# Contra Costa College/ Student Success Committee

**Meeting Minutes**

Thursday, October 7th, 2021

## Present

Dr. Robinson-Cooper, Vanna Gonzales, Rod Santos, Sara Marcellino, Lhakpa Lama, Meaghan Yarnold, Brianne Ayala, Evan Decker, Jason Berner, Michell Naidoo, Kate Weinstein, Brandy Gibson, Dennis Franco, Hector Moncada, Carla Matute, Shelley Ruby, Gabriela Segade, Lucile Beatty, Kelly Ramos, Zaira Sanchez, Vanessa Mercado, Sandra Moore, Rene Sporer, Marina Melara, Meghan Cadmus, Kate Weinstein, Maritez Apigo, Jason Cifra, Andrea Phillips,

Minutes taker: Jennifer Reynoso-Pingarron

## Call to Order

Meeting was called to order at by Vanna Gonzales at 2:05pm.

## Approval of Minutes

Motion made, adopted and approved.

Motion to approve by: Nooshi Borhan

Second motion to approve by: Rod Santos

The minutes of the previous meeting were unanimously approved without edits.

## Open Issues

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| Participatory Governance discussion | Dr. Robinson-Cooper | * President has been spending time across all the committees.
* Purpose – Common thread has been inability to advance and make persistent impacts across multiple institutions.
* **First charge: “Provide oversight…” How does that look?** (Is there a Strategic Enrollment Management Plan, or clear goal with metrics that is guiding the work?)
* Vanna – Shared governance structure needs reform to work more effectively; until recently this SSC was not active—existed only on paper (At LMC this is a Dean position). In our framework the Chair changes across constituent boundaries. College has had ADHOC strategic enrollment committees in the past under rotating administrators (VPs/Dean of Instruction) but plans are not carried through or are disregarded over time. Since this committee was reconstituted in 2019 it has been more focused on COVID issues due to pandemic. Many of our issues are reliant on leadership and conversations and tripartite bargaining that goes on at district level. Constant waiting game until decisions are made. There are a number of structural barriers keeping us from moving forward as well as lack of high quality information, which creates information asymmetries and lack of trust.
* Vanessa M. – Prior to shifting to COVID, dealing with urgent issues, strategic plan was embedded. (Slide was shared “Strategic Plan Framework: At A Glance”) Nuts and bolts are discussed in SSC
* Dr. Tia – In terms of guided pathways framework, there is a significant gap as it has not been truly implemented yet. Will need to ensure we are providing students with courses, and pathways when they need them. It should not be guided by what faculty thinks the schedule should be. Management decides what the final scheduling will be. (Academic planning, programing to ensure we are offering what will support labor market vs. what we want to offer as we have always done)
* A culture has been created where work is happening through committees, setting a tone that committees are making the decisions when they are supposed to be advisory.
* **What is rational behind student being co-chair?**
* Rod S. – We do not have a strategic enrollment plan. Last year, there was a group that formed a strategic enrollment management committee. (Director of A&R, and a couple of others were part of that group. Can send link to documents to see what was done.) How will scheduling committee dovetail with Enrollment management. (Vanna points out there have been multiple attempts at strategic enrollment without much progress; important to get into structural issues. A lot of administrators are coming in without tools, knowledge of enrollment patterns at college, and/or authority/legitimacy to move things forward, not to mention confronting vested interests that push against change) There were attempts under Tish Y. and VP Sherwood and then Vanderwoude (spelling?).
* Dr. Tia – We have some structural concerns. College in Crisis. If something doesn’t significantly change, in structure and infrastructure, it may make the crisis worse. CCC is an institution that serves most diverse communities yet is under-resourced and understaffed. CCC needs to be able to put a structure in place that will allow the institution to move forward.
* Recognizing that decisions cannot be made based on personal interest, as we think about work, strategic enrollment management plan is important. Need recruitment plan that has people out in the community. (Recruitment plan that is engaging high school, adult learners and hitting all 6 of best practices for recruitment) Otherwise, missing mark.
* SSC should be in partnership with management. Equity lens is everyone’s responsibility and must fit into the framework.
* Cannot expect anything to change if we continue to do the same thing.
* Nooshi B. – Morale has been low on campus with everything going on. Everyone in this committee have been working hard to hold campus together. Hope we get resources they need. Need to address work that has been put in.
* Dr. Tia – College community is committed to this work; someone has kept the wheel moving. Need to work smarter; we need to make sure we have infrastructure and structure in place.
* Participatory governance is about bringing voice to everyone **– How do we create a culture where it is inviting for all voices to be heard and move college forward?** Goal is to make sure everything has been heard.
* Need to align what work of Vice Presidents and Deans. Reframe in a way that is collaborative, we are currently at a standstill.
* To stabilize college, we need to have a 43% increase in enrollment. We can’t wait until 2024; need to start right now.
* Cannot ask people who are already overextended to do more.
* **Bandwidth/churn – to be able to get something done by committee, how can we move forward to support the administrative staff we need to get things done?** We currently do not have capacity. Best people come, and then leave due to overload.
* Dr. Tia – has had conversation with HR regarding staff. When first arrived, there were 44 open positions. (3 out of those 44 were faculty) Things are beginning to move forward to get positions filled.
* In terms of Dean’s Job Description: Speaks to providing leadership with committees; why are they not leading work as part of their day-to-day? Work up vs. collaboratively.
* We must be able to balance out the new recruits and current bandwidth.
* Andrea P. – College has had issue of trust. Bringing a sense of group dynamic, inspiration and recognizing strengths. Groups and others on campus need to make a commitment.
