



**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
GOVERNING BOARD WORK SESSION
APRIL 10, 2012
MINUTES**

A Work Session and Executive Session of the Maricopa County Community College District Governing Board was scheduled to be held at 6:00 p.m. at the Rio Conference Center in Tempe, Arizona, pursuant to A.R.S. §38-431.02, notice having been duly given.

PRESENT

GOVERNING BOARD

Doyle Burke, President
Dana Saar, Secretary
Don Campbell, Member
Randolph Lumm, Member
Debra Pearson, Member

ADMINISTRATION

Rufus Glasper
Maria Harper-Marinick
Debra Thompson
George Kahkedjian
Nikki Jackson
Anna Solley
Lee Combs
Ernie Lara
Gene Giovannini
Chris Bustamante
Linda Lujan
Irene Kovala
Shouan Pan
Jan Gehler
Paul Dale
Shari Olson
Absent: Steve Helfgot

BOARD WORK SESSION – UPDATE ON SEAMLESS STUDENT EXPERIENCE AND DEVELOPMENTAL EDUCATION

CALL TO ORDER The work session on the Seamless Student Experience and Developmental Education was called to order at 6:03 p.m. by Executive Vice Chancellor and Provost, Dr. Maria Harper-Marinick.

SEAMLESS STUDENT EXPERIENCE Dr. Harper-Marinick welcomed everyone present and explained that the presentations this evening would provide an update on two of the topics on the Chancellor’s Priorities. The first would be an update on the Seamless Student Experience, followed by information pertaining to Developmental Education.

PVC President Dr. Paul Dale came forward to provide the initial information on the Seamless Student Experience. He indicated he and EMC President Dr. Ernie Lara had worked on spearheading this

initiative. Dr. Dale explained that presently if a student were to start at MCCCCD, the student would experience ten different processes which makes no sense as a consumer. He used the example of Verizon telephone and stated that when you transfer from one location to another, a customer does not need to reapply. With the new processes that will be initiated, a student will not have to reapply or seek new financial aid. The new process encourages students to be in right courses and at right college. The goal is to create a seamless student experience for both current and prospective students across the Maricopa Community Colleges to include a single business model for:

- ▶ Financial Aid
- ▶ Admissions
- ▶ Records
- ▶ Registration
- ▶ Fee payment

Dr. Lara approached the podium and spoke about the Non-Negotiables which included:

- ▶ Single entry for admissions
- ▶ Single standardized process for admissions and records
- ▶ Single transcript
- ▶ Single student record
- ▶ Single financial aid application
- ▶ Single standardized process for financial aid
- ▶ Final decisions will be made by CEC

Dr. Lara indicated there was resounding support to do this and help students be successful. In the course of SSE 1.0 Due Diligence, the following has been accomplished:

- ▶ Advisory Team meeting and white paper development. Team members came from each group and location and they were the conduit to the group they represented.
- ▶ Best practices research. What is out there, especially Dallas Community College.
- ▶ High level process documentation from college perspective. The results showed everyone did it differently and that is what will be cleaned up.
- ▶ Mind-Mapping exercise
 - High level process documentation from student's perspective
 - Other Maricopa initiatives with implications for SSE. Over 70 district-wide initiatives that have an impact on SSE. They are looking at those that they can do something about.
- ▶ Communication with stakeholders

SSE 2.0 Spring 2012: Dr. Dale and Dr. Lara serve as executive sponsors. Lauren Shellenbarger was appointed as Vice President for this Initiative. Jan Baltzer will serve as the Systemic Consultant.

Dr. Shellenbarger approached the podium and explained that people are being moved from the colleges to the District to work on this project. They will begin work on “low hanging fruit” and “high value targets.” They will also develop high-level project map for systemic solution with potential timeframes, costs, risks and proposed outcomes. They will also execute a communication plan to reflect new strategy and communicate with stakeholder groups, including launch of SharePoint site and new email address. The timeline for this initiative depends on the individual project. Looking at 2 ½ years or sooner on some projects. Just now completing the first year and it will take about 1 ½ years depending which piece is involved. Will guarantee that they will move as quickly as possible. No answer just yet on where students will graduate from if they attend multiple colleges. Initial conversations have been held with the Department of Education and HLC. Did not see any issues except in loan areas.

Dr. Harper-Marinick indicated that she and Dr. Glasper discovered there was more flexibility than what they thought initially. They were referred to Dallas Community College. The initial list was approved. The biggest impact was with financial aid because of federal regulations. Notion of single accreditation was being discussed. With respect to a call center or processing center, nothing has been decided, although it is a possibility. This is a low-hanging fruit. FERPA regulations need to be taken into consideration. Considerations include cost per service call, reduce hangups, centralize/decentralize. Need to improve portal for on-line enrollments.

**DEVELOPMENTAL
EDUCATION**

Who Are Our DE Students?

- 42% younger than 19 yrs
- 58% not recent high school graduates
- 58% enrolled FT
- 53% minority
- 63% no college
- 61% new students
- 33% placed in DE English
- 41% placed in DE Reading
- 59% placed in DE Math

Successful Completion:

- 71% Reading
- 63.9 English
- 56% Math

Of those completing DE Math, 63% successful in IA

Of those completing DE Eng, 72% successful in 101

What We Have Done:

- 2010-present: Maricopa Summer Institute (MSI) on Developmental Education
- February/April '11: Board Outcomes and metrics adopted
- Fall '11/Spring '12: Developmental Education Council convened with Executive Sponsors Dr. Maria Harper-Marinick and Dr. Gene Giovannini and a cross-functional team representing all ten colleges.

