

Institutional Assessment Committee

December 13, 2017 10:00 – 11:30 am

Board Room, building 1, The Dalles Campus

Agenda

1. Welcome, review meeting purpose and agenda
2. Amendments to November 8 minutes? ¹
3. Institutional Assessment and Strategic Planning Summit Debrief (10:05 – 11:20 am)
 - a. Goal: Provision of data and analysis regarding mission fulfillment, supporting annual strategic planning
 - i. Meeting Goal: Summit Evaluation (see participant evaluation responses on the IAC Team Drive) <https://drive.google.com/drive/folders/1NmdMu7uHS8fhs-TboBDJzq59fzPazEc0>
 - ii. Meeting Goal: Organization and preparation of Summit notes² for follow-up meeting
 - iii. Meeting Goal: Determine date for follow-up meeting – proposed date is now February 6, 1-3
4. Future IAC meeting dates (11:20 – 11:25 am)
 - a. Goal: Determine meeting dates for winter term
5. Wrap-up: Summarize Action Items and Next Steps (11:25 – 11:30 am)

Next meeting: TBD

Attachments: ¹ November 8, 2017 minutes; ² Summit Notes from Strategic Goal Activity

Institutional Assessment Committee
November 8, 2017
10:00– 11:30 am
Board Room, Building 1, The Dalles Campus

Present: Danny Dehaze, Gail Gilliland, Kristen Kane, Rose Kelly, Susan Lewis, Mary Martin, Gabriela Martinez Mercier, Dawn Sallee-Justesen, John Schoppert, Dan Spatz.

Call to Order: 10:00am

1. October 11, 2017 minutes approved

2. IAC Website Update/Revision

a. Goal: Maintain a current, informative, useful website that provides access to relevant assessments and reports

i. Meeting goal: Revision updates

The IAC flow chart posted on the IAC webpage was discussed, as well as a new IAC organization chart.

The following changes to the new organizational chart were suggested:

- Make main headings directly reflective of each IAC goal.
 - Build Capacity
 - Guidance
 - Support Planning
 - Data Repository
 - Data Synthesis
 - IRB
- Remove statement in the upper right corner.

The following changes were suggested for the IAC flow chart:

- Change the title to the Role of the IAC in Planning
- Move the flow chart to the planning webpage.

Note: Brief discussion ensued regarding IAC's involvement to oversee the planning pages

- Action Item: Danny and Gail will edit flow chart and organizational chart.
- Future Agenda Item: Should IAC be responsible for the planning pages?

3. Core Theme Assessment

a. Goal: Provision of data and analysis regarding mission fulfillment, supporting annual strategic planning

i. Meeting goal: Update on progress toward completion of Core Theme Matrix and associated narrative analysis. (Core Theme Committee representatives)

- Core Theme A update presented by Rose. Changes in targets and measurements were voted through at the last IAC meeting. They are on target for completion by due date.

- Core Theme B update presented by Kristen. The results are in from degree, certificates, and programs. Transfer to OUS data for 3 years has been received.
- Core Theme C update presented by Dan Spatz; on target for completion by the due date.

ii. Meeting goal: Review and update of the Core Theme revision process

Susan drafted an OP process and presented it to the IAC.

- Title, intent and/or objectives changes will need approval from the Board of Ed. This is a good way to engage the Board.
- After discussion, it was decided that the IAC will oversee any adjustment of measures or targets. IAC agrees this should stay at the IAC level.
- Conversation about change needs to start with the Core Theme committee and be brought to IAC, then taken to QC, and then taken to ELT.

Note: Core Themes are required by accreditation. The December strategic planning meeting could be impacted by Core Themes in theory.

CGCC has made a commitment to stay with the titles and objectives for the completion of the current 7-year accreditation cycle.

In 2019 we could be reviewing Core Theme titles and objectives and making suggestions for changes.

IAC agrees that the OP is good.

4. Department Review Summary

a. Goal: IAC review and summarization of 2016-17 Department Reviews

i. Meeting goal: Review and approval of Department Review Summary

Susan presented the Department Review Summary.

