MCC Mohave Community College

IMPROVING **LIVES**. IMPROVING **COMMUNITIES**.

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

Date: 11/25/20
Time: 1:00 p.m.
Location: https://mohave.zoom.us/j/96384766596

Attending: Ana Masterson, Don Montgomery, Jason Gee, Jennie Dixon, June Weiss, Lucinda Leugers, Mark Van Pelt, Melissa Wadley (recording), Rosemarie LeFebvre, Shawn Bristle (co-chair), Sonni Marbury, Stephanie Dieringer, Stephen Eaton (co-chair)

1. Announcements – (Bristle)

    a. Proactive IEAC Leadership, Communication & Approach to Deadlines –

        i. Please help to remind and *encourage* each other; and reach out to team members to talk through misunderstandings and issues by proactively strengthening communication channels. Feedback is always welcome as we all learn through this challenging new process.

        ii. Dixon shared how the Strategy 4 team got up and running. Each objective team was assigned two co-objective liaisons to build a team and gather results. Every team started strong with the 30-, 60-, and 90-day goals, then started to experience some difficulty over the next steps. Over the last two weeks Dixon and Montgomery met with objective liaison team leaders to reevaluate the original objectives and action plans from ~six months ago, some of which had no subject expert available during formulation. Going line-by-line, action plans were re-evaluated to ensure they were reasonable, appropriate, and that there were no missing steps. Teams found that many action plans were already operational, making the strategic plan look bigger. The remaining items were divided up between the spreadsheet tabs (year zero onward), so that team-members are only focusing on current year work. So far, liaisons are grateful for the refinement and now know that they may expect to meet again every six months to regather and refocus as progress evolves.

        Dixon provided a specific example regarding the team covering equitable classroom technology and their concerns stemming from lack of classroom use over the past eight months of faculty and students working from home. That goal was adjusted out to a time when better information can be gathered. So,

liaisons know that they can reach out to Dixon and Montgomery for assistance when different scenarios present.

b. Action Plan Labeling – Consistent use of certain labels helps enhance communication. In the context of MCC strategic planning:

    i. Each action plan item should be identified by the following elements in order, separated by periods: strategy number, objective number, action initiative number, action step letter or numbers as necessary.

    So the first action initiative addressing the second objective of strategy 1 would be identified as 1.2.1. Subordinate sequential steps within the initiative might be as follows: 1.2.1.a, 1.2.1.b, etc.

    No objections noted to the proposed labeling.

c. Strategic Plan, Strategic Enrollment Plan, Guided Pathways – Please remember that these are all individual strands of the same rope (mission).

2. Important Dates (IEAC items noted in bold)

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 Report Schedule (Subject to Revision as Needed)

a. January, 2021: Data Day Recap & Data Subcommittee Report

b. February: Strategy 2

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

d. April: Strategies 3 (if not included in February update) & 4

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

4. Standing Reports –

a. Guided Pathways - LeFebvre and Eaton spent time with faculty member, Tonya Jackson, to discuss faculty participation in the Guided Pathways committee. Similar to Dixon's committee, they agreed that there will be expansion, contraction, and

opportunities with faculty participation. So, the committee will work with lead faculty in the general education and CTE areas and program directors in allied health as they move through the Guided Pathways Taskforce process (learning about and developing guided pathways). The committee will invite those leads, as needed, with Mitzi Esgro functioning as liaison, so that resources are not overstressed or overloaded. Progress is underway as webinars and educational pieces come together in preparation for the creation of the guided pathways by the faculty. Eaton expressed good fortune that Andrew Clegg of the Student Success Center and Justin from CampusWorks were able to attend some of their meetings; noting that both were impressed by the teams' progress. Eaton encouraged everyone to feel good about the progress, even though some may not see it.

    b. Gee inquired about submission information not added to document sets at last meeting since the teams were not make it through them all during the last meeting; i.e., Gee's and Dieringer's description information didn't make it into the strategy item budget compilation (some were attached to the tool, but others were not), which would have provided a great deal of information to all the reviewers if it were included. Bristle confirmed his intention to try to provide everything on one document, but could not figure out how – they were all meant to be shared, and were provided in the SharePoint.

    c. The remaining reports were tabled.

