

PRESIDENT'S CABINET MEETING
June 19, 2018
MINUTES

CALLED TO ORDER

9:05 am on 06/19/18

ADJOURNED

11:30 am on 06/19/18

MEMBERS PRESENT

Bob Austin, Kevin Ball, Tamara Clunis, Cara Crowley, Russell Lowery-Hart, Denese Skinner, Steve Smith, Mark White

MEMBERS ABSENT

Lyndy Forrester

OTHERS PRESENT

Joy Brenneman, Trimeka Benjamin and Paige Skinner with SWIM Digital

DISCUSSION:

1. SWIM DIGITAL-PROCESS MAPS	Benjamin Skinner
<p>Ms. Benjamin and Ms. Skinner thanked Ms. Crowley for having everything set up and ready for their visit. Ms. Benjamin walked Cabinet through their process using a similar sized school of approximately 12,000 students, Northeast Wisconsin Technical College (NWTC). They are about six months ahead of Amarillo College and were used as an example.</p> <p>SWIM initially held a kick-off meeting and then began meeting with their teams to define what the process map should do. The process map presented today and reflected on the dashboard is a "30,000-foot view". Each section has a communication plan and defines what the plan looks like for individual teams. It may look as if there are many, many pieces, but only if a student fails to progress up the process. After process maps are done, Word documents will be created in pieces. Amarillo College will need to quickly review and edit to keep up with the flow of documents coming from SWIM. The current "Team Paige" is Maria Juarez, Ernesto Olmos, Becky Burton, Pam Madden, Wes Condray, Richie Garza, Melissa Hightower, Shane Hepler, Tim Hicks. They will review the Word documents which will then be sent to Communications and Marketing for editing by their copywriter. From these, documents will be created for the web.</p> <p>Paige Skinner talked through the documents provided to NWTC which are automated and personalized. They contain a career assessment as well as field of interest pages for students who select an interest. They also have text messages and phone call scripts tailored to a specific student. Ask AC will be trained to handle these messages. Ms. Skinner also discussed direct mail pieces which will be delivered to marketing from SWIM in the preferred format approximately 10 days prior to distribution. Customer Relationship Management (CRM) will do the printing and AC Personnel can then print labels and mail. "Team Trimeka" is working with Mr. Austin and Mr. Hepler to determine if our current system can do this.</p> <p>SWIM has created a dashboard for AC located at: portal.swimdigitalgroup.com/ac-dashboard. Through bi-weekly calls with Ms. Skinner, AC staff has identified and reviewed current processes to find the gaps. Most students will touch the college in three ways:</p>	

- A recruitment event,
- A marketing campaign, or
- A visit to the campus.

It was noted that there is not a systematic way to follow up with students who do not immediately apply. Students who have started but not completed an application do receive monthly reminders, but after three months these applications are purged from the database. It was surprising to Ms. Skinner and Ms. Benjamin how many students do actually find their way into the funnel without communication. There is an opportunity now to capture students immediately. It is the responsibility of recruiters to get these students enrolled once they are here, and marketing's responsibility to get them here. The college will need to look at conversion time. SWIM found that once a person is an AC student, customer service is good.

Once THRIVE is approved, an additional entry point may be created and a plan developed for these students. SWIM reminded Cabinet that they are presenting a baseline today. After this is implemented, they will work on more specific groups such as dual credit, THRIVE, and adult education.

Ms. Paige Skinner and Ms. Benjamin presented AC's current process map and their proposed process map which focuses on getting students into the system. By July 1, there will be a Request for Information Form available on the webpage which will be managed by Maria Juarez. Once a student is in the system, technology will trigger a recruitment plan. Once an application is begun, it will trigger the admissions communication plan. If the application is complete, a student will receive additional information about orientation, etc. If it is not completed it will be marked inactive but could still receive communication every three months or so.

Cabinet commented that this process will bring the college up to date in terms of handling communication. SWIM's management moves the process along quickly. Dr. Clunis asked if SWIM would provide just an outline which the college can then edit – yes. The communication will be more standardized and not owned by a specific department or program. It will address both the 19-year old student as well as the 26-year old student. The communication will be welcoming and will address three questions for the student:

- Do you have the program I want?
- Can I afford it?
- Will I fit in?

The new process will provide clarity and all participants will know what their role is. Marketing will need access to data sharing and prospect lists to have the tools they need to get the communication plans in place. The communication plan responds to strategic issues and will target labor market growth areas and those programs aligned to these but not full. Programs that are not aligned to the labor market or those that have full enrollments will receive lesser marketing or none at all. Creation of a shared drive with the marketing plan, timelines, and a calendar was discussed so that all could see priorities and progress. Templates have been created and will be shared so others can do their own marketing/recruiting.

Once this is implemented, the timeline should have Dr. Clunis working with Mr. Ball and Mr. Austin in March and April on the game plan and marketing for Fall, and by mid-June/July they should be looking at plans for the next Spring. Currently, planning is hampered because students historically enroll at the last minute. Student planning should help with early

registration and working with returning students to enroll early. Part two will provide a retention communication plan.

