



**Chabot-Las Positas Community College District  
Chancellor's Council**

Tuesday, September 13, 2022

3:00 – 4:30 p.m.

ConferZoom

Meeting Minutes

Present: Ron Gerhard, Tracey Coleman, Miguel Colon, Dave Fouquet, Joel Gagnon, Heather Hernandez, Jean O'Neil-Opipari, Theresa Pedrosa, Susan Sperling, Rachel Ugale, Chasity Whiteside, Lara Wiedemeier, Jeanne Wilson (for Dyrell Foster)

Guests: Mickey Baines, Julia Brickfield, Theresa Fleischer Rowland, Bruce Griffin, Cynthia Gordon da Cruz, Kendra Grinnage, Maisha Jameson, Matt Kritscher, Owen Letcher, Amy Maltagliati, Jonah Nicholas, Dionicia Ramos, Kirti Reddy, Rajinder Samra, Rachael Tupper-Eoff

Chancellor Ron Gerhard called the meeting to order at 3:01 p.m.

**I. Review and Approval of Agenda**

The agenda was approved as presented. **(Pedrosa/Coleman) All in favor.**

**II. Review and Approval of the May 10, 2022 Meeting Minutes**

There was a motion to approve the May 10, 2022 meeting minutes as presented.

**(Pedrosa/Opipari) Coleman, Gagnon, and Kritscher abstained.**

**III. For information only:**

**a. 2022-2023 Chancellor's Council Schedule**

The meeting schedule for 2022-2023 was presented.

**b. 2022-2023 Chancellor's Council Membership**

Council's membership was shown, and introductions were made around the Zoom room.

RGerhard shared the current BP 1300, which speaks to collegial consultation governance process. This is in the works to be updated and will be discussed later in the meeting. The function and purpose of Chancellor's Council is articulated in BP 1300. A significant piece of that is discussing 10+1 matters before they move to the board level. Chancellor's

Council's charge is to provide a means for the colleges and district to communicate with one another on items or matters that are encompassed within the entire district. This meeting is really to discuss items that are bubbling, evolving, or in process that have impact to the entire district. Each member of council is a leader/representative of their respective constituency group

#### **IV. Annual IPBM Survey and Committee Goals.**

RGerhard shared the IPBM survey. The IPBM structure has been in place for 6 or 7 years now. We are supposed to have, on an annual basis, a reflection and evaluation of the function and utility of the IPBM structure. This is in the vein of continuous quality improvement in identifying areas where some improvements or modifications are warranted. This is the second time we have used this survey as an evaluative tool. A few questions and comments from the survey were discussed.

RGerhard's takeaway is that responses to most of the questions are either strongly agree or agree, which lends to the thought that most think the IPBM structure is working as intended. There are a few areas where there are some responses of disagree or strongly disagree. One example is in response to the question, "committee members are aware of their term length and responsibilities." The comments given were, "I'm not sure they always are informed of this," and "It seems most chair appointments often roll over from year to year." In light of this, each of the tri-chairs of the IPBM committees have been asked to review the role, the purpose, and the charge of the committee so that it is communicated what the function and role of the committee is and the charges of the individual members.

Setting goals at the beginning of the year is being emphasized and each committee will discuss what the committee does and what is wanting to be accomplished. What goals are we wanting to set for ourselves and then evaluate at the end of the year?

Communication themed questions received the most responses with disagree or strongly disagree. The sense from respondents was that discussions had during meetings were not trickling out through designed communication channels to the rest of the district or their colleges. The question with the most "disagree" replies was in response to, "Information and decisions are shared districtwide."

Joel Gagnon stated that he will have a standing item at each Administrators' Association meeting to report out from Council. Heather Hernandez reports out to Classified Senate and also at President's Council to share out information. Minutes can be read as well. Kelly Costello sends out an email to the entire district where meeting information and minutes can be found. Tracey Coleman stated that it is important to start each year off with goals and start the implementation process so that committees have some understanding of what they are expected to do. RGerhard mentioned that if there are any suggestions on how we can improve communication and the IPBM structure itself, contact the Chancellor's Office.

Committee goals need to be discussed and will be added to the next Chancellor's Council as well. There are a number of things going on that are districtwide endeavors. One example is the enrollment assessment project. Council would be the main shared governance group tasked with providing feedback within our enrollment assessment project. Another goal would be continuing review of board policies and administrative procedures, which is within the council's charge.

Theresa Pedrosa asked if the meetings would continue virtually. RGerhard stated that meetings would continue through Zoom to have the greatest amount of participation possible. There were no objections.

**V. COVID-19 Update**

Owen Letcher mentioned there have been no updates from Alameda County since moving from the red tier to the green tier, and there are no changes to any of our policies or procedures. We may see some changes come out of the Cal/OSHA's upcoming emergency temporary standard meeting in November. At the moment, there are no changes to our current COVID-19 policies, procedures, or practices from the local and state governance level.

