

CALL TO ORDER

President Moore called College Council to session at 2:06 p.m.

ATTENDEES

Council Members Present:

Mary-Rita Moore, Christopher Clem, Dr. Michael Flaherty, Mike Garrity, Audrey Jonas, Kevin Li, James Malarski, Hilary Meyer, Elise Rapala, Susan Rohde, Dr. Purva Rushi, Shelley Tiwari

Absent: Erica Baffa, Dayanne Figueroa, Laura Martin Del Campo

Others Present: Jodi Koslow Martin, Joe Klinger, Andrea Bangura, Ric Segovia, Derrell Carter, Sacella Smith, Brenda Jones Watkins, Jean M. Dugo, Tim Nystrom, Alicja Kapusciaz, Lauren Kosrow, Raquel Cotuno, Sandra Berryhill, Leslie Wester, Kurian Tharakunnel

APPROVAL OF MINUTES

Mike Garrity made a motion to approve the minutes of the November 11, 2019 College Council meeting, seconded by Christopher Clem. The motion carried unanimously by voice vote.

HOT TOPICS

None.

OPERATIONAL ASSEMBLY

Mike Garrity reported Operational Assembly met on December 2, 2019, and provided the following highlights. **Technology** reported Spring registration has begun, they are processing teacher evaluations and working on 1098Ts and W2s. **Diversity Committee** reported the College has partnered with the Kaleidoscope Group an external consultant and they will establish focus and listening groups for 2020. **Research** has updated the Triton 2019 Fall Fact Sheet and the Student Right to Information documents. The updated documents are posted on the Department of Research and Institutional Effectiveness webpage. **Workforce Equity Initiative** (WEI) grant team announced they filled the open positions for the Executive Director, Completion and Transition Specialist and Employee Relations Specialist.

ACADEMIC SENATE

Michael Flaherty reported that Academic Senate met on December 10, 2019, and provided the following updates. Senate discussed the meeting minutes and the consensus is the minutes are too brief. Senate agreed to expand the minutes and email or post minutes for the Campus community. **College Curriculum** Committee reported they have completed 730 course revisions in 2019. **Academic & Scholastic Standards** committee is reviewing student placement policy and will bring forth language recommendations to leadership in the future. **Campus Quality** Committee continued the discussion on gender-neutral bathroom locations, availability of food options in the R building, A building signage and the need for printed catalogs for registration. **Professional Development** Committee has implemented new forms

for outstanding faculty nominations. **Assessment** committee continues its work on critical thinking for the general education outcome assessment for this academic year and they announced the next Learning Improvement Summit will be held April 13 to 17, 2020. **TADEC** (Technology Advisory Distance Education Committee) Committee has been inactive due to the vacancy in the committee chair role and the move of online material improvement to another area of the College. Dr. Flaherty will review chair interest and needs for this Committee at the Senate level.

STUDENT SUCCESS

Shelley Tiwari provided an update on Guided Pathways Steering (GPS) Committee's work to date and attached is a copy of the presentation. Highlights include the GPS Committee's definition of Guided Pathways, the four pillars, and the project plan. The GPS Committee's next steps are to present at the Spring faculty workshops, create a GPS resource page, finalize the process of curriculum mapping and roll-out Technology and Communications workgroups. The Committee is looking for feedback and interest in joining workgroups, please send interest to Ms. Tiwari.

OLD BUSINESS

COUNCIL SUB-COMMITTEE UPDATE

Audrey Jonas provided an update on the election process sub-committee's proposed draft process document. The committee met, reviewed and discussed the following:

- Clarifying Terms
- Notification Process / Timeline
- Election Committee membership and roles of those involved on the Election Committee, including the Office of Institutional Research.
- Various election process scenarios, (example: no candidates come forth; when a seat is vacated; and when a representative group requests a recall).

President Moore will consider the Committee's recommendation and will update Council at a future meeting.

ANNOUNCEMENT

President Moore announced a recommendation to fill the vacancy of the Dean of Academic Success will occur at the December Board of Trustees meeting. Hilary Meyer, upon board approval will begin her new role on December 23. President Moore congratulated Hilary on her new role as Dean and thanked her for serving as the mid manager representative on Council. A new representative will be identified to serve the remaining six-month term by the January meeting.

