

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

Date: 1/28/21

Time: 9:00 a.m.

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

In attendance: Ana Masterson, Ann King, Jennifer Woolston, June Weiss, Kay Lynn Trybus, Kirk Lacy, Lucinda Leugers, Melissa Wadley (recording), Michelle Brehmeyer, Rosemarie LeFebvre, Shawn Bristle (co-chair), Sonni Marbury, Stephanie Dieringer, Tim Culver (co-chair), Jennifer Dixon, Jason Gee, Mark Van Pelt

Absent: Don Montgomery, Stephen Eaton

1. Announcements

- a. Congratulations on the progress made so far! Feeling frustrated or tired? Think big. Focus on the journey, on values, and ultimate outcomes.
- b. Dashboards are being improved and new dashboards are being created
 - i. New fall 2020 to spring 2021 retention dashboard is in development and will be available for all soon.
 - ii. Existing enrollment dashboard is adding major and major type filters. (CTE, Gen Ed/Transfer, Health Professions)
- c. Prioritization of action plans: It is not necessary, healthy, or possible to address all strategic objectives every year. In agenda items below, the committee will discuss structures that may help the group formulate action sequences and priorities leading to more focused organizational efforts.
- d. Interim measures may be identified, especially when KPIs are not yet deliverable or measurable.
- e. Committee leadership/membership changes are designed to increase committee and work group efficacy and place individuals in the positions suited to their expertise and interest. Committee membership will change in response to the normal ebb and flow of shifting conditions and actions. Please communicate membership changes to IEAC co-chairs and Melissa. Please also communicate changes in regular meeting schedules of strategic committees.
- f. Questions have arisen about negotiating new norms. If strategic groups collectively believe that a given action plan will contribute toward achievement of strategic objectives, then implementation should occur through normal committee processes. Do

not hold back from making recommendations. Many things are “just do it,” but please document in your plans.

- g. Strategic enrollment planning (SEP) and strategic committee work are interdependent. SEP will address interim targets aligned to long-term targets. Tactics employed in enrollment should contribute to Strategy 1.
- h. Title III Grant Proposal Development, which would help pay for Strategies 2, 3, and 4 (mostly 3) plans. Federal fiscal year grant period is October through September, with the application period opening later in this year.
- i. Significant software purchases rationalized as “strategic planning expenses” should be communicated through the strategic planning committee structure for review. Marbury provided direction on the process and flow of prioritization, budgeting, and needed structures, and Van Pelt reiterated existing processes for the purchase and implementation of technology related purchases.

2. Important Dates (IEAC items noted in bold)

- **Thu 28 Jan 2021 IEAC Regular Meeting;** MCCF Quarterly Mtg
- *Mon 18 Jan 2021 College Closed / Martin Luther King Day*
- Tue 19 Jan 2021 Classes Begin (15 & 1st 8 week)
- Mon 08 Feb 2021 Classes Begin (12 week)
- Fri 12 Feb 2021 BOG Meeting (Strategy 2 Presentation)
- *Mon 15 Feb 2021 College Closed / President’s Day*
- **Thu 25 Feb 2021 IEAC Regular Meeting**
- Thu 04 Mar 2021 45th Day
- Fri 12 Mar 2021 Classes End (1st 8 week); BOG Meeting (Present Preview of 2021-22 Prioritized Strategic Actions)
- *Mon 15 – Fri 19 Mar 2021 Spring Break*
- Mon 22 Mar 2021 Classes Begin (2nd 8 week); Grades Due (1st 8 weeks)
- **Thu 25 Mar 2021 IEAC Regular Meeting**
- **Thu 1 April 2021 Strategic Committee Quarterly Report Due**
- Fri 9 April 2021 BOG Meeting (Strategies 3 & 4 Update Presentations)
- **Thu 29 April 2021 IEAC Regular Meeting**
- Mon 10 May 2021 Classes End (15, 12 & 2nd 8 week)
- Thu 13 May 2021 Grades Due (15, 12 & 2nd 8 week)
- Fri 14 May 2021 Commencement / Full-time Faculty Last Day of Accountability; BOG Meeting (Present Summary of Year Zero Actions and Progress, Including Baselines Established for Strategic Measures)
- Mon 17 May 2021 Four-Day Work Week Begins
- **Thu 27 May 2021 IEAC Regular Meeting**
- Mon 31 May 2021 College Closed / Memorial Day
- **Thu 24 June 2021 IEAC Regular Meeting**
- **Thu 1 July 2021 Strategic Committee Quarterly Report/Annual Summary Due**

