

Co-Chairs of Strategy I Committee, Dean of Enrollment & Student Services, College President

(35 minutes)

Break
(5 minutes)

Co-Chairs & Designated Worrier(s) of Strategy 2 Committee

(20 minutes)

Co-Chairs & Designated Worrier(s) of Strategy 2 Committee

(15 minutes)

Co-Chairs of Strategy 3 Committee

(35 minutes)

Co-Chairs of Strategy 4 Committee & CIO

(35 minutes)

2. **Action: Co-chairs to submit draft Data Day presentations on or before November IEAC meeting time**

   a. **Wed., Nov. 25, 2020 1:00 p.m.**

3. Personnel Responsible: Strategic Co-Chairs and committee members will present on Dec. 16, 12:30 – 4:30 p.m.

b. New Business

   i. Reviewing Draft 2021-2022 Action Plans & Prioritizing Impactful Budget Items Due Oct. 1 (S. Bristle) –

   1. Discussion: Process & Instrument Review –

   Bristle displayed a large spreadsheet for the upcoming budget request process. The committee is charged with reviewing, coordinating, and sequencing college-wide activities so that the immediate works gets done in a timely manner, and is not overloading a particular college unit with a burden of work (spreading the workload for efficiency). Because of the volume of information anticipated, the spreadsheet will help to prioritize and manage the requests.

   Every strategy, objective, measure, and action plan will be entered into the spreadsheet. Each committee member will individually evaluate each entry/item on a 0-4 rubric, according to five criteria (alignment, evidence, metric impact, urgency, and institutional capacity). Drop-down menus will be provided in each cell, and results will be compiled. The group will then come together to discuss and compile a prioritized list for the Finance

Audit and Budget (FAB) committee. The FAB committee will work with IEAC to address actual budget availability.

Bristle confirmed that this will be an annual process, or as there is a determined urgency. Weiss added that while MCC may not have direct (internal) evidence, team members could look for external evidence resources to support data-driven requests (using information from other community colleges that have implemented a similar request).

Dixon asked if everything is entered (funding vs. human capacity). Bristle confirmed that everything goes on the sheet. Dixon also asked with efforts should be refocused while the team prioritizes, or if an item is moved down on the list. Gee weighed in with advice to continue working on, as more complete items may then move up the priority list for continuation or completion. Weiss added that spreadsheet information may impact metrics more than resources.

To keep everything visible, action plans and budget requests will remain on the same page/report. Please remember to provide full detail to give your request the best chances for consideration. The committee will not have time to revisit incomplete requests – be specific as you add details related to the strategic plan. Think in two channels, "normal operations" and "outside normal," which are related to strategic planning. Incomplete requests do not mean the idea is unworthy, it means the FAB committee has limited time and will keep moving forward (lowering incomplete submissions). Suggestions on "what NOT to fund" in order to fund the new request are welcomed.

Dixon jumped in with manager training of staffing/budget requests that start 11/1 and run through December. The strategic plan adds a new kink. So, training materials indicate using the strategic planning process for new personnel requests. What information does IEAC need from Dixon/HR to facilitate staffing requests? While it may be easy to align staffing to strategic plan, there is much more work done to build positions at MCC. Will IEAC use existing HR forms/processes, or will it need more? Timing is of the essence, as staffing levels are prepared several months in advance to budget planning. How does this current budget prioritization intercept HR processes in year one? As an example, Dixon provided that Gee puts a lot of work into his personnel requests. What is the "sweet spot" for prioritization of HR requests, if the group determines a lower priority (or different year priority) and the extensive HR work has been completed? Weiss suggested adding an (IEAC) approved/review date to existing forms. **Dixon requested that anyone requesting personnel for year one as part of their action plans to start discussions now (fast-tracking may be needed) to make them fit into this budget process (March is too late).**

Marbury added that the group should consider sustainable (long-term) positions vs. transitional (short-term) positions; noting that it is easy to hire a person for a short-term. Remember, it is not cruel to contract a person for a set period. Consider seriously what is requested, along with the length of time. (Average employee longevity is three years.) The first BOG budget workshop is scheduled for January.

Weiss inquired if the group should ask whether requestors have considered a temporary contract or work-study position. Dixon indicated that HR is not asking "should we?" on the position requests, as that will come from IEAC. Strategic Plan requests will drive and take precedence over non-related requests. HR will ensure positions are appropriately placed on a salary schedule, based on essential job functions. Dixon believes that there may need to be an HR process built into IEAC's review (to mirror existing process).

Gee tied back to Circle of Care, stating the need to use existing processes to reduce efforts. Woolston concerned that there may be confusion if a personnel submission is sent through one or both of the IEAC or HR processes, and is denied on either side.

Marbury affirmed that HR and Business Office both running dual/parallel processes to capture all required and relevant information to make it through year zero.

Weiss agreed with Gee on utilizing existing processes, stating that it would be easy to ask requesters, "Is this related to strategic plan? Did you get approval?" Having requestors attach the backup documentation and placing burden of responsibility placed back on the requestor, rather than the team.

Gee and Weiss both agreed that requestors filling out the HR personnel request as part of the overall (IEAC) request would provide the detail, justification, and supporting documentation needed to move forward to FAB and HR. No objections noted.

Action(s):

- **Bristle will send the spreadsheet to each committee member for input. Committee Co-Chairs will evaluate each request and score each appropriately.**

- **HR requests will be completed and submitted to IEAC for review before moving to FAB.**

Personnel Responsible: Strategic Committee Co-Chairs

ii. Short Prioritization Meeting Proposal, Nov. 13, 1:00 – 2:00 p.m. (S. Bristle)

1. Discussion: Willing to meet to review proposals? The group agreed that a meeting is needed. Everyone's submission due.

   Action: One-time meeting on Nov. 13, 1:00 – 2:00 p.m.

   Personnel Responsible: Strategic Committee Co-Chairs

6. Meeting Adjourned at 10:31 a.m.