President's Cabinet
Meeting Agenda
Monday, January 26, 2015
8:30-10:00 a.m.
Building 11, Radio Station Conference Room

Attending: Fritz, Dotson, Erwin, Taylor, Beach, Loveday, Edmonds, Broussard, Kelly, Joseph, Schoonmaker, Coyner, Korschnowski, Clark, Randall, Greene, Howard, Hillesland

Absent: Mowry

President’s Report
No report. Dr. Lonnie Howard

College Assembly Representative
Tawny Dotson
Tawny Dotson informed the group that Dr. Howard would be attending the next College Assembly meeting. She also informed the group that Lisa Beach will be stepping down as the College Assembly Representative to the President's Cabinet and a replacement will be named. Lisa Beach informed the group that Kathryn Smith will be the Chair of the College Assembly.

Lean Training Update
Dr. Joyce Loveday
Joyce Loveday provided an update on the Lean exercise underway to review the process for course scheduling.

Strategic Enrollment Planning Report
Ted Broussard
Larry Clark
Ted Broussard provided the group with an update on the strategic enrollment planning process and outlined the recommendations provided by Noel-Levitz. Ted added that the Enrollment Planning Committee would be prioritizing the recommendations and working to accomplish them.

Larry Clark provided an overview of the dashboard he created to track enrollment trends. Larry raised concerns about the increase in our enrollment target and our progress toward meeting the target. According to the data, the college could be facing a $500,000 drop in tuition revenue.

College Communication Suggestions
Tawny Dotson
Tawny Dotson discussed the communication suggestions that were collected at the Keeping Connected meeting on January 20th and asked the group for suggestions on how to proceed with these suggestions. A small group of Cabinet members agreed to get together to review the suggestions and determine appropriate actions.
Other Business

• Tawny Dotson informed the group of two upcoming community events:
  o January 29, 2015: John Caulfield, Lakewood City Manager, will be speaking at Bur’s Restaurant at 7:00 a.m.
  o January 31, 2015: The Lakewood Lion’s Club will be hosting its annual crab feed in the McGavick Conference Center at 6p.m.

• Tawny Dotson reminded the group to communicate what is happening on campus at least three times a day.

Meeting adjourned: 9:34 a.m.

Next Meeting: Monday, February 9, 2015, 8:30-10:00 a.m.
Identified Opportunities

Highest-priority Recommendations

- Conduct an incoming student communications audit, and then craft an intentional, integrated communication plan. Monitor the plan and modify it for students at each stage of the decision-making process. If at all possible, invest in a CRM (constituent relationship management) system to facilitate this work.
- Track everything that moves and start to use the home-grown, Excel-based system you have now to build the admissions funnel.
- Communicate across divisions: financial aid to recruitment, recruitment to admissions, and admissions to recruitment.
- Consider each contact from a prospective student an inquiry, and share that information so that communication can be coordinated and increased: FAFSA no application, application no FAFSA, ACT/SAT scores sent no application, or transcript received no application. Prospective students who send anything to you are raising their hand. Reach out to them.
- Make it possible to complete the admissions application online!
- Provide guidance and assistance in identifying and monitoring key enrollment indicators and the establishment of an enrollment database. This includes tracking all strategies and initiatives to know and understand the cost-benefit ratio. Create a well-conceived and shared dashboard of key enrollment indicators and use this weekly, bi-weekly, monthly, and quarterly to make informed, ongoing enrollment decisions. The outcomes of this approach are 30-60 and 90-day action plans.
- Develop and implement a comprehensive retention plan with supporting diagnostic and survey tools which could include Noel-Levitz’s Student Retention Predictor, College Student Inventory, and Student Satisfaction Inventory.
- Develop a comprehensive advising program, whatever you call the people who do it—Navigators or advisors or success coaches: make it relational and consistent throughout the student life-cycle. Furthermore, strive to regularize faculty advising and provide support and tools to the faculty so they can support this important work. Advising is likely the student success strategy that can the greatest, most immediate impact on continuing student enrollment.

High Priority, Phase Two

- Develop and implement a three-to-five year strategic enrollment plan with the necessary supporting research. Note that, while I believe Clover Park can benefit from a comprehensive strategic enrollment planning (SEP) project, I do not recommend launching such an initiative until some of the fundamentals describe above have been addressed, particularly related to recruitment and admissions processes, communication flow, and funnel management. Those tools will be essential for effective SEP development and implementation.
Secondary Recommendations
When those first recommendations are being addressed and the bandwidth becomes available, consider the following.