* Student Culture – **We must be mindful of student experience and responsibilities. What conversations have been had for moving forward?**
* Differences of opinion of what that looks like. We have a lot of categorical funds for programs that are important for retention and recruitment.
* Shiloh of people doing good work and never shared or even accessible to students themselves.
* Student Centered professional development that transcends into different departments – aggregated efforts to have students feel a part of the community. Need to have more synergy. Need a leadership component. Equity and dealing with data; how robust is our data? There are gaps in data.
* Students need different resources; **how do we move forward with setting goals that will stick to college as a whole?**
* Andrea P. – where is technology to track students and keep data? For those who need to be trained in tech, are they trained?
* Kate W. Tech without connection doesn’t help. Data needs to connect to colleague or starfish.
* Dr. Tia – Shared Minnesota state, piloted courses to increase enrollment for summer. Ended up taking enrollment up by 6% when it had been historically down 13%+
* Data is important but need to get to a place where we are willing to try new strategies.
* Calendar in the best interest of students.
* **In Charge: Speaks to equity minded practice and pedagogy, what work is this committee being done around this?** Most of charge was written prior to getting involved with committee. Last year was focused on student success during COVID.
* Brandy G. –Committee came into formation as a student run committee with co-chair to help with running. Did not have many of the managers we have now. A lot of professional development that came out of that, including equity minded pedagogy, was reported back to committee.
* **Did faculty go through equity minded pedagogy?** Not at large but some separate administrators and departments have had training.
* **Nooshi B.** – Had a basic skills committee in the past before blended in with SEAP Funding. The talks around equity are newer. One of the challenges has been that a lot of the PD work has been on voluntary basis. Can we require to get more faculty involvement? We see many of the same people showing up to these events. (Nexus only for new faculty)
* **Lucile B**. – Professional Development Coordinator this year and reports to student services subcommittee. Nexus is required professional development for new faculty (Includes pedagogy conference). Have some thoughts about Distance Education Committee (Can’t be one workshop; has to be happening constantly and be required in some sort of way or get upper division credits) Dr. Tia will have Joy schedule meeting with Cile to discuss PD further.
* Maritez A. – Need for a required training in these areas (social justice, equity) in role of DE coordinator, Maritez has been offering workshops with equity lens in each but is voluntary and have not had much attendance. (YES! have funding for 8 participants.) Will be able to see transformations at next spring’s pedagogy conference.
* **Dr. Tia** – Those things that are important to you, is where you put your energy and time. If it is required to come in and learn something that will make you better, tells that you are not committed to the work. Prefer to work with individuals committed to work. Looking for those individuals truly committed to the work, come together, and lead the work.
* Focus on 2-3 priorities over the next few months: advancement of college’s leadership
* Ability to put structure in place to move forward all input that has been given. We have a lot of different people but not much accountability. **Is there a possibility within our structure for our committees to meet and have that communication go out to everyone? Will it continue to be College Council? There is so much that could be done to capture best practices. How do we make sure we are all on the same page?**
* Dr. Tia – Structural reform and getting everyone on the same page. There is no accountability currently. There is a research and planning component that is missing. There is no comprehensive plan that is guiding everyone on their work. Will be having conversation with VPs and Deans on what accountability is. I.e. focusing on enrollment, workforce development, diversity and inclusion.
* Contributions help move forward. Do not need a complex structure, but we do need the right committees and right structure that is supporting work of the college.
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| Additional thoughts and share outs | Everyone | * Brianne – Thinking about barriers for students, we shy away when it costs too much money. With lens of childcare being a real barrier for students. **Can we look at barriers?**
* Dr. Tia – When looking at institutional barriers created through procedures and processes and practices, need to eliminate those, barriers haven’t changed. We have to have honest conversations about the true barriers. Cannot let costs get in the way.
* We must be uncomfortable and help our students so we can move forward.
* Cile – Appreciate all that’s been said. Is there any way that Dr. Tia can be more vocal so others can be inspired and heard.
* Dr.Tia – working on having listening sessions. Plan to take next 6 weeks to have pop in sessions. Will be sending out invitation for sessions.
* Nooshi – Hoping to have more student voices heard when speaking about obstacles. ESL department has done a lot of student surveys. There is a need of qualitative data to better understand the barriers our students face and what they go through. It would be great to have a broader segment of students that is a part of the process.
* Dr. Tia – has had those conversations with Mojdeh about getting student voice.
* Dennis F. – Some of the barriers that students face are due to lack of case management of getting from point A to point B (Needs for tech, or CRM) every position hired is categorically braided across funds. Most of management, and student success is categorical funds. Do not have a strategy on spending on instructional and student services side. If we were to form Student Success teams as we know we need today; we would not have the money or personnel to do it. We need more generalized funding and to think about where can we increase our productivity ratios?
* Dr. Tia – The most concerning is that college is operating on Categorical funding. Will be putting together a committee with Budget Committee supporting. Need to take a deep dive at how we are navigating our resources.
* If majority of resources are based on categorical, how can district say they are supporting operations of the college?

