

# Executive Leadership Team

## Meeting Notes

<b>NAME OF COUNCIL/TEAM:</b> Executive Leadership Team			
<b>OBJECTIVE OF MEETING:</b> Discuss College Happenings			
<b>DATE:</b> 09/12/2022 <b>TIME:</b> 3:00pm-5:00pm		<b>LOCATION/ROOM #:</b> Student Center Board Room <b>CALL-IN NUMBER:</b> N/A <b>CALL-IN CODE:</b> N/A	
<b>FACILITATOR(S):</b> Melanie Dixon			
<b>TIMEKEEPER:</b>			
<b>ASSISTANT:</b> Sue McCoy			
<b>MEMBERS PRESENT:</b> Melanie Dixon, Kevin Hill, Carina Hoffpauir, Brian Knirk, Frank Kobayashi, Veronica Lopez, Nicole Nugent, Alisa Shubb, Bill Simpson, Caitlyn Spencer, Scott Crow, Jennifer Laflam, Robert Snowden, Jeff Stephenson			
<b>SUPPORTING RESOURCES (ITEMS READ IN PREPARATION FOR AND/OR BROUGHT TO MEETING):</b>			
<b>UPDATES AND BRIEF REPORTS:</b>			
<b>Topic</b>	<b>Person(s) Responsible</b>	<b>Notes</b>	
Council / Project Team Highlights from Written Reports	Council Leads / Co-Leads	<p>Operations Council</p> <ul style="list-style-type: none"> <li>- First meeting next week.</li> </ul> <p>Student Success Council</p> <ul style="list-style-type: none"> <li>- Written report will be submitted</li> <li>- Presented ISER core inquiry responses as information item</li> <li>- First meeting for Marianne Harris as co-lead.</li> </ul> <p>Institutional Effectiveness Council</p> <ul style="list-style-type: none"> <li>- First meeting on the 19th</li> </ul>	
Constituency Group Highlights from Written Reports	Constituency Group Leaders	<p>Faculty</p> <ul style="list-style-type: none"> <li>- Approved statement of values</li> <li>- Collaborating with program review with an equity focus</li> <li>- Developing process to handle course substitutions</li> <li>- Discussion items include professional development, accreditation, student-centered course language, online assessment implications and new technology, exploring impact of COVID protocols</li> </ul> <p>Classified</p> <ul style="list-style-type: none"> <li>- Retreat this week</li> </ul> <p>Students:</p> <ul style="list-style-type: none"> <li>- Approved a few bills including funding student leadership conference</li> <li>- CAEB now officially meeting in person</li> <li>- All CAEB members except Kevyn are new</li> <li>- Approved funding for constitution day and voter registration</li> <li>- Preparing event to highlight constitution day</li> <li>- Club rush event on September 20 to increase clubs</li> <li>- Creating athletic spirit event and sophomore breakfast</li> </ul> <p>Question: Heritage month coming up - any planned activities Nothing currently planned but been thinking about it and want to tie in with learning communities</p> <p>Question: DACA action week in October - any planned activities Haven't yet discussed, will bring up in next meeting</p> <p>Management</p> <ul style="list-style-type: none"> <li>- Nothing to report</li> </ul>	
<b>ACTION ITEMS:</b>			
<b>Question</b>	<b>Person(s) Responsible</b>	<b>Notes and Decision(s)</b>	<b>Next Steps</b>
Approval of 5/9/22 ELT Notes	Melanie Dixon		Approved
			- Fall 21: submitted self-evaluation report

Review / Approve Core inquiry Responses	Frank Kobayashi	0	<ul style="list-style-type: none"> <li>- Spring 22: visiting team reviewed ISER and provided comments via core inquiries; four inquiries for the college and two for the district; used councils to prepare responses to inquiries; district inquiries responded to by the District Office staff</li> <li>- Following approval by ELT, responses will be submitted to ACCJC</li> <li>- Team then visits for a few days in October</li> <li>- Thumbs up approval</li> </ul>
	Jeff Stephenson		
90-Day Action Plan: Outreach	Jeff Stephenson		

