

NORTHWEST LEADERSHIP FORUM

August 27, 2021

The Northwest Leadership Forum met on Friday, August 27, 2021 at 1:00 p.m. Room 102 of the Haraway Center:

Dr. Michael Heindl, President

Mr. Jeff Horton Dr. Andrew Dale
Dr. Tonyalle Rush Dr. Matthew Domas

Dr. Stephanie Mullins Mr. Dwayne Casey
Dr. Keith Reed ~~Ms. Patti Gordon~~
Mrs. Phyllis Johnson Dr. Don Jones
Dr. Carolyn Wiley

Chuck Adams	Mary Ayers	Tamer Bahloul	Rachelle Bayles
Blake Bostick	Joel Boyles	Katie Broadway	Ed Carroll
Jennifer Casey	Mark Crockett	Kristin Davis	Chief Zabe Davis
Angela Dortch	Summer McBride	Brie Corlew	Doug Freeze
Dr. Bart Allen	Darlene Greenlee	Josh Guest	Leelee Haraway
Jere Herrington	Lekeisha Hibbler	Dr. Nici Hill	Jenny Hurt
Dr. Jeremy Isome	Phyllis Johnson	Dr. Parker Jones	Amy Latham
Todd Latham	Kayleigh Mitchell	Lillian Morris-Hilson	Liesl Mote
Brian Oakes	Dr. Laquita Parker	Col. Danny Robbins	Dr. Ginger Robbins
Robin Robinson	Meg Ross	Lt. Mark Sansom	Matt Sellers
Dr. Larry Shaffer	Erika Stanford	Jeff Triplett	Dr. T.J. Walker
Dr. Carolyn Wiley	Jennifer Williams	Denise Willis	Dr. Melissa Wright

Leslie Legendre, Executive Assistant to the President

I. CALL TO ORDER/REVIEW OF AGENDA

Dr. Heindl called the meeting to order.

II. APPROVAL OF NORTHWEST LEADERSHIP FORUM MINUTES

Dr. Don Jones made a motion that the minutes of the Northwest Leadership Forum meeting dated March 26, 2021 be approved. The motion was seconded by Dr. Tonyalle Rush and carried unanimously.

III. AGENDA ITEMS – Dr. Michael Heindl, President

Dr. Heindl shared a TED Talk. “Why good leaders make you feel safe.” By Simon Sinek.
<https://www.youtube.com/watch?v=lmyZMtPVodo>

Simon begins to tell a story of Captain William D. Swenson. On September 8, 2009, Captain Swenson had complete disregard for his own safety and unhesitatingly went into a kill zone to recover the wounded and search for four missing comrades. Captain Swenson was caught on

camera bringing a Sargent to the Medivac and loading him for transport but before leaving he gives him a kiss before he turns around to rescue more. Simon shared that upon seeing this he questioned, “where do people like this come from?”. What is that? It is a deep, deep emotion to want to do that. There is a love there, and it made him realize that he doesn’t have people that he works with like that. In the military, they give medals to people who are willing to sacrifice themselves so that others may gain. In business, we give bonuses to people who are willing to sacrifice others so that we may gain. The big question is where do people like this come from? His initial conclusion was that they’re just better people. That’s why they are attracted to the military. Better people are attracted to this concept of service. However, he learned that it’s the environment, and if you get the environment right, everyone has the capacity to do these remarkable things.

Simon continues to share regarding Hero’s and the following is some of the highlights below:

- Concern of the safety of others.
- A system of survival
- Tribe
- Trust and Cooperation
- Great Leaders allow for opportunity, education, achievement, etc.
- Lifetime Employment
- 4 weeks of vacation
- Improvement of trust- Morale improves
- Leadership is a choice not a rank
- Leaders sacrifice for others.
- The choice to look after the people to the left and right of them.

IV. AGENDA ITEMS – Dr. Tonyalle Rush & Dr. Ginger Robbins

A. Strategic Enrollment Management Review- Dr. Green, Associate Executive Director & Mrs. Carver, AACRAO Consulting

- Dr. Robbins allowed the consultants to introduce themselves:
 - Maureen O’Mara Carver has been the Executive Leadership for One-Stop Shops at a community college and a 4- year college. She does consulting engagements for implementation of One-Stop Shops. She is currently the registrar at a medical school.
 - Dr. Tom Green has been VP/Dean of Enrollment at seven colleges and universities before coming to AACRAO. As the Associate Executive Director, he does the strategic enrollment management (SEM) and consulting, and editor-in-chief, SEM Quarterly. He has also, helped dozens of community colleges with their enrollment work.
- Dr. Green shared the Northwest Enrollment Consultation Project Plan:
 - Education and set-up
 - SEM Core Concepts Workshop External Scan
 - Internal Enrollment Data Collection
 - Planning Team Staffing
 - Goal Setting
 - Overall target in five years.
 - Focused for recruitment and student success
 - Key enrollment indicators.