Progress towards institutional strategic goals were not addressed by most of the departments. Most common barriers to annual goal completion identified were money and time. An area for discussion may be how we work together on shared/interdepartmental goals. Not all departments addressed all areas of the template. Some departments addressed all function areas rather than just the required A-E, others did not complete the 5 required function area. Further training in analysis of data would be beneficial as this was an area that was often lacking.

The IAC agrees that the presented Department Summary Review can go forward as the official summary.

- **Future Agenda Item: The need for training in how to do the Department Review analysis and how to support it with data.**

5. Institutional Assessment and Strategic Planning Summit, December 8, 9:00 am – 4:00 pm

a. Goal: Provision of data and analysis regarding mission fulfillment, supporting annual strategic planning

i. Meeting Goal: Determine format of Core Theme Committee presentations

Susan presented a rough outline for the Dec 8th meeting. The morning will be a time to review and report out of data and assessment. Each Core Theme committee should be represented and plan to present a 10-minute presentation with 5 minutes allowed for Q&A. Plan on creating a PowerPoint that highlights the interesting parts of the respective Core Theme. Interesting may represent what we are excelling in as well as the areas where we are not meeting mission expectations.

Time for general Q & A regarding Core Themes and mission fulfillment will be provided.

ii. Meeting Goal: Gather suggestions for overall meeting format/activities

Participants: IAC, QC, ELT, IC, some Board members, and some invited faculty.

The morning assessment session will also include: Department review summary, CCSSE summary, and progress on strategic goals from the strategic work plan. The afternoon session will address strategic planning; what actions will be pursued in 2018-19.

Discussion ensued about the meshing of planning documents and the alignment with KFAs and whether KFA will be part of the Dec 8 agenda. KFA's are more departmental, while the strategic work plan addresses institutional goals. Therefore, it is not the plan to include KFA discussion at this meeting.

The committee agreed on using a World Café model for the afternoon session (groups rotating through five facilitated tables, one for each strategic goal). Table facilitators will be provided with discussion prompts. There should also be time for reflection as well as a mechanism for those less vocal attendees to express themselves. It was suggested to provide an opportunity for individuals to add ideas via post-it notes. Finally, there should be a parking lot page that can hold visionary items for the future, with a list of those parking lot ideas at the end of the document draft.

It will not be possible to have a final product (2018-19 strategic action plan) at the close of the Dec 8 meeting. There will need to be a follow-up meeting in January. This should be a shorter 2-hour meeting for all who attended the Strategic Planning Summit. Prior to the January meeting, input from the Dec 8 meeting will be organized. The Jan meeting will prioritize and create a final document that may inform the 2018-19 budget build.

In the year of changing the strategic work plan possibly the Board would have input at that time.

It was suggested that it may be necessary to manage expectations from new Board members; the "here's where we've been and here's where we are going". We may need to educate the Board members in what we are doing. This may set the tone of the "asks" in the budget.

- **Action Item: Check bulb in room 201, does the projector work?**

6. Meeting Adjourned at 11:40 am, 10:00 – 11:30 am, in the Board Room, Building 1, The Dalles Campus.

Strategic Goal #1 Increase enrollment of underserved students (Hispanic, 1st Generation, Low-Income)

Objective #1: Outreach to regional high schools

1. Aspire Program – Dufur and others that don't have one
2. Hosting a college fair on campus – provide transportation
3. CGCC student peer mentoring in specific underserved pairings
4. Student Ambassador Program
5. Intentional outreach to 1st generation
6. Include families – family centered outreach and onboarding. Start with middle school and elementary school – Juntos
7. Invite high schools to bring activities to our campuses. Be a part of our communities
8. Have a presence at parent/teacher conferences
9. Jr. / Sr. parent nights

Objective #2: Marketing that focuses on college going culture and knowledge about CGCC's programs

1. Special events that include all – diversity focused (movie and discussion)
2. Radio Tierra – include students (prefer bilingual)
3. Bookstore give out t-shirts/stickers/pens with CGCC logo to high schools and middle schools for giveaways at their own school (hand out at assemblies, awards, etc) – more people in the community wearing our gear
4. Increase enrollment campaign (like United Way)
5. Student-led broadcasting (college) – Y-102 to include high school students
6. Marketing specific to this population – English/Spanish and other bilingual populations
7. Market at-risk, low-income, homeless, leveraging housing, 1st generation
8. Set up panels of CGCC students at the high schools
9. Saturday markets presence
10. Marketing to AARP community about programs and benefits
11. Student discounts
12. Market to businesses on benefits of education options
13. Market scholarships in current future tabs
14. Discover CGCC Days again per term
15. Billboards advertising our uniqueness (textbook free degrees, Gorge Scholars, etc.)