NEW BUSINESS

ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS: ORGANIZATIONAL STRUCTURE UPDATES AND PROGRESS

Dr. Jodi Koslow Martin presented the organizational structure and enrollment action plan for the Enrollment Management and Student Affairs division. She shared how this structure is helping

to create a culture of welcome for new students and a culture of care for continuing students. Attached is a copy of the presentation and the executive summary of the enrollment action plan. After her presentation, Dr. Koslow Martin opened it up for discussion. Christopher Clem inquired if Enrollment Services has other documents describing the progress and what data is being collected. The team is in the process of updating a more extensive document that contains all the details of each action step and the questions related to each area. Kevin Li asked if they have identified how they will assess the culture of welcome and care. Dean Bangura and Dr. Rushi are working on the components of the assessment and the language that will be used to assess the new culture. The plan is to create pre and post surveys to document progress. President Moore thanked VP Koslow Martin for the update and Council for their engagement.

OTHER

Hilary Meyer expressed her appreciation to College Council and stated it has been a pleasure serving with Council and representing the mid managers employee group.

President Moore wished everyone a happy, safe and joyous holiday session.

NEXT MEETING

The next meeting of College Council is January 27, 2020, 2:00 p.m. – 4:00 p.m. in B-204/210.

ADJOURNMENT

Dr. Michael Flaherty made a motion, seconded by Mike Garrity, to adjourn the meeting. College Council was adjourned at 3:02 p.m.

/jf



Guided Pathways: An Update

Guided Pathways Steering Committee Members

Maxi Armas - Social Sciences

Nancy Guzmán - Advising

Hannah Ballas - Research

Nelly Marcial - Transfer Center

Lisa Samra - Visual Communication and Communication Arts, Speech

Mike Scipione - Math

Ken Smith - Admissions

Sheldon Turner - Science

Shelley Tiwari - Faculty Development & Student Success (*Chair*)

Charge of the Steering Committee:

- Create and establish workgroups to direct the overall institutional work necessary to fully integrate the initiative effort.
- Identify programs of study (meta-majors).
- Map degrees/certificates.
- Propose the review and redesign (where necessary) of the student experience to remove barriers and provide necessary support.
- Plan for integrated technology infrastructure.
- Develop college-wide messaging to support pathways.

“Guided Pathways” is an integrated, institution-wide approach to student success based on clearly designed and coherent academic program maps, combined with structured educational support and guidance

Structured framework to redesign the student experience at Triton College from entry to exit.

Guided Pathways: 4 Fundamentals



Create clear
curricular pathways

CLARIFY



Help students
choose and enter
their pathway

INTAKE



Help students stay on
their pathway

SUPPORT



Ensure that learning
is happening

LEARN

Equity Lens

The Four Pillars



Clarify the Path

- Create meta-majors
- Map all programs to transfer and careers
- Partner with transfer institutions and high schools
- Align Math and other coursework to each program



Enter the Path

- Streamline student onboarding
- Provide career exploration for all students
- Create individual academic plans
- Integrated and wrap-around academic



Stay on the Path

- Intrusive advising for all students
- Monitor student progress; Identify at-risk students and provide needed support
- Scheduling of classes to fit students' needs



Ensure Learning

- Assessment of student learning
- Active and collaborative teaching
- Program learning outcomes aligned with further education and employment



Guided Pathways Project Plan

A High Level Action Plan

Scope:

Guided Pathways Steering Committee will recommend redesigned policies, procedures, programs, and services to support student success in four main pillars of guided pathways:

1. Mapping pathways to student end goals,
2. Helping students choose and enter a pathway
3. Keeping students stay on a pathway
4. Helping students learn on a pathway

Pillar 1: Mapping pathways to student end goals

Goal: Map all credit programs **Completed by Fall 2020**

Deliverables

1. Finalized Meta-Major groupings for all programs mapped to jobs and transfer opportunities. **Completed by December 2019**
2. Finalized program maps for all programs (for FT and PT students) containing
 - a. Clearly specified employment and transfer opportunities for all program maps
 - b. Milestone courses for all programs
 - c. Developmental courses as an on-ramp to a program of study
3. Academic plans for all entering students aligned with the program maps
4. Redesigned website and updated Marketing materials including redesigned College Catalog
5. Established technical support required for guided pathways implementation

Pillar 2: Helping students choose and enter a pathway

Goal: Restructure Student Intake/Onboarding Experience **Completed by summer 2020**

Deliverables

1. Redesigned new student onboarding, including an integrated
 - a. New student orientation,
 - b. First-Year Experience (FYE).
 - c. Career and college exploration/planning
2. Redesigned advising- assess and evaluate the needs; possible adoption of a case-management model of advising