#### DISCUSSION ITEMS:

Question	Person(s) Responsible	Notes and Next Steps
90-Day Action Plan: Outreach	Jeff Stephenson	<p>Topic moved to Discussion Items</p> <ul style="list-style-type: none"> <li>- District engaged an outside agency (Gravenberg Group) to assist with outreach and recruitment</li> <li>- 90-day action plan being rolled out to the college next Tuesday, 3 pm</li> <li>- Plan will also be presenting to all the senates</li> <li>- Beginning to set metrics for recruitment</li> <li>- Communication plan also being discussed to share information with new students</li> <li>- Looking into CRM system to follow-up with prospective students</li> <li>- Looking at other groups outside of just high school seniors</li> <li>- Using Beavers Build Together website</li> <li>- All four college presidents were tasked with improving outreach and recruitment</li> <li>- Equity focus on outreach efforts - address lifelong learners, recapturing individuals lost during the pandemic</li> <li>- Retention: cheaper to keep student then get a new student, can't complete goals if we can't keep the students</li> <li>- Community partnerships with community-based organizations (i.e., Highlands Adult Charter)</li> <li>- Will be looking for an individual who will be based at Highlands to provide over 7,000 students a pathway</li> <li>- Hoping to have some influence over Spring 23 enrollment</li> <li>- Anything we apply a strategy to has to be measured</li> <li>- Glad to hear that equity focus was presented today</li> <li>- Adding more individuals to outreach team</li> <li>- District originally going to employ an SRM using a modified model in PeopleSoft but it didn't work well</li> <li>- Now moving to a CRM - customer relations module - to track students, communication, etc.,</li> </ul> <p>Questions/Answers</p> <ul style="list-style-type: none"> <li>- Is this a district initiative or college only?</li> <li>- District initiative; movement toward centralized processes with a goal of efficiency.</li> </ul> <ul style="list-style-type: none"> <li>- Concern - each college has unique demographics and is each plan college specific?</li> <li>- Shared element will be setting metrics based on college information; each college determines their own targeted populations</li> </ul> <ul style="list-style-type: none"> <li>- I hear a focus on traditional learner and lifelong learner; where does career ed fit in?</li> <li>- There's a starting point and then building on that; need to look at programs and determine which ones are losing students; ask the question "why"</li> </ul> <ul style="list-style-type: none"> <li>- Why was Gravenberg and what is their experience with equity?</li> <li>- It's headed by an African American male who has been in a variety of roles; multiple presentations by various groups and Gravenberg was thought to be the best fit; a consultant was chosen because it was a district-wide initiative</li> </ul> <ul style="list-style-type: none"> <li>- How are students going to be involved in the development of communication? Will students help to craft messages? Focus groups?</li> </ul>

