

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

Date: 3/25/21

Time: 9:00 a.m.

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

In attendance: Amber Johnson, Ana Masterson, Jason Gee, Jennie Dixon, June Weiss, Kay Lynn Trybus, Jennifer Woolston, Laurel Clifford, Lucinda Leugers, Matthew Butcher, Michelle Brehmeyer, Rosemarie LeFebvre, Shawn Bristle, Shelly Castaneda, Tim Culver

1. Announcements

- a. Recap of current committee assignments: SP Outline (attached below); Reorganized/Prioritized Action Plans.
 - i. Amber Johnson shared the rationale, information, and design behind the new Objective Matrix with Yearly Goals from a new perspective. Culver encouraged strategy teams to organize members similar to team one with objective leads, stressing the importance of placing the most appropriate person in the role.
 - ii. Culver noted the value and benefits for the Finance, Audit, & Budget (FAB), Data Team, and the Executive Team when the time comes to make funding decisions. Column AI allows for the summation and filtering of requests within one resource. Previous plans may be copied and pasted from Word into this new Excel sheet, and remaining cells can then be filled in. Keep in mind the action items and associated resources needed to achieve year one goals, then move out to future years. Dr. Klippenstein hopes that college personnel will be prepared for more specific conversations with the Governing Board in May and June, using the same document and structure.
 - iii. Culver updated the committee that Dixon will be chairing the Strategy 4 groups and Montgomery will become an objective lead. This group's objectives relate more to personnel and job duties than the other strategies, which will likely have a slightly different approach with the matrix information.
 - iv. Culver asked for concerns, comments, and feedback on the matrix spreadsheet.
 1. Leugers asked how the team will keep the spreadsheet current without multiple versions.
 2. Weiss advised the group not to download or take the file out of the SharePoint site, but rather use SharePoint's design to modify and edit while logged into Office365. Johnson also recommended using the "open in desktop app" feature for additional editing features, which would be

auto-uploaded to the site when saved – noting this feature only allows one editor at a time. (i.e., If two people are working in the online SharePoint file, and another is working within the desktop application, there will be conflicting changes.) One nice feature of working online, is the ability to see other teammates working in the spreadsheet.

3. Bristle confirmed that work performed in a downloaded file version could also be cut and pasted back into the “live” version.
4. Additional discussion occurred around document and version control with multiple users. Teams (or assigned recorders) will start using the matrix, practice data entry with the online platform, and address technical or version issues as needed.
- v. Culver hopes to have a more complete version by May 1st to serve FAB resource needs, Governing Board communications, and the Executive Team. Culver and Bristle will make recommendations to the Executive Team to achieve the goals for year one. Team members were directed to be specific with needs and monetary/resource requests.

b. Dashboard Update

- i. New fall 2020 to spring 2021 retention dashboard
- ii. Modified enrollment dashboard with major and major type filters. (CTE, Gen Ed/Transfer, Health Professions)
- iii. The Institutional Research webpage was updated with Tableau.mohave.edu reporting improvements.

c. MCC BIG Anchor Initiative: Return to Learn/Adult Academic & Career Pathway Initiative.

- i. Bristle and Culver met with co-chairs of strategy groups 1, 2, and 3 to introduce this initiative (name to be solidified in the future), that will cross all the strategic goals. Dr. Klippenstein would like MCC to enter the communities and announce how MCC is working toward the Achieve 60 and AZ Vision goals, along with the different entry paths for >25-year adult learners to earn credentials and certificates, finish college, and enter the workforce. Kirk Lacy and Ana Masterson will meet with strategy groups to formulate a plan. Klippenstein hopes for a “return to learn” pathways presentation in May or June, and associated community announcements around July 1.
- ii. Masterson and Lacy hit the ground running, meeting with Gee, Leugers, and Weiss. The preliminary work is rough, but the team is looking to debut the LPN to RN program, which would be available in the fall. The Department of Instruction may have other programs ready for spring 2022. Financial Aid is on board to review funding as a completion initiative (easier) vs. up-front funding. The team includes Strategic Plan members, but will loop back with the broader Strategic Planning groups when general plans become more solidified.

- iii. Weiss is adding the Nursing Assistant Program which will provide an opportunity to involve Arizona @ Work and WAVE/JTED will cover that course. Existing Certified Nursing Assistants (CNAs) will be provided with six credits towards their practical nurse certificate or AAS in nursing. The program is already offered in the evenings and one day a week on Fridays. Collaboration with Arizona @ Work may be needed to ensure that this student population has the soft- and work-skills to succeed. Culver encouraged the team to think about more evening and weekend offerings in other areas when planning with an adult-centered focus (objective 2.4).
- d. EVP Update – The strategic vision for instruction will have three academic units once all foundations are realigned, which will include Kirk Lacy and Jason Gee for workforce and CBE/CTE, a Dean of Health Professions, and the Interim Dean of General and Transfer Education position (replacement for Stephen Eaton). MCC will have three academic deans, one over each unit. Within each unit, there will be nine pathways distributed between units. At some future point, there will be pathway coordinators (similar to an academic chair), which will pave a way to infusion of advising, coaching, and student services.
- e. **Request for Updated Committee Rosters & Meeting Schedules (See Committee Roster and Committee Schedule attachments.)**

2. Important Dates (IEAC items noted in bold)

- **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**
- **Sat 1 May 2021 Matrix Data Entry due**
- 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. April: Strategy 2