RGerhard shared the Alameda County Public Health Department website: [Covid-19.acgov.org](https://www.covid-19.acgov.org). Our county continues to make strong and significant progress towards increasing the percentage of those that are fully vaccinated within Alameda County. As of today, 86% of Alameda County residents are fully vaccinated and about 93% of residents have had at least one dose of the two-shot vaccine regimen. More good news is that the Public Health Department's webpage shows a trailing case rate over the last fourteen days. As of September 6<sup>th</sup>, the seven-day trailing case rate is about 3,172, which has come down from the peak of the summer at 11,544. This is good news in terms of vaccination rates continuing to climb and the case rates continue to go down.

JGagnon asked if council would discuss where the board or district are in terms of the vaccination mandate and what the outlook will be for the colleges moving forward. RGerhard stated that it will be discussed and the board is scheduled to revisit the vaccination mandate board policy in the latter part of fall. The reason for that timing is that more data will be available to make an informed assessment of the pros and cons and the risk of changing the existing vaccination mandate policy. Any change would be, more likely than not, effective in the next academic year.

**VI. Board Policies/Administrative Procedures (standing item)**

**a. BP and AP Review 2022-2023**

KCostello stated the board policies and administrative procedures get reviewed in a 10-year cycle. The review cycle spreadsheet for 2022-2023 was shown to plan for council's review this academic year. It was advised to reach out to KCostello if there are any questions or if changes to any of the policies and procedures are suggested.

**b. First Reading**

RGerhard mentioned the board policies and administrative procedures are brought to council for a first and second reading. The leaders of each constituency group are asked to take the

items up for a first reading back to your groups and send any comments, changes, questions, etc. to KCostello and RGerhard prior to the next council meeting for the second reading.

1. **BP 1300 Collegial Consultation**
2. **AP 1300 Collegial Consultation**
3. **BP 3250 Institutional Planning**
4. **BP 4027 Travel Study Programs**
5. **AP 4027 Travel Study Programs**
6. **AP 4070 Auditing and Auditing Fees**

HHernandez stated that she is happy to see 1300 up for a first reading. For the Institutional Planning policy, a conversation has been started on the educational master plan planning cycle. It says that it must be done every 6 years. Can it be aligned with the accreditation cycle?

Theresa Fleischer Rowland commented that she likes the dialogue around the planning cycles. At the board retreat in June, the next four master planning cycles were presented for the technology, facilities, and educational master plans. We could agendize this and the schematic could be shared, which also includes accreditation. If this is of interest to council, this could be a good place to unite the conversation across the colleges.

RGerhard stated that BP 3250 Institutional Planning is here for a first reading. Would it be helpful to include the schematic? HHernandez stated it would be helpful but that it would best go to the Planning and Resource Allocation Committee. Then it could be brought back to Chancellor's Council as a report out of what was discussed.

**c. Second Reading**

**1. BP 4070 Auditing and Auditing Fees**

TFleischerRowland stated that this BP is legally required. We subscribe to the Community College League of California, which helps with legally mandated language and suggested updates to the current language.

Our district is moving from a no auditing district to a permissible district where auditing can occur. Las Positas College has done work around this and that committee informed this policy. The procedure is brand new, which is going for a first reading. These have both been drafted in consultation with both Vice Presidents of Instruction, and the College Presidents have reviewed. TFleischerRowland stated that it may be a good idea to bring this forward to the board as a pair and hold the board policy back.

**2. BP 4106 Nursing Programs**

**3. AP 4106 Nursing Programs**

There was a motion to move BP 4106 and AP 4106 forward to the Board of Trustees.  
**(Hernandez/Pedrosa)**

**VII. College Resolutions**

This space is reserved for any resolutions that have been passed by any of the Senates. We want to keep this on here as a standing agenda item. For future meetings, please send any resolutions forward to be discussed so they may be added to the agenda.

**VIII. Enrollment Assessment Project**

RGerhard discussed that the enrollment assessment project is something that has been discussed in Chancellor's Council for the past year. The intent behind this is to independently and objectively evaluate our student application, enrollment, and matriculation processes from a student lens. Improving the student experience is the goal.

TFleischerRowland welcomed Kennedy & Company and stated that we are embarking on an assessment that is equity driven to look at the student experience from application through all the steps to registration. We know, through COVID, we saw a 22% decline in enrollment. We know that students often say our onboarding process and matriculation process are cumbersome. We are highly challenged in meeting every students' need in the unique ways they need to be met. Kennedy & Company has the deep experience they are bringing to do an analysis. Council will be the advisory group. Kennedy & Company will report out, in December, recommendations that we will look at for actionable next steps and review as a group to prioritize those recommendations into action to follow up and impact our future enrollment planning. This work will inform the college enrollment management committees and the districtwide enrollment management committee.

Dionicia Ramos stated that she and TFleischerRowland have been working closely with Kennedy & Co. in the preliminary phase to make sure that they have the data sets that they want to look at and they are able to connect with all of the constituency groups that are important to connect with in these early stages, so they can get the information needed to do the assessment in the different phases.