- Strategy Development
 - Identify, link, extend existing initiatives.
 - Leading and innovative practices
 - Realignment of resources
 - Identify resource gaps
- Implementation Planning
 - Tactic development
 - Action plans
 - Budgets
 - Timelines
 - Accountability
 - Organizational pivot to monitoring reporting.
- Mrs. Carver shared the review process:
 - Document, data, website review to understand the context of Northwest- it's students, programs, faculty, staff, history, trends, mission, etc.
 - Interviews with administrators, faculty and staff across all locations
 - Roughly, 70 people across more than four days of interviews.
 - Key questions and lenses through which we viewed the project:
 - How well positioned is the College to meet its enrollment goals in terms of people, processes, policies, technologies, and resources?
 - Given its unique character but also looking at other similar institutions, what are the opportunities for the College to improve its services, strategies, operations and support?
 - What themes emerge across the review that can help frame the issues for the college?
- Dr. Green shared the observations:
 - There is a strong commitment to the institution and to students across the College's faculty and staff.
 - People were highly engaged in the interviews and passionate about serving the community, serving students, and in their desire to see NWCC improve.
 - Those same passions are also sometimes expressed as frustration.
 - Communications that miss certain groups or present conflicting information.
 - Understanding of the uniqueness of each location.
 - Processes that seem to take too long, technology that seems cumbersome.
- Mrs. Carver shared the enrollment barriers:
 - Online application that doesn't work well; paper applications being manually entered.
 - SAP policies for prior credit
 - Access to advisors at peak enrollment times (Summer)
 - Confusion over pre-registration/registration/payment
 - Lack of clarity and consistency with degree requirements/pathways
- Mrs. Carver shared the trust issues
 - A great deal of work was being done aimed at checking each and every record to find mistakes or omissions.
 - Examples of manual steps used to catch errors or omissions:
 - Checking every application against the National Student Clearinghouse

- This has since stopped.
 - Checking every financial aid record against NSLDS
 - Checking every graduation clearance
 - These are almost always the result of some level or errors in the past that resulted in 100% manual review to catch small errors.
 - Known as making policy for exceptions.
 - Technologies can often help her to alleviate the amount of manual processing.
 - Dr. Green shared the communication issues:
 - Trust can often be rooted in communication.
 - The pre-registration status is confusing to students and really mean that students aren't paid up or covered by aid.
 - This is confusing to students who think they have their courses set.
 - It is also tremendously challenging for community colleges that often serve students who come at the last minute, are unaware of the requirements of attending college, misunderstand financial aid, etc.
 - Degree plans are not consistently and accurately maintained and communicated across the College.
 - Lack of ownership of the degree planning tool.
 - No process to ensure communication of changes, information.
 - Mrs. Carver shared the Manual Processing issues:
 - Lack of adequate technology to support the work of staff.
 - Lack of training that could help staff perform at higher levels.
 - Lack of trust and communication, as already mentioned.
 - Technology is being addressed.
 - This will take, perhaps a few years.
 - Training and communication must also be improved to leverage the technology investment.
 - Significant business process mapping and redesign will be needed.
 - Dr. Green shared the Data Utilization issues:
 - Enrollment needs to be driven by a culture of data and evidence to support decision making.
 - Data need to be available and used.
 - Both managers and front-line staff need to have data that they can access, understand, interpret and use to drive both strategic planning and daily/weekly tasks.
 - Important types of data:
 - Enrollment “funnel” from prospect through matriculation.
 - Service volumes and patterns:
 - What types of help are students trying to receive?
 - How are they trying to access Northwest resources and when?
 - Dr. Green shared Consistency of Student Experience:
 - Lack of an overall service model for students.
 - When a student comes to one of your locations, offices, website, what do you want that experience to be?
 - Inconsistency of experiences between locations.
 - Students will attend multiple locations over time, in many instances.
 - The way they are provided and the resources available are very different between locations.

- It should not be expected that they are identical but need to be recognizable and similar across every location.
 - Recruiting resources are inconsistent.
 - Heavy emphasis on DeSoto county (the most populous and affluent)
 - Lack of resources to cover the large geographic, rural areas in other counties.
- Mrs. Carver shared the Training and Professional Development issues:
 - This is one of the most common issues we find across all institutional types and sizes.
 - The fast pace of change- policies, compliance with regulations, technologies- places higher requirements on training and continuous learning and development in every role, at every level.
 - Records and admissions/recruitment work has moved from process and data input to scanning and data analysis.
 - The information needed to do the work is no longer in paper files or measured by the number of people at a college fair; it is hidden in the data that lives in systems and online.
 - A comprehensive and ongoing plan for training and professional development is critical for the success of Northwest's enrollment plan.
- Dr. Green shared Areas of Opportunity- SEM Planning Linkages:
 - Adult Learners
 - Build upon some existing/recent efforts to connect with technical programs, employers.
 - Greater emphasis on this age group
 - How can NWCC leverage technical certificates and programs toward degrees?
 - Dual Enrollment Expansion
 - Largely focused on schools with existing resources and advantages.
 - How can NWCC serve the schools that don't have advanced labs, courses, faculty?
 - GED Holders
 - A large and largely untapped population that is already associated with Northwest.
 - Data capture, communications planning and focused recruitment are needed.
- Dr. Green shared the Next Steps:
 - Work in discussion groups today.
 - Themes
 - Where do you see these occurring across Northwest?
 - What would help to address these themes?
 - Areas of Opportunity
 - What are the ways in which your area/department could impact these areas?
 - One-stop Resources
 - What would a one-stop serves look like at Northwest, both online and in person?
 - What would be included?
- Dr. Robbins asked the Leadership Forum to submit questions to her electronically to be asked during this segment. The following are a few questions that were discussed:

- Do other schools do the pre-register/completion enrollment process NWCC uses? How do you recommend we remedy the issues with it?
- How were the 70 interviewees chosen?
- What is our current enrollment vs our goal?
- Does a one stop have to be located in one facility/building?
- How do we coach veteran members into changing their mindset to accept modern ways of doing our work? Some may fear that technology will “Steal their jobs?”
- Shouldn’t training come alongside accountability? How do you address those issues?
- I hear that our student information system is antiquated, and we don’t have the new one yet. How do we engage in important processes but the technology is not good?
- How do we get and keep people across the college engaged for the long haul of strategic enrollment management?
- What are the best ways to reach out to adult learners?
- Will AACRAO help us with the implementation process?

V. ADJOURNMENT

There being no further business to consider, Dr. Heindl adjourned the meeting.