



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

Tuesday, February 14, 2023

3:00 – 4:30 p.m.

ConferZoom

Meeting Minutes

Present: Ron Gerhard, Miguel Colon, Dyrell Foster, Dave Fouquet, Joel Gagnon, Heather Hernandez, Jean O'Neil-Opipari, Theresa Pedrosa, Susan Sperling, Sarah Thompson, Rachel Ugale, Chasity Whiteside

Guests: Mickey Baines, Julia Brickfield, Jeff Drouin, Theresa Fleischer Rowland, Brian Goo, Bruce Griffin, Kendra Grinnage, Christine Herrera, Nan Ho, Maisha Jameson, William Kossow, Owen Letcher, Tom Orf, Kirti Reddy, David Rodriguez, Rajinder Samra, Rachel Tupper-Eoff, Kristina Whalen, Kristen Whittaker, Jeanne Wilson, Kristy Woods, Angella VenJohn, Ashley Young

Chancellor Ron Gerhard called the meeting to order at 3:02 p.m.

I. Review and Approval of Agenda

The agenda was approved as presented. **(Thompson/O'Neil-Opipari) All in favor.**

II. Review and Approval of the December 6, 2022 Meeting Minutes

There was a motion to approve the December 6, 2022 meeting minutes as presented. **(Pedrosa/Hernandez)**

III. Enrollment Assessment Project Final Report

Mickey Baines reviewed the recommendations. It was important to answer the question of what processes that we currently have in place are most supportive and least supportive of students' enrollment process, and what could be considered in terms of changes to improve the process for students, with the goal of ensuring that we can grow enrollment. The recommendations are broken into three primary components: growing the pipeline to increase enrollment; creating a data-driven culture to create more sustainable basis for evaluating future changes; and creating a foundation to operationalize change by prioritizing and developing accountability.

The three primary components that are intertwined together include the people, processes, and technology. When we look at all students, what types of tools and technology are they encountering? Are there specific areas where current and prospective students move through quickly and with ease or are there areas that they get caught up?

The key topic areas and questions that the district will need to consider in order to transform these recommendations into action include:

- Accountability for overall enrollment and project ownership.
- Role of project management, through-leadership vision, functional user involvement in process development and technology implementation.
- Role of project planning guide.
- Enrollment-technology roadmap.
- Change management.

Kendra Grinnage added that the change management piece is really something that is important to be thoughtful about. This is going to be a culture shift in transitioning how processes are to be very student focused and understanding that all the changes that are being recommended are so that students can be better and equitably served across the board. There are some processes that some offices are already doing and we want to expand that good work in a way for consistency.

MBaines showed some of the questions that were posed to the Senior Leadership Team to show what the team worked through. This is a transitional moment by turning over the work to the district and start working through how the changes want to be approached.

There was a lot of time spent looking at technology, because it has to be able to support the changes. Some items being looked at include:

- Months 1-3
 - Cleaning up ClassWeb
 - Fully implementing CRM Recruit
 - Complete SSO to address pin/password reset issues
- Months 4-6
 - Fully implement CRM Advise
 - Use CRM data to improve data analysis capabilities
- Months 7-12
 - Process optimization for managing fraudulent applications
 - Upgrade Banner self-service

Sarah Thompson asked when is day one? MBaines stated that the day one has already begun in terms of taking a long list of options and things that need to be addressed and putting them in the right priority to know what to address and when to address. In terms of other processes and teams, you do not want to get too deep into working on processes until you have the ownership in place. Ron Gerhard stated that day one started sometime in the fall semester, when we started implementing some things such as single sign on, recruit, and advise. Those projects were initiated in parallel with the assessment by Kennedy & Co. BGriffin stated that MyPortal will be coming out next month and the first four items are already underway.

MBaines presented an action plan for CRM projects. An area that can really make the district grow is having functional owners who are responsible for driving the outreach activities that are put in place to generate interest with perspective students to convert that interest of inquiries to applicants and then to students. Sometimes this project management person falls within the IT group, but it is important to ensure that there is someone who understands what needs to be done, can help hold the team accountable to keep things driving and pushing forward, and makes sure there are no stalls.

Discover sessions will really help to build out the vision. What is it that is needed right now? What is needed to have in the future? What's the gap between those two? What's the gap between where we are and where we need to be in the short term and between where we are and where we want to be in the long term?

Finding an approach that works for change management is important. The Lippitt-Knoster Model for Managing Complex Change offers insight into how shifts can be managed.

Important terms were presented. Jeanne Wilson stated the terms and definitions were helpful. The question is how do we make sure these recommendations do not just stay on paper. How do we make this come to life? MBaines stated that there is a lot of discussion with the leadership team on how to begin prioritizing and how to start taking action. If there are technology process changes, it will enable some of the work to begin and have some early wins to start building momentum. RGerhard stated that there is so much within this report and we need to create a common understanding of terminology. The biggest piece is full implementation of recruit, which we know is in process. Prioritization will be an ongoing conversation. SThompson mentioned an issue in using the terminology going forward. Enrollment management has a much larger definition. MBaines stated that these definitions apply to Kennedy & Co's work, but regardless of how it is defined, there should be a common understanding of terminology across all users.

BGriffin stated that the other piece we cannot lose track of is the adoption of what we implement. It is important the district adopts things as a whole and that we do not add third parties or shadow systems into the mix.

Some other high-level recommendations were discussed. KGrinnage discusses organizational structure changes. There needs to be a desire to change and really thinking about that change management to be student focused, there has got to be an overall cultural shift. Ownership is a big piece of this. Who is responsible for recruitment ownership? How do we make sure that projects that are begin put in the pipeline are being prioritized in a way that makes sense? A governance structure for project prioritization is important. ITS needs to be staffed appropriately. Making sure there are designated project managers is critical.