3. **Strategic Plan General Updates – *MODIFIED BOG Report Schedule (Subject to Revision as Needed)**

- a. January, 2021: Data Day Recap & Data Subcommittee Report
- b. *February: Strategy 3
- c. *March: Strategy 4
- d. *April: Strategy 2
- e. May: Summary of Year Zero Actions, Progress, Baseline Data, Finalized Strategic Measures

4. **Standing Reports** - Please succinctly address items and issues of particular importance or needed to maintain momentum:

– *Progress/Revisions/Challenges/Requests for Help on Year Zero Items:*

- 1. *Baseline data established*
- 2. *Identification of Objective Measures & Goals (See Strategy “Key Success Measures” tables attached at end of agenda below.)*

– *Other items that may be addressed:*

- 1. *Action items of import or concern*
- 2. *Items relevant to the coordinating body (IEAC)*
- 3. *Small wins to celebrate*
- 4. *Strategic measures that need attention*
- 5. *Big-picture challenges*

a. **Strategy 1 Enrollment for All (Michelle Brehmeyer, June Weiss)**

- i. Baseline data was sent to data management with no concerns noted. The team is now turning attention to the development of measures and baselines for 1.5 to make it a college-wide goal to include both institutional and federal aid for a student-centered focus. Heather Patenaude made a presentation to the MCC Foundation board last week, and the team hopes to hear feedback tonight.
Bristle will notify Brehmeyer with MCC Foundation decisions.
- ii. Dr. Holland and Tricia Hanks are working on the established baselines on credit for prior learning. Since 2015, the Registrar’s Office has transferred in 240 credit, making this area ripe for opportunity in Objective 1.1.
- iii. Objective 1.2 is paused for the Learning Management System.
- iv. Objective 1.4 has connected with MCC Connect to assist with phone calls to students coming to MCC straight from high school. Collected information will supplement quantitative data for target-marketing of focus groups. Amber Johnson will be taking over this group.
- v. Objective 1.3 has a new co-chair, with Don Weide taking the lead. Objective 1.2 is adding the VA Coordinator to the roster. Each objective leader will have regularly schedule appointments with Weiss and Brehmeyer.
- vi. Culver indicated that each group should be open to adding or removing other MCC personnel, as needed, with supervisor approval. Weiss, noted that some

folks are being reassigned to keep the groups motivated and fine-tune placement within teams where people may express more passion.

- b. **Strategy 2 Academic Programs & Workforce Development Partnerships (Jason Gee, Kirk Lacy, Lucinda Leugers)**
 - i. Objective 2.1 is developing the program, grade-by-grade, and how to best serve the communities. Introductory meetings occurred with a possible pilot school (MALC); the concept was presented and the school was receptive. Next steps include creating a better sense of what the program look like and a more formal presentation. The objective team will need to establish budgets for IEAC consideration. Since, this objective aligns with Strategies 1 and 3, the teams will need to work together to eliminate redundancy and complete vetting.
 - ii. Eric Wilbur and the team for Objective 2.2.a is investigating experiential learning opportunities currently at MCC, and ways to incorporate existing opportunities with new experiences to every MCC student at some point in their college career.
 - iii. Maria Ayon and the team for Objective 2.2.b, item 7 are working on a leadership program lead; the team is establishing outcomes for the program which will be scaled for multi-year processes starting at the end of year zero.
 - iv. Lucinda Leugers is a new co-chair for Strategy 2, and is leading Objective 2.4 in creative scheduling, which will affect Guided Pathways and Objective 1 - Enrollment for All. Again, cross-strategy discussions are expected.