5. Items for Attention

    a. Old Business – For Follow Up

        i. Finalize Data Day Event Agenda (S. Bristle)

DRAFT DATA DAY EVENT AGENDA (version 4)

I.   **Welcome, Presidential Message, Agenda & Goals Preview**

President Klippenstein

(15 minutes) 12:30 – 12:45

II.   **Introductory Message and Welcome, MCC Executive Vice President**

Dr. Tim Culver

(5 minutes) 12:45 – 12:50

III.   **Message from Data Team Co-Chairs**

Co–Chairs of Strategic Data Analytics Team

(5 minutes) 12:50 – 12:55

IV.   **Keynote Address: Data-Informed Transformation (Placeholder Title)**

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

(60 minutes) 12:55 – 2:00

Break

(5 minutes)

V. Enrollment Data, Action Plans & Why It Matters

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

(30 minutes) 2:10 – 2:40

VI. Strategy Two: Flexible Programs, Interactive Learning, Workforce Development & Partnerships

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

(20 minutes) 2:40 – 3:00

VII. Holistic Student Support

Co-Chairs of Strategy 3 Committee

(20 minutes) 3:00 – 3:20

VIII. Strategy Four: Employee Engagement Survey

Co-Chairs of Strategy 4 Committee & CIO
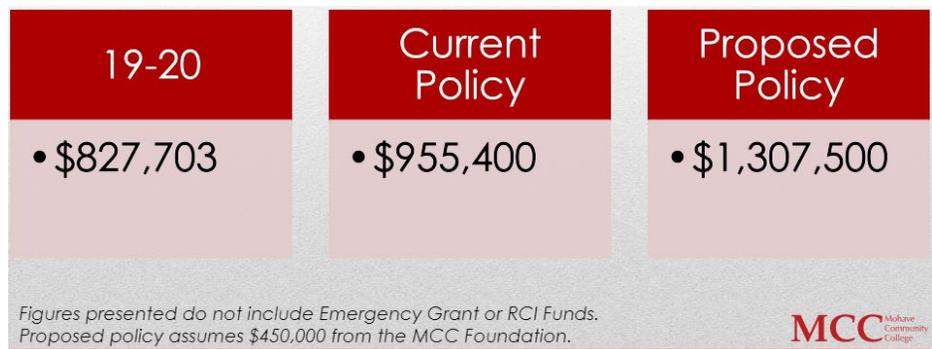
(10 minutes) 3:20 – 3:30

ADJOURN 3:30

1. Discussion: The agenda timing was updated, as requested.

2. **Action(s):**

   - **Dieringer will confirm the title for Strategy Three**.

   - **Co-chairs to submit draft Data Day presentations to Bristle and Eaton on/before the morning of 12/14/2020 for compilation and overall flow.**

3. Personnel Responsible: Strategic Co-Chairs and committee members will present on Dec. 16, 2020 from 12:30 – 3:30 p.m.

   ii. Continue Prioritization of 2021-22 Budget Requests

1. Discussion: Today's goal is to present a prioritized list to the Finance, Audit, and Budget (FAB) committee so that they can continue their work on the creation of next fiscal year budget.

2. Strategy One

   a. 1.1 & 1.2: The group withdrew their first two item requests, which will ease the remaining prioritizations needed by this team. Bristle asked Weiss if there was any information to share from items three and four (still on the list).

   b. 1.3: Weiss expressed the need for Jarman/MPIO to market to strategy 1.3 (increasing enrollment of occupational learners) programs to increase enrollment. Michelle Diaz (SGT), Weiss, and

Eaton have a meeting scheduled on 12/3/20 to review targeted program listings. $25,000 may be a low estimate, but the team will make it work over social media.

c. 1.4: Weiss shared that strategy 1.4 (increasing high school learner enrollment) is focused on improving relationships between parents, k-12 schools' staff, and the college. Jarman will need to assist with creating budget line items to correspond with any "new money" FAB requests. Masterson confirmed that the original budget requests (three positions) were slated for prior budget year considerations (before Strategic Plan work); with covid and other happenings, these position proposals were moved forward for year one reconsideration. Masterson would be happy to provide documentation and historical submissions, as needed. Dixon confirmed position approval from prior year, and that they are already on the funding list for the upcoming year. 47

Gee suggested that new monies may not be needed for strategy one requests; indicating that Perkins funds are already being used for very similar purposes, which might be used to address these outreach efforts. **Bristle will highlight the line for further discussion with the business office for FAB consideration.**

d. 1.5: The percentage of need / student aid model was presented by Heather Patenaude at the last prioritization meeting. The bulk of information was posted within the committee's SharePoint site. Patenaude and the Enrollment Management team did a lot of work on the presentation, which Masterson believes will evolve even more moving forward. Marbury asked how much "new" money was requested. The PowerPoint indicated $352,000 in additional funds from the current policy ($1,307,500 proposed – $955,400 current), not all of which were "new" funds, with ~$450,000 from the MCC Foundation.

19-20	Current Policy	Proposed Policy
• $827,703	• $955,400	• $1,307,500

Figures presented do not include Emergency Grant or RCI Funds. Proposed policy assumes $450,000 from the MCC Foundation.