For process and technology for all student focus areas, it is important to make sure that everyone is speaking the same language. There is a need to develop districtwide student

stage definitions. Whatever terms and definitions are being used; everyone needs to know what they are for consistency across the board. There should be focus on the use of ClassWeb and the website to better support enrollment steps and offered services. Communication plans need to be proactive, timely, and personalized. Also, it's important to help students help themselves so they do not always have to be doing outreach to complete crucial steps. Pin resets and registration issues need to be streamlined. Robust conversion dashboards are helpful for functional users to showcase prospect to graduated stage outcomes. Evaluation of improvements in fraudulent application mitigation at CCC Apply and district levels is also important.

Process and technology regarding prospective student focus areas include:

- Recruitment strategy & centralized ownership
- Implementation and adoption of CRM Recruit
- Increase use of National Clearinghouse Data
- Improve high school and home school enrollment processes

Process and technology regarding admitted student focus areas include:

- Implementation of single sign-on
- Implementation and adoption of CRM Advise
- Improve digital and virtual support options and operating hours
- Focus support to struggling student populations
- Develop more district-level onboarding resources
- Evaluate use of single instance use of Banner

MBaines closed out with there are things that will be easy to do and things that will not be so easy to do. DRodriguez thanked the team for bringing a lot of clarity and providing some helpful concepts forward. What does this look like in one year or two years? Most of the things that we do are not set it and forget it. They require a level of will of the institution to continue to look at these processes after implementation and improve them or adept them to the changing of our circumstances. MBaines stated the longer you wait, the further behind you get and the more work it takes to catch up. The opportunity is now while there is momentum. While implementing, ensure that you are building in a way to keep that process happening.

RGerhard stated that as we are looking at all of this, what does this mean, how does it integrate with our current processes? How can it connect with what we currently have? Bringing these recommendations forward, we need to expand our current infrastructure that we already have to better support prospective students. There is a total cost of ownership with these recommendations. This discussion is ongoing and will be on future agendas, especially throughout the spring.

IV. COVID-19 Update

Owen Letcher stated that the OSHA dates went into effect in December. We have updated our injury and illness prevention plan to reflect those updates. The Cal/OSHA requirements require us to track all COVID cases for two years. The new case management form has been updated to reflect the new COVID requirements from

Cal/OSHA. We no longer have to send out notices to everyone in the district. If there is a COVID case, we only need to notify those who are identified as close contacts.

V. Approval Process for Zoom Apps and Canvas Plugins

Bruce Griffin gave a report out from the Technology Coordinating Committee. The discussion is about creating an approval process for the Zoom and Canvas plugins. Both applications now have third party plugins and in some cases pose problems for us if we turn them on for both accessibility and privacy reasons. Some plugins also come with a slight charge in payment. There is currently no process to determine or vet these various programs. Coming out of the TCC, the hope is that a process for approving the applications. The next step will be to discuss at the next Chancellor's Cabinet meeting.

VI. Board Policies/Administrative Procedures (standing item)

a. First Reading

1. BP 2010 Board Membership

In the fall, a number of board policies were revised related to giving student trustees advisory voting ability. Prior to that, they were non-voting members. There was one board policy missed in the review.

2. BP 3250 Institutional Planning

3. AP 3250 Institutional Planning

Theresa Fleischer Rowland stated these two items went to Council prior. Our BP 3250 had some references updated. After doing some analysis about the sequence of these big planning documents, we are expanding what used to be every six years to be every seven years to allow for full cycles for a reduced workload. Much has been lifted from the policy and added to the procedure.

Rajinder Samra stated that it was discussed to change the verbiage to align with the planning cycles. There was a question regarding changing the language from a definitive number of years to it being reviewed consistent with the accreditation cycle. Sarah Thompson stated that we will find out this summer and can change it at that time.

b. Second Reading

RGERhard stated that President Sperling and he would be attending Chabot's Faculty Senate Meeting, at the invitation of President Colon, to discuss the COVID vaccination suspension. The opportunity to speak to the other groups was also offered if there are any questions regarding the subject.

1. AP 2510 Participation in District and College Governance

Jean O'Neil-Opipari asked a question regarding the designation of the 16-hour allocation. RGERhard stated that the suggested updates came back with the striking of "may be distributed to classified leadership.." and adding that each classified senate president would allocate.

2. **BP 5210 Communicable Disease Protocols for Students**
3. **AP 5211 Student COVID-19 Vaccination Requirement**
4. **AP 6750 Parking**
5. **BP 7330 Communicable Disease**

There was a motion to recommend moving AP 2510, BP 5210, AP 5211, AP 6750, and BP 7330 forward to the Board. **(Hernandez/Pedrosa)**

c. For Review

1. AP 6625 Art, Exhibits, and Displays in Public Places

There was a request from the college presidents for more time for campus dialogue on this procedure. The version shown has recommendations from Chabot's Faculty Senate. This will come back after some discussion and consultation. MColon asked for a timeline so that the changes could be brought back to the Senates. OLetcher stated, for clarification, that the first page states, "committee is charged with the responsibility to review and approve art projects," and on the second page, it states, "the committee shall review...and make recommendations to their college president." It is not known what the intent of the Chabot Faculty Senate was, but that is an area that should be clarified.

VII. College Resolutions/Report Outs

No resolutions or report outs given.

VIII. Future Agenda Items

- AP 6625 Art, Exhibits, and Displays in Public Places
- Enrollment Assessment Project

IX. Next Meeting: March 14, 2023

The meeting adjourned at 4:39 p.m.