Pillar 3: Helping students stay on a pathway Timeline TBD

Goal: Redesign academic support structures to provide holistic support to students

Deliverables

1. Systems in place for students and advisors to easily track students' progress
2. Redesigned retention alert system to monitor at-risk students' progress
3. Class scheduling planned to fit students' plans and schedules

Pillar 4: Helping students learn on a pathway Timeline TBD

Goal: Rethink teaching and learning

Deliverables

1. Revised (if any) systems/procedures to track mastery of learning outcomes that lead to credentials, transfer and employment implemented
2. Program learning outcomes aligned with the requirements for success in further education and employment in a related field
3. Integrated and contextualized academic support for the gateway/college-level courses
4. X% of students meet all program-specific learning outcomes
5. X% of students engaged in active learning and faculty engaged in active/project-based teaching

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the frame, creating a modern, layered effect. The central area is white, providing a clear space for the text.

Pillar 1 Priority:
Create Meta-Majors

What are Meta-Majors?

- Thematic groupings of degrees and programs
- Uses student's interests as a starting point, and provides structure for students to make informed choices
- Helps students to enter a general major or area of interest and complete coursework in this interest area before deciding on a more specific major or program of study
- Especially helpful for at-risk students and undecided students such as first-generation students
- Align with students' goals for careers and further education

Meta-Majors Development Process

- ▶ Collaborative and participatory approach
- ▶ The team includes academic deans, curriculum committee members, Guided Pathways Steering committee, other faculty and staff
- ▶ Has undergone a total of 7 revisions
- ▶ Received and incorporated faculty feedback
 - ✓ Curriculum Committee,
 - ✓ Chairs & Coordinators meeting

Update: Triton's Meta-Majors Identified (working titles)

1. Health Careers and Wellness
2. Human and Public Services
3. Culinary Arts, Hospitality and Horticulture
4. Business and Information Technology
5. Science and Engineering
6. Construction, Manufacturing and Automotive
7. Arts, Humanities, Communications and Social Sciences

Meta-Majors Immediate Next Steps

1. Incorporate students' feedback from focus groups
2. Finalize an alternate name for "meta-majors"
3. Present the meta-majors in the spring faculty workshop



Pillar 2 Priority:
**Redesign New Student
Onboarding**

Update: Student Onboarding

- ▶ Review of Guided Pathways Work and Holistic Student Support Overview
- ▶ Review expectations and common definitions for consistent language with Onboarding
- ▶ Review of Inventory of First-Year Experience Student Success Initiatives and Identification to Onboarding
- ▶ Identification of data points for FYE Student Success Initiatives
- ▶ Development of Ad Hoc Committees by Initiative. Goal is to have the 1st committee meeting in early January. Initial list
 - ▶ Academic Advising/Counseling
 - ▶ CAAS
 - ▶ Financial Aid
 - ▶ IT Department
 - ▶ Library
 - ▶ Records
 - ▶ Student Life
 - ▶ Testing Center
 - ▶ Welcome Center

Student Onboarding Timeline

- New onboarding process will be completed by March 31st 2020 with potential roll out in time for summer 2020 orientation.
- New application - ready to go live by summer of 2020

Some Next Steps for GPS

- Create a Resource page for Guided pathways (under Employee Resources)
- Finalize the process for curriculum mapping; roll out a Curriculum Mapping workgroup
- Roll out Technology and Communications workgroups for Guided pathways

For questions, feedback and your interest in getting involved, please reach out to the GPS committee!

Thank You!