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The presentation aligns well with the strategic plan and the President's vision for the future. Bristle polled the group for any additional questions or concerns before prioritizing the request.

Gee asked the group if this student aid model puts every student into the pot and provides opportunity, or is this designated for any particular group or sub-group (i.e. first-gen)? Weiss explained that every student completes a FAFSA to determine the expected EFC. Based on certain criteria and formulas (first-generation, Pell, etc.), the remainder would be provided to students below the federal poverty level. Bristle asked if the funds would generally funnel to the students that the college prioritizes. Gee reiterated that he did not see confirmation of targeted students within the model. Weiss and Masterson confirmed that target students are contained within the whole, not split out (>70% of students are first-generation, and are weighted within). Masterson would prefer to have Patenaude return to answer any questions related to the funding proposal. One encouraging note (from financial aid and student services) is that students should be advised to complete a FAFSA, as there may be additional qualifying (federal) funds available from a holistic perspective.

Gee also asked whether the presented model will be *the only* model by which the college awards monies. Masterson confirmed that the presented "percentage of need" model would be used (much as a Plinko board) to provide awards based on student qualifications. Gee highlighted that merit is not included in the model, and he would like to see it included. Masterson confirmed that merit needs to be discussed, and also noted that other academic scholarships still remain. While Gee expressed full support for the funding model, he also advocated strongly that student merit be a deciding factor when all other criteria were equal, as listed on slide 6 (financial need, first-generation, adult learner, age, high-need program, AND merit). This conversation opened the need to define "merit" (GPA, community service, etc.).

Bristle proposed that the committee accept the model, as presented, with the acknowledgment that it is a developmental model that will be adjusted as the school moves forward; Financial Aid team members will be invited to return to address any further questions or concerns.

3. Strategy two

   a. 2.1.2: Office of Equity, Inclusion, and Diversity. Gee explained that the request summarized a new branch/office with several new positions (office technician, director, and an associate dean/dean), not necessarily funded with new monies. Existing funds could slide over to cover the costs, which is part of the suggested funding, if existing positions merge in. The team is hoping that this office

will do the heavy lifting related to first-generation, Hispanic serving, ADA compliance, K-14 and parental involvement related to the strategy two initiative proposals.

Dixon asked if the office would be student-facing and take over all ADA, more specifically HR and employee-related ADA requirements. Gee confirmed that the team anticipated the office to be student-facing, not considering HR's role in ADA. Further discussion needed to hammer out details related to ADA offices and duties.

Masterson asked if the group discussed starting out on a smaller scale with a coordinator or director position to establish the office first. Gee indicated that the team did consider starting smaller, but after reviewing communication structure functionality, felt that representation at the administrative level is crucial for success.

Weiss asked if the position/office would assist with increasing the pipeline to college readiness; Gee affirmed. Weiss also asked how the team arrived at this position/office as the highest priority. Gee provided observations from the October data session in explanation, describing the office/position that is focused on the identified target areas to increase enrollment – working in partnership with other strategy teams, and in preparation for the second proposal (K-14 support program).

Weiss and VanPelt both inquired whether the duties of the new office/dean proposal are already formulated under the revamped Dean of Student and Community Engagement (formerly known as Campus Dean) offices/positions. Lively discussion ensued, raising further questions on duties and performance. Overall, the team expressed that opportunities are available within or at the Dean of Student and Community Engagement level to take on the duties proposed, and expressed further concerns about the magnitude of a full (new) department.

No concensus was reached for the ranking of this proposal.

b. 2.2.1: Gee explained that the two-part Experiential Symposium funding goal includes: 1) educating the institution on experiential learning and provide experiential learning opportunities to each MCC student by the end of their program time, and 2) bringing in community partners to garner support for the experiential learning, expanding on existing partnerships. The symposium will start with ways to generate experiential learning, bring understanding to what the college is already doing well, and reveal areas for learning and improvement. The symposium is the main foundational

vehicle from where the rest of the work for 2.2 and 2.4 will launch. The hope of the committee is that experiential learning will become an integrated part of the college culture (based on a New York model school). Dieringer added that this proposal is foundational to experiential learning and academic programming and scheduling, and also connected to 2.3 program growth and development, and strengthening community partnerships. The symposium idea was created with the notion of getting everyone involved and engaged, which was further reinforced as an appropriate idea after finding success at another (CUNY) institution, for achieving what the group would like to achieve.

Weiss asked if the symposium would be attended by faculty. Gee confirmed that part of the funding is targeted for a speaker/presenter that would train MCC faculty, associate deans, program directors, and applicable staff on how to implement experiential learning. The calculations include a basic speaker rate, travel, food/catering, etc. Gee is happy to provide detailed line items for FAB.