Objective #3: Identify a small number of high impact practices for CGCC to develop and implement

1. Increase bilingual staff – pay bilingual staff 10% more
2. Provide wrap around services for students for which English is not 1st language – program specific vocabulary cheat sheet
3. VESOL Programs (vocational ESOL) with added support services
4. Peer mentoring in support of 1st generation students (data)
5. In-class interpreting for Spanish speakers or other languages
6. Tie ESOL to credit classes
7. Diverse and varied scheduling – nights and weekends

Other:

1. Outreach to Native communities.
2. Faculty sharing about specific classes that high school students would possibly take
3. Be more intentional in identifying high school pathways
4. College student-led preview day with high school students in specific programs/pathways
5. Funding to encourage population of Strategic Goal #1
6. Work study efforts
7. Professional development around high school
8. Commit \$ to cultural competency initiative (diversity resource center?)
9. Spanish language customer service for faculty and staff
10. Child care
11. Bilingual subtitles to YouTube videos
12. Do a “parent series” to begin college going mindset
13. Bilingual tutors
14. Financial aid application help for any student specific program
15. Offering at the workplace

Strategic Goal #2 Increase Retention and Completion Rates

Objective #1: Develop Guided Pathways model for CGCC programs

1. Force ourselves to push to be in 1st group/cohort.
2. Pathways Jr high school through freshman college
3. Safeguard niche (life enrichment) classes that community members like
4. Disseminate information
5. Provide faculty outreach and development
6. Exploratory study for students who are unsure of their pathways
7. Develop cohorts for pathways: study groups, advising cohorts
8. Directly involve faculty – faculty would be calling 4-year colleagues
9. Connect CGCC advising to 4-year
10. Publish top 25 major list

Questions:

1. Will this effect diversity of faculty?
2. How can we meet needs of diverse student with limited number of guided pathways?
3. Do high schools and community know the meaning of “guided pathways?”
4. How does Guided Pathways connect to established (Goal #3 – objective 1)?
5. How do we create guided pathways that meet the needs of this service area?
6. How does guided pathways work for students who want to stay and work in the community?

Other:

1. Need volunteer tutors for students in WR 90, RD 90, WR 115, RD 115 and CG 101.
2. Subsidized meals
3. Cosmetology program and veterinarian program – 1 or 2 classes in the beginning. A lot of student are interested.

Objective #2: Create a safe and secure campus culture that promotes diversity and student engagement

1. Resource Coordinator / Case Worker
2. Housing resources
3. Teachers should be more than academic distributors – soft touch
4. Physical binder – packets – send out – that lays out journey at CGCC
5. Buddy up initiative for night classes
6. Keep adjunct faculty to provide diversity of faculty teaching styles

7. Student peer mentoring
8. Development of intramural sports
9. Communication between administration and student organizations/student life (not just with student government and PTK)
10. CGCC Resource fair
11. Student badges that community recognizes
12. Develop our mascot
13. Additional focus on counseling services – helps to remove stigma
14. More Shayna Dahl – Educate students about Shayna
15. LGBTQ representation – open or promote self-identification (he, him or she, her, or it)
16. Awareness building of how to support students in transition
17. Campus climate survey – do you feel safe on campus?
18. Students mentoring other students for support
19. Full time club advising faculty with credit release to be part of student clubs and activities – credit release for adjuncts
20. LGBTQ club
21. “Filling the need” club – food, rides, school supplies
22. Update bulletin board with clubs
23. Update website
24. Disc golf championship – HRICC vs TDC
25. “Rainbow Space” – safe space for students and teachers to be together outside academics
26. Training staff and faculty re: cultural diversity and student engagement
27. Café – hub for student activity and engagement
28. Student surveys – what do students want?
29. Student recreational area to exercise
30. Promote CGCC as a sanctuary college to community high schools
31. More people to people engagement – less policies, reports, handbooks

Questions:

Other:

1. Spend \$ on website: interactive, have weekly focus on “coming soon”
2. Improve Early Alert System (PASS)
3. Textbook free by 2025
4. Retention – guidance to students who drop out because of “life”
5. Incentivize coming back for 2nd year – ie. Frequent flier pts.
6. Develop something sustainable for Step program
7. Develop network of providers for flexible daycare – replacement for ECE practicum
8. Touch points between instructors and freshmen/sophomores – recognizing a student is struggling

9. Alumni database and alumni night
10. Job fair for all students (summer, graduation, part-time)
11. Professional community people on campus as advisors
12. Have faculty visit high school to promote or disperse information about their classes
13. Infuse all education with humor
14. Keep tuition rates the same (no increase) for students who persist term to term at a certain credit load. Allow for summers off and consider persistence to be fulfilled if student returns in the fall.

Strategic Goal #3 Provide Curriculum and Programs that are Relevant and Diverse

Objective #1: Assess and develop academic and community education programs

Survey for the needs of our service area (beyond district)

CGCC will have a few questions on the Parks & Rec (?) survey that is in development

More emphasis on program guidelines for non-credit programs

Survey companies to help develop program creation

Potential for survey fatigue

We have some of the results already/examine survey data we already have -- we know they want:

- Automotive
- Dental hygiene
- Fire science
- HVAC
- Food & beverage
- Latino school teachers pipeline

Computer program? Have we marketed this program enough?

Survey “regular” townspeople; not necessarily businesses only

What do they want?

Connect with places already in place (like Mid-Columbia Senior Center) and potentially offer classes there (they have better accessibility)

How are community education classes being assessed/measured?

Connect with Chamber of Commerce

Objective #2: Identify and implement the use of more high impact practices

Professional development (more stable/consistent funding)

Montessori teaching interaction for hands on (The Contract has information about PD)

Teaching online certification? Or tech class about teaching online

Bilingual track for staff and faculty

Bilingual marketing/outreach materials

Translate marketing/media materials into other languages

Block scheduling

More majors (like Linn Benton)

AAOT with more specializations than just business:

Science/STEM

Humanities

Ask students "What's missing from your curriculum?" "What else could we teach that you'd be interested in?" (ask them early and often: high school students, also as they leave/graduate)

Cohort structure for students

Scheduling further out in the catalog

Also causes major problems when the classes are cancelled -- very frustrating

Amazon-like suggestions for classes: "You took this, others who took this also took..."

Faculty/Student mentor program

Peer mentoring

Common shared message from faculty/staff/administration: Unified/Positive message

e-portfolio/capstone project/practicum/service learning for students --potential for better connections to community

Make CLOs clear from the outset for students

Family #1 involvement when onboarding

Institution-wide team mentality

Objective #3: Study and implement alternative delivery modes for instruction

Precollege

Maybe then allow for credit classes, too

Scheduling problems

Block scheduling?

An entire program on MW or TH or Saturdays (once a month for half-day?) so that students can plan schedules terms/years(?) in advance

Nights or weekends? More flexibility

Non-traditional student locations?

Satellite set-up in a smaller place -- instructor and some class in HRC or TDC with a live-stream synchronous class on the other campus or even in another town all together (Goldendale/Fossil?)

Also helps with weather emergencies: "I live in HR, I can't get to TDC, but I can make it to HRC..."

Maybe also recorded and accessible for places even further out/sudden scheduling conflict

ESD work with remote locations

OSU Beaverton model -- with a bachelor get a MA teachers(?)

Hybrid classes are also more flexible

More/better help for how to create webinar lecture for instructors

Resources for students

More chromebooks in lib for students

Hotspots or other help with internet connection

More resource locations open late/weekends (like a computer lab or other study area -- away from distractions of home)

It's time for CGCC to realize our potential by focusing on our goals and working toward becoming a cohesive team

Strategic Goal #4 Expand Collaborations with Business, Industry and Educational Partners

Objective #1: Develop degree partnerships and articulation agreements with other educational institutions