- c. **Strategy 3 Holistic Approach to Student Success Committee (Kay Lynn Trybus, Jennifer Woolston)**
 - i. The team is making excellent progress on the mapping and academic plan initiative.
 - ii. Objective 3.5 recently launched the 24/7 support video to students, increasing awareness of current services offered. The biggest update relates to texting and chatbot software with cross-strategy teamwork. Teams have reviewed around ten demonstrations and investigation of the best product is underway.
 - iii. A meeting is scheduled for next week to solidify baseline data and fill in the gaps.

- d. **Strategy 4 Foundations of Organizational Success: Technology, Facilities, Personnel Resources (Jennie Dixon, Don Montgomery)**
 - i. Dixon and Montgomery met with every objective liaison during November and December; timelines were retooled and action items were fine-tuned in every objective. Three objectives are moving forward. The employee learning and development program has an RFP closing tomorrow for the Employee LMS and Project Management platform. The team is hoping for forward movement and good news to share with employees very soon.

- ii. Objective 4.6 has a Facilities Management Master Plan moving forward, which will include much-needed professional assessment of college-wide structures and equipment.
- iii. Objective 4.4 retooled the budget process to show transparent strategic plan alignment for future year planning.
- iv. The remaining three objectives are paused, but in research mode.

e. **Guided Pathways (Stephen Eaton, Rosemarie LeFebvre)**

- i. The team began meeting every two weeks to accelerate work. Two work groups created for the taskforce. The first was established for horizontal and vertical communications throughout the college. The other was established for Pillar 1, titled “Clarifying the Path.” Whereby all programs are mapped for completion to university transfer or workplace/career entry. The group is focused on mapping programs into groupings and has engaged a team in the review.

f. **Grants (Stephen Eaton, Fred Gilbert)**

- i. Title III proposal pending (see announcements above).

5. **Additional Committee Reports – No report**

6. **Items for Attention**

a. **Standardizing Committee Structures & Vernacular (aligned to the SP): Objective Leads, Objective Teams, Action Plan Workgroups (Culver)**

Discussion: Culver and Bristle met with all the co-chairs in January, and found that each team has developed their own vernacular. Eventually, the college will need to compile all the work for public consumption, therefore, Culver proposed that the committee establish common language to use throughout. The Strategic Plan uses “Strategies, Objective, and Action Plans,” so it makes sense that groups should follow the same structure with Strategy Team, Objective Teams, Action Teams, and Work Groups (for subordinate group/work). It was noted that “Task Force” implies a temporary presence, so Guided Pathways will be designated a committee for ongoing, multi-year work, and subsequent Action Plans will feed into the applicable Objective teams. (Guided Pathways pillar teams and communication team will continue development.)

Actions: Members will strive to use standard nomenclature and structures in future reporting and documentation. Teams will recognize the interdependencies that require proactive effort to communicate and bring together disparate elements and personnel.

Personnel Responsible: All Strategy, Objective, and Action Teams

b. Developing Common Process Structure: Planning Matrix (Culver) - A matrix will be developed that outlines action plans over the life of the strategic plan, organized by strategic plan objective. See Draft "1.5 Completion Map."

Discussion: Thinking about structure, Culver would like the teams to agree on an action planning template that allows the college to show prioritization overlap with other objectives, in addition to clarity on needed resources. For context, Culver and Bristle met with co-chairs over the month, presenting a working spreadsheet to gather more information. Because Weiss and Brehmeyer met first, they had the opportunity to prioritize action steps throughout all five years of the strategic plan into a prototype template. An additional column will be added for the needed resources. Template suggestions included specific action plan update dropdowns and hyperlinks to overlaps.

