# Meeting Minutes from December 4 were Review and approved.

## Update on Cabinet meeting

Kevin shared that by the Cabinet meeting the survey results totaled 573. The final total is 778 responses which is 30% of all surveys sent and 60% of full time employee responses.

Sean shared highlights from the Cabinet meeting on December 14, 2014. There has been a lot of positive feedback and comments from the Cabinet and the Board of Regents about our strategic planning process so far. At the beginning of the Cabinet meeting, Cabinet questions about the process were addressed followed by discussion about “non-negotiable” Items that they felt needed to be addressed in the Strategic Plan. The discussion paralleled the areas already identified through the surveys and focus groups.

Kevin noted that Dr. Goodson wanted to ensure that we have a manageable and meaningful number of metrics to track for our Strategic Plan. Sean suggested that the committee be deliberate in what are chosen for measurements. Greg commented that the committee also needs to be aware of how many items the college can support through both resources and communication. Kevin added that we aren’t ready to discuss metrics and that most of the values for the key performance indicators would likely only change once a year (e.g., graduation rates, survey results). Things that will change are things we are doing throughout the year.

Cabinet discussion included being able to say “no” to some ideas so that we can say “yes” to major projects that align with our Strategic Plan.

Greg asked about a section of the plan to devote to the cultural issues that are important such as planning and performance-based culture. Kevin believes that these will be infused into some of the objectives. Kevin added that very high on the survey results was ensuring the best interest of students be at the heart of all institutional decision making. Greg compared it to accreditation and the Assumed Practices. Kevin suggested that it might be reflected in Core Values. Mary added that the purpose of strategic planning is part of that cultural shift. The committee spent lots of time discussing organizational culture and ways to promote cultural shift. Topics of discussion included employee relations campaigns, process changes, training,
defining our terms such as student success, and other ways to shift to a more student-centered culture. Kevin added that whatever we recommend, we will define what that means. Sean commented that we shouldn’t shy away from areas because we don’t have metric to track it. Kevin reminded that our charge is to synthesize what data gathering has produced and that the meaning of student success was discussed in Cabinet.

Kevin reviewed and began discussion about the prioritization survey responses. There are three handouts: a Full report of quantitative results, a report for Part-time responses and a report for Full-time. The items are in ranked order with the top one for Learning Effectiveness and Student Success was “Create clear degree plans and pathways to completion for each academic program” was selected by 58% of respondents. The first page represents the items that are most important, according to the respondents. Michael was surprised that “Provide more affordable access textbooks” was ranked so high. Sean shared that publishers control the prices of textbooks and Mary added that the price of textbooks is a nation-wide problem. Greg suggested that we could have a strategy to work with publishers to lower cost of textbooks. Discussion included the fine line between free tuition and the value of the education to students and students investing in the cost of their education. Michael thought that the textbook item validated the process we used to collect this information. Kevin suggested that textbook purchase was another barrier that we could help them with. Mary thought that our current focus was to be looking for the connections among the items. Kevin suggested that the objectives for the strategic plan won’t be dictated by the survey items but rather, the survey results will be one very important source for identifying goals and objectives. Mary and Sean suggested that some of these items could be task items within the objectives. Chelsea suggested that student perceptions could be managed by gathering the data then showing students how we are keeping the cost of their education as low as we can.

Kevin said that to be loyal to the responses, several may be able to be addressed under a unifying theme or broad goal. The next step is to look at the responses to see which could fit together. Today we need to talk about things that we see as themes that are leading candidates for strategic planning items; look at synthesizing how they fit together into a goal. Action Item: Kevin suggested that a sub-committee could look at these and bring suggestions back to the committee. Kevin volunteered to chair that committee. Greg, Kari, Lesha, Michael, John, and Paula will also be on the committee.