College Council Presentation



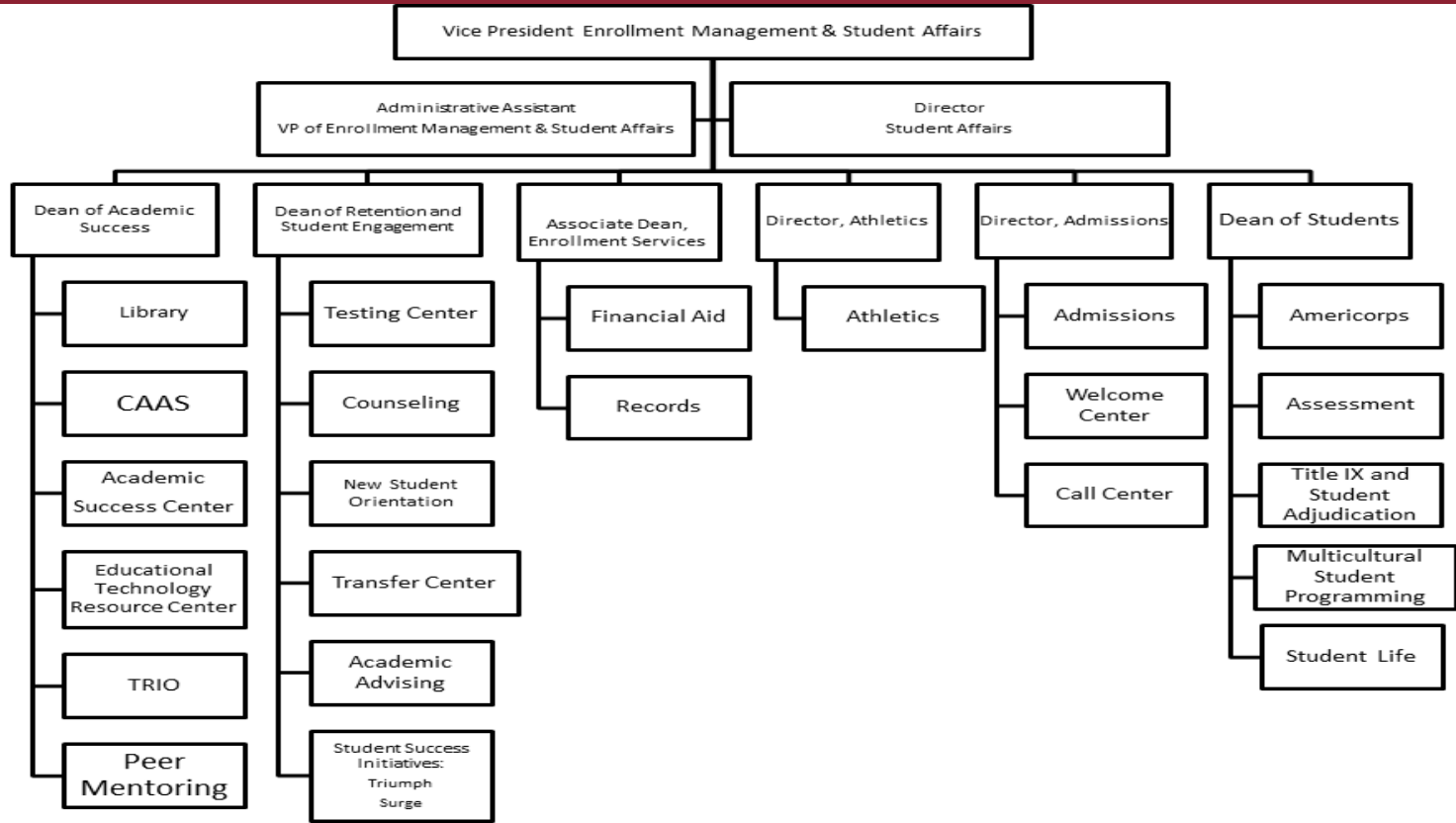
Enrollment Management and Student Affairs: Organizational Structure Updates and Progress

Jodi Koslow Martin, Ph.D.

Vice President of Enrollment Management and Student Affairs

December 16, 2019

College Council: EMSA Organizational Structure



College Council: EMSA Leadership



Three Deans:

Andrea Bangura, Dean of Students

Denise Jones, Dean of Retention and Student Engagement

Hilary Meyer, Dean of Academic Success (pending board approval)

Associate Dean:

Pat Zinga, Associate Dean of Enrollment Services

Directors:

Harry McGinnis, Athletic Director (interim reporting line to Business Services)

Jessica Rubalcaba, Director for the Office of Student Affairs

Ken Smith, Director of Admissions

College Council: EMSA Progress and Update



Enrollment Action Plan – Drafted February 2019

Welcome and Care

Framework: Create a culture of welcome for new students and a culture of care for continuing students.

Part One: Increase Market Penetration with Currently Existing Programs by Creating a Sense of Welcome to Prospective Students

Part Two: Improve retention, completion, and transfer rates by creating a culture of care and bringing students, staff, and faculty together to form a strong sense of community focused on holistic student development



Enrollment Action Plan Highlights

- New director of admissions and meetings with public high school principals
- Completion of comprehensive Title IX revision to be sent to the board
- Increased student access to financial aid
- Multiple measures implementation and review of testing policies to be sent to the board – Faculty and Student Affairs collaboration
- Updated definition of academic advisor role on campus

College Council: More to come...