Moving forward, sections of matrix may be blank to reflect absence of ability to address specifics at this time. It's ok to state, "We haven't started this yet," or "Will start on/around..." The purpose is to 1) pull together all plans and envision overall state of progress at this time, 2) create planning tool for strategic teams that provides common structure and terminology, and 3) create assessment tool for institution to help with alignment, budgeting, etc. The committee will use the same tool, proposing any changes to the group.

The committee has 4-5 months remaining to determine resource needs and prepare for Year One. (Eventually this committee and the college may consider possible software solutions to show interdependencies, similar to SPOL (Strategic Planning Online)).

Actions: After receiving templates from IEAC co-chairs, strategic committee co-chairs to complete and return matrices for creation of a single document encompassing all objective action plans through 2026.

Personnel Responsible: Strategy co-chairs to talk to teams and arrive at date that is feasible. Due the of February (or, propose a date, if not possible).

c. SP Cascade Communication (Culver)

Discussion: The IEAC committee needs concise news from every team in a shareable format (a couple of paragraphs or bullet list) for web posting, President's Cabinet, and the Executive Team. Information is easily shared vertically through the organization structure, but also needs to be shared horizontally to the other committees, MCC personnel, and communities. Minutes, materials, and attachments are posted on Mohave.edu, SharePoint, Tools.mohave.edu, and OneNote for members to use. The group should also consider whether the monthly reporting tools are serving the intended function, and ways to reduce redundancy and workload.

Actions: After strategy team meetings, in addition to submission of official minutes, please provide IEAC co-chairs a short summary (1 or 2 paragraphs) of objective updates, action plans, and progress that will be shared directly with the community to help increase general awareness and understanding of strategic activity.

Personnel Responsible: Co-chair leads

- d. **FOCUS: Prioritize Objectives for Year 1, actions for Year 1, then resources needed for Year 1 actions. What will be organizational priorities for Year 1?**

Discussion: President Klippenstein expressed a desire for this committee to present to the Governing Board a handful of year-one organizational priorities by the end of the spring semester.

Action: Prepare year-one listings for prioritized objectives, actions, and resources.

Personnel Responsible: Co-chair leads

7. Adjournment

Strategic Key Success Measures (approved by BOG June 2020)

Strategy 1 Key Success Measures

Measure	Current	Outcomes by 2026
1.1 Community College-Going Rate	24% (2017-2018)	2025-26 Goal: 39% College-Going Rate for 2023-24 Cohort (absolute increase of 15%)
1.2 Enrollment – Underserved Student Population	Baseline in development: unduplicated headcount for three populations in AZ Vision Metric 5 (25+, Pell Recipients, Minority) and for the following subpopulations: Veterans, Asian, Black, Hispanic/Latinx, White, and Native American.	2025-26 Tentative Goal: 15% absolute collective increase (contingent on historic baseline data)
1.3 Enrollment – Programs w/ Industry-Recognized Credentials	Baseline in development: unduplicated headcount of students enrolled in CTE programs w/ industry certifications. Measurement consideration: 3-yr rolling mean enrollment.	2025-26 Tentative Goal: 25% absolute collective increase
1.4 Enrollment – High School Learners	967.4 rolling 5-year mean (2017-18 cohort)	2025-26 Goal: 1016 rolling 5-year mean for 2023-24 cohort (49 new students; 5% absolute increase)
1.5 Enrollment – Total (result of aid)	Measure and baseline data in development.	Annual Goal: TBD