- Develop and implement a comprehensive goal- and strategy-driven annual marketing, recruitment, and admissions plan. While this is will be a key initiative, it will be difficult to identify the most important strategies before you have better data about your own historical metrics.
- Mine FAFSA overlap and National Student Clearinghouse data to better understand who your competition really is. Then use this information to craft messages to differentiate Clover Park and illustrate your benefits.
- Conduct a comprehensive operations/customer service analysis to identify ways to be even more efficient and effective in attracting and retaining students. If possible, identify some “secret shoppers” to walk through student processes and help you see with the eyes of current and prospective students.
- Understand current and potential market share by key sources of students, both traditional and non-traditional, and target efforts accordingly. Ensure alignment of efforts with enrollment expectations.
- Invest as needed in new initiatives with an understanding of the return on investment including ongoing website and social media advancements.
- Track and promote student outcomes to demonstrate quality and values.
- Scale effective practices that work in Division 5!
- Broadly, consider how programs and curricula can be structured to meet the needs of your students as they truly are: more part-time options and more short-term “completion” options.

Conclusion
The above preliminary identified observations and opportunities are not exhaustive, but are based on the information provided by Clover Park and the honest feedback provided during our first day on campus. They can serve, however, as a basis for continuing our conversation on ways that we may reinforce and support Clover Park Technical College’s immediate and long-term objectives.

We would welcome collaborating with you on a solution-driven proposal to address all or some of the above elements.

Thank you again for the confidence you have expressed in Noel-Levitz and for the positive spirit of collaboration you brought to our time together. It has been a pleasure to get to know you and the excellent, committed Clover Park Technical College faculty, staff, and administration.

Sincerely,
Lew Sanborne
Associate Vice President
LS/cvc
Actual Enrollments vs. Target

10th Day Enrollment FTEs

All numbers are state-supported full time equivalents
Suggestions to improve communication:

- Utilize our existing tools – emails, web forms, feedback
- Departmental newsletters (monthly/quarterly)
- Presidential weekly report (highlights, thoughts of the week, updates, etc.)
- Multi-language website for prospective students
- Electronic campus newsletter, The trivia slides to know what else is happening on campus.
- Everyone HAS TO READ your email policy
- During lunch a networking hour to learn about a department or campus events
- People actually USE the Intranet Blog!! It’s a brilliant resource
- We need to acknowledge the very real problem of silos
- Not enough opportunity for peer-to-peer interaction
- Lack of trust/decisions are made behind the scenes or no decision are made or not clear how decisions are made
- Tendency to not communicate purpose and outcomes of meetings
- Need for interdepartmental team building
- Regular departmental gatherings
- All Faculty/Staff should be notified all together do no leave to individuals
- Pictures of all staff on directory
- HR – better communication:
  - Thank you for applying
  - If job is filled communicate to applicants
- Communicate if you have an open door policy to students and how to access you
- Post office hours
- Require staff to read emails and hold accountable if they don’t
- Safety issue with communication, speed and effectiveness
- There doesn’t’ seem to be clear communication about new people and new positions and who is responsible for what – can the directory be more clear and include all jobs that people have when a change occurs
- We need an orientation process for new staff/faculty/community partners. Who to discuss concerns with, safety procedures, etc.
- Policy changes within departments should be shared on campus wide, esp. if they affect students. Ex new forms, processes
- Keeping directories up to date, esp. during times of change. Regular updates during moves
- Use webpage more esp. re building closures, etc.
- Earlier communication about campus changes and infrastructure
- Use texts to communicate changes
- Use technology to survey and ask before doing
- Info from board of Trustees mtg. a day after summary
- All committees post minutes
- Upcoming outside events, use readerboards and web calendar
- Finish College Assembly and open to campus
- Closing the loop
- More details from Cabinet about what is going on/outcome
- Phones in classrooms
- Campus newspaper (email or hard copy)
- Campus wide chat program
  - Reminders about event
  - Quick/easy
- Any tools to break down silos between divisions
  - Document mgmt. so departments can work together
- Updates and closing the loop on college-wide initiatives
  - E.g. Equity officer – not sure whatever happened to that
- Share information about where to go find information e.g cabinet agenda report online
- Documentation of input/output of college assemble, i.e. could be on internet
- People who post info on web should summarize key points vs having to read a long email.
- Working phone system
- Email – long delays
- Phones in classrooms/PA system (SHC)
- Weekly newsletter set to all – so people won’t have to remember to check web page
- Ensure students email (check & works) at the start of each quarter
- Communication between program instructors through official and unofficial weekly meetings
- Be open to ideas – hear others out regardless of opinions
- Include entire program/group of instructors in any decision-making process that could impact the team/program/school
- We have plenty of communication tools, people just need to participate
- Instant messaging
- Budget discussions on blog and Keeping Connected
- Communication seems to flow one way, no way of hearing/knowing what feedback was collected
- Email isn’t a strategy
- We rely too much on digital communication
- No more reply-alls
- Develop a process/procedure for communication campus-wide information
- Culture change needed. Around communication and expectations. Stigma about CPTC is listen on the third time since it changes so much.
- Have division chairs meet as a comm/council