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| Meeting Wrap Up  | Vanna | * Vanna –Share out of information with group on new state-level legislation signed by Governor previous day. A wide variety of bills that impact the community colleges as well as their connection with other post-secondary institutions. AB 928 UC/CSU 25-26 but Community colleges to start placing students affected in guaranteed transfer pathway for Cal State campuses by 2024. Funding and pilot opportunities that CCC could take advantage as well--Rising Scholars Network; justice-involved students. Much of the funding will go to facilitating reforms to streamline transfer, but also important to note what was not funded (i.e. Cal grant extension).
* Dr. Tia--- Please send that information to me
* Vanna- we want to be thinking about how to tie what we do to pathways as there will be changes based on new legislation that will impact that work and a need to think about pathways in tandem with student success
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| Next Steps | Dr. Tia Robinson-Cooper  | In terms of what is next, do not want committee to be doing work that will not allow movement forward. Will be sending out a bigger framework on strategic priorities that CCC will focus in for the next 18-months; 3-year plan around those focus. Will have committees create a draft on what they are doing in alignment with those priorities. November meeting – want to begin to think on how to frame committee work. Time can be used on reacting to draft and to the work. Taking a pause for a month won’t prevent any of the work from moving forward. It is important to reframe and take a step back. All committees have multiple things happening and none of them are going together.  |

## Next Meeting

Next student success meeting scheduled for November 4th, 2021 2pm-4pm

## Adjournment

Meeting adjourned at 4:00pm.