Timelines:

- Team Paige is meeting this afternoon
- Detailed process maps by July 13
- Conversations on retention will be had with Denese Skinner and Dr. Clunis
- July and August – writing of Word documents followed by research in individual departments
- August – communication plans will be designed and made to look nice; inquiry-to-enrollment plan to be complete
- Early September – training
- General Assembly, September 7, joint presentation by Mr. Austin and Mr. Ball to include the marketing plan, people involved, strategic use of data, and unveiling of templates (SWIM coincidentally will be here at that time)
- Post General Assembly – roll out email with notes from General Assembly and two follow up emails handled by SWIM
- September Board meeting – same joint presentation by Mr. Austin and Mr. Ball

New members for “Team Paige” were selected: the Academic Affairs deans: Becky Burton, Carol Buse, Vickie Taylor-Gore, Kim Crowley, Michael Kitten, and Frank Sobey; Ernesto Olmos; Lindsey Eggleston; and Amber Brookshire

SWIM also works with gradebook and early alert. Now the focus is polishing the process, making it more intentional, and creating the communication plan. This process defines who owns the pieces, has a recruiting roll for everyone, and automates everything. Title V funding will be requested to use for the CRM if needed.

Action Items:

- Mr. Ball will attend Dr. Clunis’ next academic meeting and demonstrate the templates.

2. STUDENT MEAL PLAN OPTION

**Austin
Skinner
Smith**

Ms. Skinner, Mr. Smith, and Mr. Austin have been considering meal plans for students. RFP’s for different vendors might be submitted to bring in various food options at all the campuses. If there was a meal plan that might be used at a food truck, Palace coffee, or in the vending machines, it would create a higher volume for these vendors bringing the costs down as well as keep students on campus. The student’s ID card might be loaded with financial aid and/or food scholarship funds which the student could then use to purchase food. This would provide another avenue for fund-raising for the AC Foundation. Financial Aid funds would be loaded to the card before the checks are issued. Unused financial aid would be refunded to the student; however unused scholarship funds would need to go back to the Foundation. How to manage those two different things will need to be figured out. Mr. Smith noted that the current magnetic strips on the ID cards don’t work well, but that better card stock is available to remedy this. However, the college does not currently have the equipment to read the magnetic strips.

This is just the beginning of a long term thought process. Some ideas are that students might get a discount if they used their card on campus, rotating food trucks between campuses, and

finding a solution for evening students. Mr. Smith noted that the college currently has RFP's out for vending services since the current contract is up.
Action Items:
<ul style="list-style-type: none"> • Cabinet agreed that they should continue to pursue these options

3. COUNSELING CENTER STAFFING AND BUDGET	Skinner
<p>Dr. Alan Kee desires to go back into the classroom and no longer oversee the Counseling Center. Mr. Smith provided the cost per student and Ms. Skinner reviewed those numbers. The costs at AC are going down. The average cost for an appointment in the private market would be \$640. Students who average six appointments per year are not be able to afford that and will not seek help. AC's model is to help students quickly and move them on. Retention for students who use the counseling center is at 83.33% while the general success rate is 75%. The counseling center is still able to pay for itself in the long term. Ms. Skinner asked if Cabinet wishes to continue the Counseling Center, and if so, what is the price point? She provided three options:</p> <p>Option A: Lindsey Eggleston remains full-time; Kristen Barrick remains part-time with supervision at a cost of about \$9,600. This results in an increase of approximately \$32,000 over last year and is the least expensive option.</p> <p>Option B: Ms. Eggleston remains full-time, Ms. Barrick remains part-time, and an additional part-time counselor is added. \$47,000 increase</p> <p>Option C: Ms. Eggleston remains full-time; Ms. Barrick moves to fulltime. \$60,000 increase. This is the most effective option.</p> <p>The original budget for the Counseling Center was \$30,000 being funded by Palace Coffee sales. Its budget is now \$119,000.</p> <p>The counselors are trained in high-trauma situations and the online counseling system could pick up some of the slack. Ms. Eggleston would be a coordinator, taking over the administrative work, thereby losing some counseling hours. As it is now, students are having to wait.</p> <p>Cabinet raised the concern about adding a new position. The long-term budget outlook should cause Cabinet to carefully consider adding to the overall employee headcount.</p>	
Action Items:	
<ul style="list-style-type: none"> • Are we keeping counseling? Yes • Denese needs to get the ball rolling and her recommendation is go with option A • This issue will be addressed at the Cabinet budget retreat on Friday 	

4. CABINET BUDGET RETREAT	Lowery-Hart
<p>The Cabinet budget retreat has been moved to 10:00 am to 1:00 pm. Lunch will be provided. The focus of the conversation will be to look at new positions and new request for items such as equipment and large increases. Mr. Smith will provide a list of these items.</p>	
Action Items:	
<ul style="list-style-type: none"> • Ms. Brenneman will email Physical Plant to keep air on; order lunch from Jason's deli and include Jeanette Nelson 	

5. ENROLLMENT UPDATE	Austin
Ms. Austin provided an update via email prior to the meeting. Headcount is up 3.9%; contact hours up 5.6%; credit hours up 2.8%. Dual credit enrollment is at 423 vs 283 at this point last year.	
Action Items:	
<ul style="list-style-type: none"> • n/a 	

6. BRAGGING ON EMPLOYEES	Cabinet
Dr. Lowery-Hart commended Ms. Crowley on her planning and execution of the Poverty Summit; and, Kyle and Shon for their work making sure the technology worked and staying to help clean up as well as Efrain and Scotty for their IT help. Other Cabinet members praised Penny Massey for her work on the Power Point presentation, PPBS, and the marketing team for their support; the Physical Plant grounds crew and facilities for making the campus look great; and, Daniela Alaniz and Lisa Gray for making sure the snack tables were stocked at all times.	
Attendees left knowing that AC's culture of caring is real.	

7. COMMUNICATION POINTS	Forrester
Not covered	
Action Items:	
<ul style="list-style-type: none"> • None 	

8. POSITION JUSTIFICATIONS	Cabinet
None presented	
Action Items:	
<ul style="list-style-type: none"> • None 	

9. OTHER DISCUSSION	Cabinet
Action Items:	
<ul style="list-style-type: none"> • None 	