4. Strategy four

   a. 4.1.1: Dixon shared the request for an Employee LMS Program with content libraries to kickstart the employee development program. Some major differences exist between this request and using an existing LMS (Schoology). Most student-facing systems require some sort of registration process or component where the school must grant access to a student. The committee desires employees to be able to enter immediately and start training with on-demand features and functionality to fit their busy schedules. Applicable and relevant content areas and digital badging are also important to the committee. Dixon's research found that approximately 250 hours are needed for the creation and development of each learning module produced. MCC/HR does not have employees with that much "extra" time to devote for the development of training modules. Prebuilt content will allow employees to enter and start using development modules right away. The team is hoping to fund the bulk of this request in year zero with existing/unused staff training money. In addition, other strategy teams are asking when training will be available, lending a feeling of urgency to the request in obtaining a platform to push the training out to employee learners.

   b. 4.1.2: Dixon shared the second request related to 4.1, which is for a Learning and Development Manager position (similar to Community and Corporate Education Coordinator duties). The

position would put together themed learning groups, develop relevant (internal) advertising, assist employees with signing up and completing training. The position would also work with different managers to provide specific employee groups with targeted content, as well as consult with departments to provide additional content not already contained in the libraries, while moving the whole program forward. The team is not opposed to repurposing/revising an existing position to develop this new position. The request may or may not require new money, which depends on enrollment and how the remainder of year shakes out.

Weiss' team met earlier in the week to discuss professional development, and were excited to learn that they were all looking at the same platform and content library for diversity training. Weiss expressed support that professional development should come from the Strategy four team. The platform under consideration is from InnovativeEducators.org – [Go2Knowledge](#), which is specific to higher education. The content libraries contain soft skills, business skills, IT skills, diversity, and more.

c. 4.6: Montgomery presented the proposal for the development of a Facilities Master Plan. The Master Plan would compare current and future *needs* for educational programs, enrollment growth, community growth, etc. However, the Master Plan would not analyze current *conditions* of existing facilities. So, the proposal has two parts: 1) facilities assessment, and 2) development of a 15- to 20-year master plan.

The facilities assessment would analyze current properties, buildings, and infrastructure systems (i.e., electrical, plumbing, safety, roofing, structural, etc.), to determine priorities in capital needs for short-term use. The team is recommending assessment performed by an independent third-party for the development and prioritization of deferred maintenance and capital repairs, along with associated estimates, as well as development of a schedule for maintenance and repairs (short-term). Critical repairs would be addressed separately from periodic repairs performed over time. The provides use industry standards, uniform systems, costing models, and data compilations from prior projects. The assessment will provide the foundation to prepare and develop the master plan for future needs. Dixon added that these proposals will start to reveal where the college has had needs all along, where expert guidance may be required.

More information was requested about the differences between the one-time $50,000 assessment request and the ongoing $25,000

annual request for a facilities management system. Montgomery added that all the information provided in the assessment must be rolled into a system that will store and forecast facility needs, as well as develop lists of pending repairs. A CMMS system allows for all this information to be housed, tracked, managed, and analyzed. MCC's current system is a ticketing request system which lacks needed information.

Weiss asked if the proposed system will track compliance with fire codes, inspections, etc. Montgomery confirmed that the system would manage corrective repairs, as well as preventive and predictive maintenance, code compliance, and historical records.

Dixon asked if the system would hold information that could be pulled for renewals of liability and property insurance (i.e., square footage, number of buildings, etc.). Montgomery confirmed that the system can generate needed reports numerous purposes (inventories, staffing APPA recommended levels, chemicals, personnel time tracking on repair projects, etc.). The software would assist with subcontracting projects, rather than performing work internally.

5. Bristle thanked everyone for their time and work on the presentations, lively questions and discussions, and offered suggestions on how the group might move forward with ranking. LeFebvre asked about departmental and future year funding requests. Dixon explained her understanding that IEAC is presenting budget requests related to the Strategic Plan. Marbury could not provide a clear answer during the meeting, hoping to meet with FAB co-chair to nail down answers. Bristle also expects that MCC will be running old and new processes simultaneously through year-zero to capture all the data.

6. **Actions: By concensus, the group will use color-coded (green, yellow, red) recommendations for FAB. Green = recommended year 1, yellow = recommended for future year, red = consider later, along with a brief comment section for FAB reference. Bristle will have the ranking sheet sent to the committee within 30 minutes.**

7. Personnel Responsible: Bristle to prepare ranking spreadsheet. Co-chairs to rank and submit recommendations to Bristle, Eaton, and Wadley on/before noon on Monday, 11/30/20.

b. New Business

i. Next Steps: Scheduling Co-Chair Meetings, Revisiting Action Plans, Revisiting Chief Worriers/Objective Leads – 15 Minutes

6. Adjournment