Data-Driven Decision-Making

Guided Pathways: Comprehensive review of first-year experience

Mental Health Early Action on Campus Legislation



Enrollment Action Plan for Enrollment Management and Student Affairs
 Executive Summary
 February 2019

Creating a Culture of Welcome and Care

Objective: Outline a short-term plan to increase enrollment with recruitment and retention efforts in Enrollment Management and Student Affairs. Initial assessment of efforts to take place in six months.

Framework: Create a culture of welcome for new students and a culture of care for continuing students.

Part One: Increase Market Penetration with Currently Existing Programs by Creating a Sense of Welcome to Prospective Students

Revitalize Admissions	<ol style="list-style-type: none"> 1. Hire an Admissions Director. 2. Update training for College Relations Associates staff on academic programs. 3. Fill vacancy in College Relations Associate. 4. Design a weekly enrollment report to share with senior leaders.
Make Registration Easy Prior to Matriculation	<ol style="list-style-type: none"> 1. Assess efficiency and user satisfaction of the Call Center for both credit and non-credit course registration. 2. Make the online application more user-friendly. 3. Identify a leader to ensure a seamless transition for students from high school to college. 4. Review the nature of the questions fielded by the Welcome Center. 5. Engage in cross-training for employees to be confident in answering questions about registration.
Increasingly Build Upon Relationships with District High Schools	<ol style="list-style-type: none"> 1. Ensure TC leaders visit districts regularly. 2. Make use of student ambassadors and student outreach specialists to area high school students. 3. Build upon successes with dual-credit students.
Articulate the Strengths of Our Academic Programs Clearly	<ol style="list-style-type: none"> 1. Highlight our outreach efforts to native Spanish speakers in the district. 2. Develop a Transfer Blog on our website. 3. Continually improve our summer class marketing strategy. 4. Ensure ways that adult students feel comfortable returning to school.

Part Two: Improve retention, completion, and transfer rates by creating a culture of care and bringing students, staff, and faculty together to form a strong sense of community focused on holistic student development

Serve the Current Student Body and its Unique Cultural Composition	<ol style="list-style-type: none"> 1. President and VP to meet with student cultural organizations. 2. Educate student affairs staff on serving students at a Hispanic Serving Institution (HSI). 3. Determine if a cultural climate survey for students would be helpful in understanding how best to serve students inside and outside the classroom.
Begin Plans for a Comprehensive First-Year Experience Program for Full-Time, First-Time Students	<ol style="list-style-type: none"> 1. Widely disseminate data on Triton College first-year students across campus. 2. Create more opportunities like TRIO to build upon successes in retention efforts. 3. Align efforts between orientation and academic advising.
Assess Athletics to Determine How to Optimize Continuous Enrollment Efforts	<ol style="list-style-type: none"> 1. Assess structure of athletics. 2. Align admission staff with athletics staff for best practices in recruitment. 3. Create a model of celebrating academic success among student-athletes.
Address Student Mental Health Needs as it Relates to Student Success	<ol style="list-style-type: none"> 1. Determine the type of necessary counseling for student mental health issues. 2. Assess faculty and staff understanding of mental health among students. 3. Identify best practices for serving students with mental health needs.
Increase Student Access to Financial Resources and Policies that Impact the Affordability of a Triton College Education	<ol style="list-style-type: none"> 1. Expand efforts to increase filing for FAFSA. 2. Assist Spanish-speaking families with FAFSA. 3. Expand options for online textbook resources. 4. Review holds for unpaid bills. 5. Assess late registration policies and payment plan options. 6. Synthesize student withdrawal rates and its impact on cost of attendance.
Make Recommended Updates to Student Conduct Procedures	<ol style="list-style-type: none"> 1. Update policies and title IX protocol. 2. Identify staff to mentor students through conduct procedures. 3. Work in collaboration with police on student conduct issues.
Advance the Implementation of Comprehensive Advising Model	<ol style="list-style-type: none"> 1. Assess current advising efforts. 2. Ensure advisors have access to necessary information to effectively help students. 3. Align advising efforts with Title V grant dollars, guided pathways, and Transfer Center development. 4. Increase peer mentoring efforts relating to academic advising.