		<ul style="list-style-type: none"> <li>- Focus groups mentioned in the plan; always need to ask does the message make sense to students</li> <li>- Gravenberg selected at a time when faculty were off contract; they met with teams of managers, outreach folks, etc.; now is time to bring in students and faculty</li> <li>- UNITE Center and categorical programs are excellent places to get input</li> </ul> <p>- Different segments of the population may need to hear the message in a different way, How is the message delivered? Email or other means?</p> <ul style="list-style-type: none"> <li>- Phone, email, generic methods currently used; Call Center at the DO; chatbot - only as efficient as the amount of input used to create it</li> <li>- Chatbots can take years to become sophisticated - 94% of the questions get a response; it's worked on every week; there's a different chatbot on each college website with college specific questions addressed</li> </ul> <p>- Perhaps we could use the Student Design Team to ask the chatbot all kinds of questions?</p> <ul style="list-style-type: none"> <li>- Yes</li> </ul> <p>- Are the colleges going to get the data relative to uncompleted applications? Also, demographically, who stepped out and at what part of the process did they stop?</p> <ul style="list-style-type: none"> <li>- Possibly pulled from crystal reports; should be able to pull demographic information; may be more difficult as far as finding out where in the process the student stopped applying</li> <li>- CCCApply has a built in barrier for apprenticeship students; wondering if there are other groups of students who are encountering similar barriers</li> </ul>
Back on Campus Update	Frank Kobayashi	<ul style="list-style-type: none"> <li>- Gradual reopening of the campus</li> <li>- Spring 22: 70% online; 30% face to face</li> <li>- Fall 22: 58% online; 42% hybrid and face to face</li> <li>- Major decline when all classes taught online</li> <li>- Having move face to face classes appears to have a positive impact on enrollment</li> <li>- Will be expanding face to face classes in spring 23</li> <li>- Need to start thinking like a medium-sized college as opposed to a large college</li> <li>- Need to be more thoughtful when scheduling face to face classes; increase block scheduling to make it work the student's time to come to campus for classes; avoid long periods of empty time between face to face classes</li> <li>- Will likely never get back to 80% face to face like we were prior to the pandemic</li> <li>- Looking to find a balance</li> <li>- Opening buildings has resulted in an increase of student activity every week</li> <li>- Once we figure out where students want to be, we'll need to see if they're successful</li> <li>- A lack of a district-wide remote policy has caused some confusion</li> <li>- Districts that do not have a vaccine mandate have seen an uptick in enrollment</li> <li>- Silent quitting is a real thing</li> <li>- Still so many unanswered questions</li> </ul> <p>Questions/Comments</p> <ul style="list-style-type: none"> <li>- Have we asked students who returned what the difficulty was? Was it technology?</li> <li>- A survey was done but responses were sparse</li> </ul> <p>- There are significant financial burdens for students - fees, books, computer, etc.,</p> <ul style="list-style-type: none"> <li>- Student financial issues are real and definitely burdens; we haven't solved but have acknowledged</li> </ul> <p>- Students come to college for the college experience; don't want to deal with a faculty member who doesn't respond; is paid the same salary whether they actually teach or not</p> <ul style="list-style-type: none"> <li>- Perhaps offer more hybrid classes particularly for higher-level courses</li> <li>- Need a personal touch for student retention</li> <li>- During COVID, all faculty were forced to teach online and not all instructors should teach online</li> </ul>

		<ul style="list-style-type: none"> <li>- Recognition by faculty for shared student frustrations</li> <li>- When offering both online and in-person classes, the online classes fill first</li> <li>- How is it being communicated to faculty that this is a safe environment? Am I safe?</li> <li>- Looking for data on infections rates but data wasn't available</li> <li>- Primarily looking at data for specific counties in our service area; can break it down by zip code but can't be specific to the college</li> <li>- What information do we have and how are we communicating with our community</li> <li>- Share with the President ways to share that information with our constituency groups</li> <li>- Need to have an awareness of protocols</li> <li>- Deans might be able to share how many faculty were out last semester with COVID - would give us an idea</li> <li>- For planning, would be helpful to share all data available for individuals to process and make the best decision for themselves</li> <li>- Lack of food on campus</li> <li>- Formerly in a contract with Aramark</li> <li>- Food trucks were brought in but we couldn't provide the base foot traffic needed to adequately support</li> <li>- Brought in Canteen for grab and go</li> <li>- Steve's Pizza and a local coffee shop also contacted but insurance costs were too high</li> <li>- Koue worked with the District to reduce the insurance and Steve's Pizza and coffee service will be brought into the cafeteria</li> <li>- Expired food from Canteen</li> </ul>
Strategic Planning: Strategies	Melanie Dixon	<ul style="list-style-type: none"> <li>- Strategic planning process is historically a college-wide approach</li> <li>- Just prior to pandemic, ARC had developed strategic goals</li> <li>- New approach currently going through Chancellor's Cabinet is to look at reviewing/revising strategies every year while goals have a longer cycle</li> <li>- Strategic goals will be developed every six years and will be reviewed every year</li> <li>- Strategies would then be reviewed and updated every year</li> <li>- Draft now being reviewed by constituency groups across the district</li> <li>- Will look at ARC strategies following accreditation process</li> <li>- Data provided was aggregated so wondering where the disaggregated data went</li> <li>- Each of the colleges should be able to get the data for their respective institution</li> <li>- Interest may be to have a smaller number of strategies that the entire college can focus on</li> </ul>
<b>ITEMS FOR FUTURE CONSIDERATION:</b>		
<b>Topic</b>		<b>Contact Person</b>
SEAP: Student Equity & Achievement Plan for 22-25; (will be on agendas for all councils and senates); due November 30 Status Update: Institutional Equity Plan Student Petition Process Housing HomeBase Integration Communication Plan		