1. Increase our relationships and communication with businesses
2. Actions on page 14 of Strategic Action Plan are weak
3. Develop an articulation agreement with every 4-year in WA and OR
4. Support state initiative (HB 2998???)
5. Communication with transfer credits to 4-year
6. Map on website of transfer paths (once state process is complete)
7. Establish official liaisons in CGCC with other 4-year colleges
8. Establish one person as a point of contact at other schools (high schools and 4-year) – create a position
9. Form a core contact team and contact list – SPOC?
10. Degree partnerships with 4-year institutions
11. Advising connects to 4-year
12. Support statewide efforts for credit transfer across board, stackable/portable
13. Take course outcomes to argue case for transferability – educate students who are transferring

Objective #2: Build stronger partnerships with regional K-12 school districts

1. Positive message to high school faculty, staff to dispel negative image
2. When advisors from 4-year universities come to campus, need to communicate to students
3. Stronger partnership between high school and CGCC faculty (instructor to instructor)
4. Look beyond regional to include WA and outlying communities
5. Information to home schools
6. Recruit to and in high schools
7. Expansion of dual credit and pathways
8. Send students back to their high schools and meet with advisors so they can see their success
9. Continue GECS

Objective #3: Work with regional organizations to develop and offer apprenticeship programs

1. Job shadowing
2. Work Experience Coordinator – position to organize, follow and advocate internships
3. More Human Relations/customer service training
4. Internship instead of apprenticeship which isn't doable now
5. Engage businesses in the process of choosing students
6. Promote Gorge Works
7. Organizational commitment for apprenticeship – 6 years
8. Clarify who is in charge of internships
9. Internships don't work from the business point of view unless there is accountability
10. Has to be part of a program of study
11. Learning objectives need to be collaboratively established
12. More certification within degree (badging???)
13. Technical advisory committees in every program – becoming more involved
14. Incentive programs (tuition discounts) to send employees to CGCC
15. MA pays for student, they apprentice with them and then hire
16. Employee – student collaboration for certificate
17. Ford Family Foundation grant opportunity to support apprenticeship and internship programs in rural community colleges. Letter of interest due January 4, 2018.

Questions:

1. Bellevue College has a great internship process/system in place. Can we copy parts?
2. What businesses will send employees for training?

Other:

1. Transportation expansion/help
2. Continue to change CGCC image to positive
3. Business/campus tours
4. Develop work/skill center
5. Work force training – construction, automotive, HVAC, expand welding

Strategic Goal #5 Stable, Flexible Funding that Maintains Quality Programs, Faculty and Staff

Objective #1: Strengthen connections with community members and business partners in order to stay abreast of regional educational and workforce needs

1. Sponsorship – facilities, programs, etc.
2. Google
3. Internships/apprenticeships – Ford Family Foundation grant
4. UAV programs – scholarships
5. Dev Op (???)
6. Artificial intelligence
7. Boeing Foundation
8. Advisory committees – maintain presence, membership
9. Agricultural Association funding programs – fermentation
10. Contracted Training Sales – larger team
11. Partnerships with port/city/county to invite future businesses into area

Objective #2: Meet eligibility requirements for broader federal funding that supports student access and success

Objective #3: Develop the partnership between CGCC and CGCC Foundation while following the terms of the Memorandum of Understanding

Other:

1. Sports teams
2. Specific student fee – OER, Student Activity
3. Shared message – represent who we are, what we do
4. Tax deductible envelopes to drop at biz – attorney
5. Develop long-range financial plan – include cost analysis
6. Live within our means
7. Be more intentional/purposeful
8. Modify Collective Bargaining Agreement to allow faculty to teach NC (non-credit) without penalty or hours to overload/pay restrictions
9. Positions – not people

10. Dual credit
11. Chief financial officer
12. Professional development
13. Utilize facilities fully
14. Housing
15. Fundraising
16. Promote employees taking classes – increase FTE
17. CGCC is the community college of the nation's first and largest national scenic area, which is also a center of advanced manufacturing, UAVs and informational technology. How can we position ourselves to align with these broad, regional developments? We need to think BIG, in terms of new programs, new facilities, international student programs and other big ideas. Engage with community leaders off-campus in a process like today's (December 8 Institutional Assessment and Strategic Planning Summit) summit, but one involving civic leaders, CEOs, regional visionaries (think Brian Shortt, Erich Strid, Lee Liemshein) and others who can help CGCC position itself for the next 40 years.