- b. May: Summary of Year Zero Actions, Progress, Baseline Data, Finalized Strategic Measures
 - c. June: Year One Priorities
4. Standing Reports - *Review of Year 1 Priorities & Actions (Reference the SP Outline and Action Planning Matrices)*
- a. Strategy 1 Enrollment for All (Michelle Brehmeyer, June Weiss) – Continuing to meet monthly with focus on completing the matrix. The first four Objective Leads presented at the last meeting, which received positive feedback for the work done. Next month, Objective 1.5 will present a final product.
 - b. Strategy 2 Academic Programs & Workforce Development Partnerships (Jason Gee, Kirk Lacy, Lucinda Leugers) – The overall strategy team, along with objective teams 1, 2, and 4 have been meeting at least monthly, while the leadership team meets every week or two. Team 2.1 continues to meet with Mohave Accelerated Learning about the pipeline project. Team 2.2 sent out a faculty survey to gather information on experiential learning. Team 2.4 spent time working on definitions, added more committee members, and shored up plans for year one.
 - c. Strategy 3 Holistic Approach to Student Success Committee (Kay Lynn Trybus, Jennifer Woolston) – Another meeting scheduled for next Friday; the groups are meeting weekly. Most of the data for year zero was completed and submitted, with a couple items pending finalization for 3.3. Collaborative discussion between advisors and program directors was held for the J1 program mapping project. Dean Hamblin is working on the diversity and inclusion plan with a focus on the Hispanic population. There is now a newly formed Mathways math progression team formed to accelerate students through the math program, which will be meeting next week.
 - d. Strategy 4 Foundations of Organizational Success: Technology, Facilities, Personnel Resources (Jennie Dixon) – This team meets every other month to report back on completion of work. Objectives 4.1 (professional development), 4.4 (budget), and 4.6 (master facilities' plan) are moving forward.
 - i. A vendor was selected for the new HRIS system (4.1) which includes a new employee LMS and content library. The team will present the proposal to the Governing Board at the April meeting, with hopes to purchase shortly after. With the tools in place, the team can start building the employee learning and development program. An employee position for learning and development was posted, which will be part of the HR team. The strategy team hopes to have the platform and position secured and built out within the next 12 months so that all the following objectives will have the needed foundation and structure to work.
 - ii. 4.4 relates to a strategically aligned budget (FAB). Sonni Marbury is focused on a new J1 tool to assist with the budgeting process and data collection. However, the new tool crashed over spring break, and the business office is resorting back

to prior Jenzabar reports to pull data. Hopefully a new ERP will work better moving forward.

- iii. 4.6 is the master facilities' plan lead by Don Montgomery. The preliminary work of securing a campus-wide professional assessment of all facilities is underway.
- e. Guided Pathways (Rosemarie LeFebvre, Stephanie Dieringer) – Pillar one work has occurred with faculty to create meta-majors. Candace Hofstadter will present the information to the faculty on Friday. With the feedback and blessings from faculty, the team hopes to move forward with the work that needs to be done in the other areas to support the major groupings. LeFebvre applied for the 2021-22 Institute for Guided Pathways at Rural Colleges on behalf of MCC, which will allow collaborative work with the Community College Research Center (CCRC). The focus of the virtual institute is using data to launch a large-scale reform. The current work of MCC qualifies the college to apply. Kirk Lacy is the lead for the application process. The college was chosen for the interview process, and the team hopes that the college will be accepted into the week-long intensive institute that will assist the college in building the pillars for institutional (not departmental) guided pathways.
- f. Grants (Stephen Eaton) – The team is still planning to pursue a Title III grant to focus funding on guided pathways. Eaton is retiring after April 9, so Culver will step in until a replacement is found.
- g. Data Team (Matthew Butcher, Shelly Castaneda, Laurel Clifford) – The team is developing new data dashboards in Tableau. Remember to place a ticket and follow-up if additional information is needed. The team discussed using a SharePoint site to house data requests to foster cross-team strategies and overlaps. Culver suggested embedding the information into the current IEAC site.

5. Additional Committee Reports – No reports

6. Items for Attention

- a. Common Process Structure (continued): Planning Matrix (Tim 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.” Discuss possible software solutions to show interdependencies.
 - i. Discussion: See announcements above.
Action: 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: All Strategy Co-chairs
- b. SP Cascade Communication Review (Tim Culver)

- i. Discussion: Remember to send the team updates to Culver and Bristle in the requested format after each meeting (one paragraph on progress). Gratitude expressed for the information provided for the Governing Board workshop.
Action: After committee meetings, in addition to submission of official committee minutes, please provide IEAC co-chairs a short summary (1 or 2 paragraphs) of committee actions, plans and progress that will be shared directly with the community to help increase general awareness and understanding of strategic activity.
Personnel Responsible: All Strategy Co-chairs
- c. FOCUS Review: Prioritize Objectives for Year 1, actions for Year 1, then resources needed for Year 1 actions. What will be organizational priorities for Year 1?
 - i. Discussion: Culver and Bristle will be presenting information to the Governing Board very soon, stressing the importance of using the new matrix to submit data.
Action: Utilize the newly redesigned matrix.
Personnel Responsible: All Strategy Co-chairs
- d. CARES Funding Request Form (Lucinda Leugers)
 - i. Discussion: Sonni Marbury has received many requests for the usage of CARES act funding, some of which need more information for further consideration by the IEAC and Finance committees. Proposals must include “how” the one-time-only request will achieve the defined recovery objectives to improve learning conditions or assist students in learning during covid. Funding may not be used for recurring expenses. All applications are welcome for consideration.
Action: Share the form with faculty and staff.
Personnel Responsible: All Strategy Co-chairs and Objective Team Leaders

7. Meeting Adjourned at 10:30 a.m.