

Minutes of Senior Management Meeting - 8/1/2018 - 08/01/18

Date and time: 08/01/18 08:30 am to: 08/01/18 11:00 am

Present: Crystal VanderTuig, Russ Lebo, Carole Brown, Michael Abril, Michael Perry, mikep@sjvc.edu, Kevin Robinson, Nick Gomez, Tracey Hernandez, alyssa perry, Sumer Avila, Anthony Romo, Scott Hager

Absent: Joseph Holt, Judy Petty, Liz Briseno, Rachelle Serrano

Location: Oak Room

Link: <http://app.meetingking.com/meetings/253742>

Topics

1. Strategic Review

Note Strategy Map and BSC touch point for YE strat review.

1-1. Strategy Map Review

Note Structure and content of Strategy Map were reviewed and discussed. All agreed that the vision statement reflects our vision as an institution and appropriately captures what we intend to achieve.

1-2. BSC Review

Note Strategic objectives that comprise the Strategy were discussed. Team specifically discussed the degree of alignment between strategic objectives as well as the alignment of the measures connected to each objective. Discussion points are provided below.

Employee Success

Attract High Performing People: Discussion took place on how Time to Hire is used to measure effectiveness in this area. Other ideas for strategic measures for this objective, including sourcing, staffing, and branding effectiveness in recruiting. Discussion also took place on our reactive vs. proactive approach to recruitment and need for strategic initiatives to improve effectiveness in order to better support the Employee Success objectives.

Enhance Employee Capabilities: Discussed need to develop architecture to align and execute strategic intent in this area. Team agreed there is value in moving forward with developing an internal program to enhance employee competencies. Also discussed the concept of creating and implementing an employee incentive program and to work on cultural issues that impact employee performance and morale.

Quality Education

Achieve Course Success: Sumer opined that it is not an appropriate objective to support student success due to disconnect between performance in this area and licensure and certification exam pass rates, graduation, and other high-level measures. She noted that passing a course has little materiality on overall student success and that we to assess success through a different lens. Sumer recommended that we assist campuses in honing in on at-risk students and how best to support them. She also recommended using predictive statistics to help drive effectiveness in this area.

Classroom Engagement Scores: Sumer noted that classroom engagement in and of itself is not a valuable measure as it is a subjective measure and does not include other critical pieces such as the student voice. She recommended incorporating the use of student surveys as an additional measure of assessing student engagement. All agreed to the need for new objectives and measures. Discussed using existing committees to refine this area of the map.

Ensure Career Readiness: Nick noted that the Exit Interview process is currently being recalibrated.

Anthony opined that the classroom professionalism score is a valuable measure for this objective. Enroll Capable Applicants: All agreed that the measures aligned to this objective are appropriate. Nick noted that IR has confirmed that the first five weeks is the most predictive variable for predicting student success.

Increase Campus & Program Offerings: All agreed that this is an appropriate measure and we will look to services from Ember to drive performance in this area.

Student Success

Achieve Academic Success: All agreed that graduation and licensure are appropriate measure for this objective. Discussed internally vs. externally imposed standards for licensure/certification pass rates.

Achieve Professional Success: Kevin opined that CDR is not an appropriate measure as that area is driven by unsuccessful students rather than graduates. Discussed need to identify a different measure for this objective. Russ is in favor of this measure as our goal is to see all of our students getting jobs and repaying their loans. He also explained that this area impacts the institution. Scott discussed potential measures for the CDR rate. Kevin informed the team that new research has been released that financial literacy has little bearing on knowledge about loan repayment. Due to the 3-year lag, geographic influences, and in light of the new research, team identified the need for a new or revised measure. Mike mentioned the need for data on different student profiles: graduates, drops, and loan-defaulters, to better support and service them.

Our Success

Increase SJVC Presence: Nick and Carole agree that census is an appropriate strategic measure

2. Initiative Review

Note Nick proposed new method going forward for reviewing strategic initiatives based upon areas in need of improvement. This will help to determine extent to which initiatives are aligned with closing the performance gaps we need to close. Strategic review schedule for remainder of year will focus on areas in need of improvement.

3. Ad Hoc

Task Adding agenda items

Owned by *Nick Gomez* due 07/31/18

Note Nick asked the team to add items to the agenda by 2 p.m. the day prior. Next week team will review areas that are in the red and determine whether we have appropriate initiatives in place to address performance. An initiative matrix will inform the review and analysis. We will then return to the original order of reviewing objectives based upon the linear progression in the Strategy Map.

3-1. Ember Staffing: Jobvite Postings

Note Anthony gave an update on recruitment efforts for VP of HR, Financial Aid, VP of Real Estate and Facilities, VP of Marketing and Communications, and VP of Data Analysis positions.

Nick and Russ will be out on Monday meeting with Kaplan & Norton's Director of Strategic Partnership to discuss the possibility of entering SJVC into the K&N Hall of Fame. Nick and Mike had a good visit at Ontario yesterday. News about Robyn's promotion was met with very positive responses. Brief discussion took place on issues needing to be addressed and going forward the need to quickly respond to identified issues. Going forward, the team will be making campus visits. They also visited the Carrington Pomona Campus. Discussed features of the facility and intent for future use.

Carole made an offer to Lizzie Frances for Director of Student Services position. One of her introductory goals will be focused on student surveys. Sumer will be adding a goal to Lizzie's training plan related to Student Service Unit Reviews. Ash will be at a conference next week. The DA reports were submitted and have been received. Greg and Tracey are working on responding to follow-up requests from DBC.

Sumer informed the team that the sub-change for the 40-week model has been submitted to AVMA. Another sub-change is in process for the 36-month program that will go into effect in the fall. The follow-up accreditation report is due in six months.

Anthony: BDRT information was released this week. He and Mike Abril are working on a plan to address this area. CECU has hired a director to oversee the plan to organize support efforts within the member institutions. He also discussed the need for better communication within Home Office on transitions such as employee office changes, new hires, and departures. Scott and Nick will take the lead on this.

Task Summary

New Tasks

Task ~~Adding agenda items~~

Owned by Nick Gomez due 07/31/18