Kennedy & Company, who works exclusively within higher education, introduced themselves: Mickey Baines, Partner; Amy Maltagliati, Technical Manager; Kendra Grinnage, Senior Manager; Julie Brickfield, Analyst, Strategy and Operations.

The presentation showed each bio and the project context. The main population of students being focused on are the students that applied but never actually enrolled in courses. There will be conversations had with different groups of students and staff to get an understanding of what is happening now. Once that context is understood, Kennedy & Company can make recommendations. The recommendations should be fitting and not too slow to help the progress. There will be a lot of time taken directly speaking to students and staff in different constituencies around campus.

Project Phases:

1. Current Enrollment Strategy & Operations Assessment: This is the current phase where they try to get the groundwork of what exists. This is done through different types of

conversations, interviews with staff, focus groups with students, surveying of students, and doing a market competitor analysis.

In the first phase, there are a lot individual and groups and departments that are being engaged with. In the last couple of weeks, there was much time spent with the departments that support enrollment. The focus will change to the student voice in the next couple of weeks. An area that is important to understand are the barriers for those that are low income and part of the California Promise because their barriers may be different or what things are going well for them. Focus groups will be virtual. A survey will be sent to currently enrolled students and another survey will be sent to students who may have applied, but never enrolled.

2. CRM Audit: Discussions have been had with quite a few different groups about the implementation of CRM Recruit and CRM Advise. The ITS group will be worked with Kennedy & Co. to do an in-system audit to understand what exists, what will help support enrollment more, and provide some suggestions.
3. Strategic & Operational Enrollment Plan: This end goal is to take this plan to the Chancellor's Council to understand how to best implement the recommendations or have discussions on the recommendations. Recruiting and conversion will be specific areas looked into. One of the big things being reviewed is making sure that questions are being asked about what students are successfully getting through enrollment and what students are struggling, why are they struggling, and how are we struggling. It is important to really understand what barriers exist and how can we start to break down those barriers to make it easier for all students to be able to move forward.

It is known that not everyone's voice will be heard through the channels that are being engaged. There is a website available, <http://districtazure.clpccd.org/enrollment>, that will keep everyone updated with current presentation material. Kennedy & Company will attend Chancellor's Council monthly. There will also be a form available to submit feedback that should be taken into consideration. The Project Co-leads are VC Fleischer Rowland and Director Ramos.

The project timeline is currently in month 2. Hard deliverables will be seen in months 4 and 5, but feedback will be provided throughout.

The progress update includes 16 interviews have taken place within Student Services, ITS has provided Kennedy & Company with historical data on the application and enrollment funnel, and the secret shopper analysis are underway.

Next steps include hearing from the student voice with focus groups and surveys, the competitor analysis and market research will continue, and a full in-system CRM audit will take place.

#### Questions/Comments:

Dave Fouquet mentioned that a question has come up on how user-friendly ClassWeb is on phones. There are some Banner implication pieces.

HHernandez asked where we are with using the CRM. Bruce Griffin stated that CRM Advise is a tool that we have and it is being implemented now in the web as a cloud service that integrates directly with Banner. It is a tool that is used to help retain students. There were a couple of defects in the software that we helped Ellucian discover. Work arounds were recently put in place and we will be back to configuring that in the next couple of weeks. Recruit has had to sit on the sideline, but that has functionality that is ready to use. Some input from end users is needed to finalize that piece with respect to communication plans and content. We are very close to using both. HHernandez asked if the data from the call center will be rolled over. BGriffin mentioned that we should be able to pull as much of that data in as possible.

RGerhard thanked Kennedy & Company and VC Fleischer Rowland and Director Ramos.

DFouquet asked how this work will be presented to DEMC. RGerhard stated that Chancellor's Council has been identified as the main advisory workgroup to help guide, inform, and engage in this work. Given that the scope of this work falls in line, more so with this charge of Chancellor's Council, we are constructing the agendas for the fall term to include Kennedy & Company during the second half of each meeting. As we look at the next three to five years, how can we best engage with each other and improve the student experience with the goal of increasing or restoring enrollment.

In terms of the DEMC question, TFleischerRowland stated that the whole district is leaning forward for enrollment and restoration. Kennedy & Company is doing a very systematic analysis to help us with a set of recommendations that would be actionable. Chancellor's Council would look at those sets of recommendations and help prioritize, along with the Senior Leadership Team, and then implement certain key structures or responses. The CEMCs and DEMC would want to follow that progress to ensure that we are moving forward in ways that increase enrollment and remove barriers for students. RGerhard added that this is an opportunity for DEMC and the CEMCs to engage, contribute and partner in this work. In the FA contract, the scope and charge of DEMC is to make FTES and FTEF recommendations to the Chancellor. This does not intersect with that charge or purpose of DEMC, but more at an operational level of how can we improve the student experience.

**IX. Future Agenda Items**

Enrollment Assessment Project will be a recurring agenda item.

**X. Next Meeting: October 11, 2022**

The meeting adjourned at 4:32 p.m.