Strategy 2 Key Success Measures

Measure	Current	Outcomes by 2026
2.1 Mohave County College-Going Rate	24% (2017-2018)	2025-26 Goal: 39% college-going rate for 2023-24 cohort (absolute increase of 15%)
2.2a Process – Establish measure of experiential learning opportunities with support of external partnerships available to students.	Measure in development, including multiple possible sub-measures, and definition of experiential learning.	TBD, contingent on measure and baseline development
2.2b Preparedness for Career and Community Engagement - Student Response	Year Zero - Create post-graduation survey to be delivered 18 months after student completion & establish baseline measurement	TBD after implementation of survey and establishment of baseline data
2.3 Program Alignment with Workforce and Educational Attainment Needs (Process & Measure)	Year Zero - Develop process, qualitative measure & baseline data <ul style="list-style-type: none"> Qualitative measure defining criteria for 	Establish measure and baseline during Year Zero. Example - ?% of programs will be in green status

Measure	Current	Outcomes by 2026
	<p>graded levels of alignment (red, yellow & green)</p> <ul style="list-style-type: none"> • Measure to involve feedback from external stakeholders, including consultation at key milestones in planning processes • Criteria to include assessment of responsiveness to market scope and workforce needs 	
2.4 Process – Establish processes enabling measurement of understanding student need; establish qualitative measure criteria	<p>Year Zero – Establish process, multiple measure(s) & baseline data</p> <ul style="list-style-type: none"> • Explore feasibility of waitlists. Data may demonstrate student preferences and enable schedule optimization • Consider AZ Vision Metric # 6, Percent of Credit Hours Earned Via Alternative Times or Places 	Establish measure and baseline during Year Zero. Example - ?% of students report availability of courses needed
2.5 Measure of culture of faculty development	<p>Year Zero – Establish process, measure(s) & baseline data</p> <ul style="list-style-type: none"> • % of programs achieving learning outcome benchmarks • Engagement in PD focused on learning outcomes achievement 	Establish measure and baseline during Year Zero. Examples - % of programs meeting outcome benchmarks; % of faculty report engaging in development activities supporting student achievement of program learning outcomes; overall student SLO achievement.

Strategy 3 Key Success Measures

Measure	Current	Outcomes by 2026
3.1 Two-Year Credit Threshold Rate	(2016) 47% - part-timers completing 24 credits; 25% full-timers completing 42 credits	2026 Goal: Absolute 5% increase for 2022 cohort
3.2 Fall-to-Fall Retention Rate (Credential-Seeking Students)	(2016) 69%	2026 Goal: Absolute 8% increase of 2024 cohort.
3.3 Program Completion Rates (150% of Normal Time)	(2016) Baseline in development.	TBD, contingent on measure and baseline development

Measure	Current	Outcomes by 2026
3.4 Transfer-out Rates	Baseline in development (AZ Transfer Portal)	2026 Goal: Absolute 5% increase
3.5 Retention & Success Rates, Underserved Populations: Age 25+, Pell Recipient, Minority, Veterans, Asian, Black, Hispanic/Latinx, White, and Native American	Baseline and gap analysis for respective subgroups in development.	TBD, contingent on baseline development

Strategy 4 Key Success Measures

Measure	Current	Outcomes by 2026
4.1 Achievement of Annual PD Goals	52.2% (2018-2019)	2025-26 Goal: 100% achievement
4.2 % of Learning Spaces with Standard Tools, Equipment, and Software	Baseline in development	2025-26 Goal: 90% of learning spaces equipped with standard tools, equipment and software by June 30, 2022
4.3 # Annual Human Error Security Breaches; # Annual System Weakness Security Breaches	Due to information sensitivity, baseline data will be examined internally.	25% decrease; 10% decrease by June 30, 2024
4.4 Budget Process Completion & Operationalization, Aligned to Strategic Plan		Operationalized by June 30, 2023

Strategy 4 Key Success Measures (Continued)

4.5a Data Governance Plan (data standards, integrity & access) Process Established		Established by June 30, 2021
4.5b Data Governance Plan Implemented		Implemented by June 30, 2026
4.6 Master Facilities Plan Completed		Completed by June 30, 2023