What We Will Do:

- Developmental Education Council established six areas of focus:
 - Testing/placement
 - Support for student learning
 - Acceleration
 - Contextualization
 - Technology
 - Professional Development

Best Practices: Testing and Placement

- Preparation
 - Test sophomores, juniors at high schools
 - Offer mandatory placement test refreshment workshop/program before exam (could be in-person or online)
 - Communicate the high-stakes nature of the test
 - Attend mandatory orientation before testing
- Multiple Measures
 - Accuplacer or other placement test score
 - High school curriculum
 - High school GPA
- Diagnostic Placement Exam
 - Include non-cognitive questions
 - Establish scores with flexibility
 - Modify questions to state standards
 - Examine re-test options

Best Practices: Support for Student Learning

- Orientation
 - Pre-Orientation Workshops
 - Mandatory Orientation (in person or online)
- Advising
 - Enhanced or Intrusive Advising
 - Advising by Faculty
 - Developmental Education Advising
 - Online Advising
 - Progress Reports/Early Alert
- Mandatory Student Success Course
 - 1 or 3 credit AAA/CPD course
- Tutoring
 - Faculty, staff, or peer tutoring
 - Study groups
 - One-credit companion section attached to class

Best Practices: Acceleration

- Delivery Modes
 - Fast-track Classes (e.g. 5/5/5, 8/8, 5/10)
 - Modularization
 - Mainstreaming (placed into college-level class with additional support)

Best Practices: Contextualization

- Delivery Modes
 - Developmental-level courses within occupational or vocational programs (e.g. I-BEST)
 - Learning communities (Developmental-level course paired with a college-level course or with a student success course)

Best Practices: Professional Development

- Specialized and mandatory training for all faculty (including librarians and counselors, and adjunct), advisers, and other support staff (e.g. tutors)
- Continued support for Maricopa Summer Institute

Role of Technology:

- Decisions in the other focus areas will determine the role of technology in developmental education
 - SIS and IT considerations
 - Online testing, orientation, classes, tutoring
 - Open source material
 - Training

Discussion and Questions:

- HS GPA is important
- HS curriculum is being looked at. Reading is done K-8 but disappears in high school where it becomes Writing Skills. It is literature based rather than technically based.
- Non-cognitive questions: # of hours students work, # of children they have, how long have they been out of school. How to weight variables. Accuplacer has data on this to rate questions.
- Single score approach can score and determine where you go and that is not the best approach. Exploring what options we have. Move from single score.
- Uncomfortable about using non-cognitive questions as placement for reading classes that can't transfer.
- Instructional Councils have been uncomfortable using a standardized test.
- Reading is holistic. Average parent reads at 8th grade level. In Math you remove high stakes. Nature of test.
- Instead of using accuplacer we use another one. We need to develop our own tools.
- Support for learning. They work hand in hand. Support for student learning will not work but they need to move more quickly through the process. One thing that is very important is

pre-advising. Every student is contacted by a person and works with them before they get to advising. If students know people care they will intend. Need to know what test will do. Up to staff to help them. Mandatory is important.

- How long does it take to get through orientation? -- ½ day, 3 or 4 hours?
- In advising, students meet with advisors throughout semester. They keep in touch with students.
- Early alert system – faculty alerts advisor that they are needed.
- On-line advising is needed for very busy students.
- Mandatory student success course – tie to their curriculum.
- Tutoring takes all type of forms.

Comments by Executive Sponsor Dr. Gene Giovannini: Council was made up of very talented group of people. There is no answer to the role of technology. Where do we land with these best practices? These are best practices because they are fully implemented. Very critical that nothing compromises best practices. When all is said and done, cannot be compromised.

Discussion:

- Contextualization: Go to two classes at once? Not necessarily. It is just additional time for students if they wish.
- Why is science not core? Reading, writing and math are basic skills.
- Prerequisites needed.

**CLOSING
COMMENTS**

Dr. Harper-Marinick asked what should be expectations? How do we combine conversations of IStart Smart? How will new ways of doing things be incorporated into monitoring. Monitoring student performance metrics will be created.

Chancellor Gasper came forward and commented that it was clear the direction the District is moving was different than where we were scheduled to go. Metrics are moving the notion of accountability. In October 2010 the Board adopted the Completion Agenda and how we get there means we have to do a sea change on how we get there by the standards processes. We are trying to sail the Student Seamless Experience operating as a system. Accountability is name of game. From July thru February ran into this wall. Are we going with mandatory or choices? Mandatory if you choose to or not. Ten colleges with inconsistent practices. Not bad but different. What are best practices? Non-negotiable is not taking a long time to agree. What are the elements to get there. Journey that we are taking. This is all part of One Maricopa – SharePoint sites that we will put dashboards on. First metrics will be posted in November. Will expect to see exponential change. Cost will be next. Developmental education is costing \$41 million. Heard today that we are not looking for new bodies but rather

retraining staff. Confused. Ten systems: out of control district-wide as ten individual institutions with a change to make over six months. Board supported to move in that direction. We are becoming more efficient and more effective. Need support of everyone in this room. DCCCD has a model and now centralized. Price tag is millions of dollars. What is the right balance of people and processes? Asking for timeline, progress updates. Need to work with us, ask questions, and be on journey with us.

Discussion:

- Will we do all best practices?
- Pick what is best for our students
- The idea that we are not part of the work in freshmen and sophomores is disappointing. Students need to be prepared by senior year to go into higher ed.
- The Chancellor, Mr. Lumm, and Mr. Saar will be meeting with Executive Director of ASBA and discussing this.
- Doing a lot of work with high schools in early assessment. This year we are not engineering this but looking at students that are coming to us.

**CLOSING
COMMENTS**

Board President Doyle Burke thanked everyone for the presentations and for their participation.

ADJOURNMENT

The retreat adjourned at 7:50 p.m.
The Board moved into Executive Session.

Dana G. Saar
Governing Board Secretary