Kevin suggested reviewing the items today to see if any stand out as obvious items. Mary asked if we would be looking at the comments employees added in the spaces provided for themes that stand out. Heather asked about posting these results along with the comments to the website. Kevin suggested posting the overall report without comments to ensure the anonymity of the comments, and posting separate files for the full-time and part-time report.
Kevin added that when we start the implementation the comments will be shared with the areas that could benefit from seeing the comments. He also added that we communicate that all comments were thoroughly and carefully reviewed. Chelsey suggested that the communication include future actions throughout the college will be as a result of the feedback received from this process.

**Learning Effectiveness and Student Success** discussion included: better support service for students; onboarding students; better customer service at the front line; having a service mentality; ensure seamless process for university transfer; create clear degree plans to completion; how we schedule classes; which classes to schedule; help students get from point a to point b; whether we should have some of the majors that are listed; job readiness; have to make the pathway more simple; and printed recommended order to take classes can make a difference for students and potential students. Discussion also included the current advisement process and possibly devoting more resources to advisement. Terry added that one of the solutions might be to add training to the discussion of salary. Sean suggested that many of the items, such as customer service, are applicable to other broad categories.

**Organizational Development and Accountability** discussion included: Ensure salaries and benefits are competitive was the top response in this section. Paula suggested that this might be a perception issues because we do not have the results of the Mercer study that was conducted in about 2008 and more recent studies. Chelsey added that having data to show we are have comparable salaries and looking at the cost of living analysis are key. Switching to performance-based and accountability increases is an employee message issue that can be a reward mindset. Kevin suggested that this could be included in evaluating jobs and organizations structure. Michael added that communication will be important. He also suggested that supervisors have no input as to salary increases for employees in order to retain good employees. Kevin offered that it is related to performance appraisals and merit pay that is another survey item. Sean talked about the pros and cons of the current policy and that some of the items on the survey could be addressed with a college-wide communication from the Cabinet level. Comments on “reduce the number of locations” include: Kevin shared that discussions from other meetings suggested consolidating and perfecting. Sean suggested that we are committed to some of the areas and we need to look at those areas that provide a non-financial benefit and that those may be areas that could be looked at for perhaps other funding sources or reducing operational costs. Chelsey asked if TCC has initiated any cost-saving suggestion campaign. The Sustainability Committee is current, although sustainability efforts have never been made standard practices at the College. Kevin highlighted other items: employee training and accountability compensation, technology and facilities.
Community Engagement discussion included: work with local high schools to assure their graduates are ready for college (Michael suggested that again it is perception and also adding a tele-recruiting component to our process); analyzing how well we’re meeting work force needs; the website. Also suggested as candidates: items 3 and 4 have to do with outreach and recruitment; items 8, 10, 9, 16, 3 (could be overlap) could roll up to comprehensive strategic enrollment management; 12 is about the website but could also go back to recruitment; marketing; fundraising; improve relations with legislators. Kevin asked for any other ideas or comments to be sent to the tri-chairs.

1. Plan for Steering Committee’s next steps (with target completion dates)
   a. (12/18/14) Review prioritization survey results
   b. (2/1/15) Share draft of recommended goals and objectives with Cabinet
   c. (2/9/15) Decide on Key Performance Indicators (KPIs) to track progress of Plan
   d. (2/13/15) Write draft of complete Strategic Plan document [Subcommittee: Mary—Chair, Greg, Lesha, Michael, Cindy, and Kevin]
   e. (2/16/15) Share draft of Strategic Plan with Steering Committee
   f. (2/17/15 )Share draft of Strategic Plan with President and Cabinet for review
   g. (2/27/15) Post draft of complete Strategic Plan on strategic planning website
   h. (4/3/15) Share draft of final Strategic Plan with President and Cabinet
   i. (4/9/15) Final Strategic Plan submitted to Board of Regents for approval

2. Upcoming meetings (CC 4th Floor Conference Room, except 1/16)
   a. January 16, 12-2pm, CC 624
   b. January 26, 3-5
   c. February 9, 3-5
   d. March 9, 3-5
   e. March 30, 3-5
   f. April 13, 3-5
   g. April 27, 3-5

Adjourned 2:18 pm

Respectfully submitted by Terry JacobsDavis