2023-2024

What are we doing to help students come and complete at the College?

What are we doing to help employees come and stay at the College?

President's Bi-Weekly Report

For period February 19, 2024 to March 1, 2024

*** Submissions for the next update are due **Friday, March 15, 2024***

Strategic Projects for 2023-2024 Academic Year

In identifying the strategic projects for their departments, supervisors need to address at least one of the two **SMART (**Specific, Measurable, Achievable, Relevant, and Time-based) strategies shown below in alignment with the strategic plan and its key performance indicators (KPI's) to fulfill the College mission of student access and success, and align the human, fiscal, or physical (facilities, IT) resources. The two strategies are:

1. What are we doing to help students come and complete at the College?
2. What are we doing to help employees come and stay at the College?

New Alignment of College Departments

For the record, this is the correspondence that was sent to the college community about what was announced at open forum. More correspondence will take place after reviewing the feedback from the College community.

Below are the cliff notes from the open forum with regard to the changes we are making at the College and the reasons behind them.

1. Currently and into the future, we are facing tremendous external challenges with major drop in enrollment due to remanence of Covid, drop in demographics, drop in high school graduation rates due to the 2008 recession and low birth rate, adult not returning to school due to concerns about the opportunity cost of higher education in both time and money with the availability of good paying jobs in the economy, to strong competition from public/private/online institutions, to social and political pandemics interfering with the operations of higher education

2. We need to set the institution on a strong footing for a better future while capitalizing on the internal strengths of the college family

3. The Education Advisory Board and Achieving the Dream, national organizations in which we are members, have been telling us about the rise in expectations for expedited customer service especially by the new generation of students (that is used to get things done on apps), and by adults since they are busy working and caring for families

4. We have had two audits, one external and another internal, with both telling us about the importance of streamlining processes, minimizing handoffs, and reducing the onboarding steps

5. We have been looking for a good grant person for more than two years with no success

6. We have seen what is happening at other colleges and universities nationally and in Ohio that are either closing, laying off people, not providing raises, or closing programs

7. We have been doing some minor changes, but concluded that change at the margins is only producing marginal change

8. The College has done an excellent job in enhancing student success, and in being a great steward of human and financial resources; replacing and adding positions; providing good compensation packages, insurance, and work flexibility; to the point that we can adjust from a position of strength. Yet we have to increase enrollment and student access, as student success cannot happen without it

9. So, in reviewing our internal capacity, and capitalizing on the strengths of so many individuals at the College, and following Jim Collins process of Good to Great, by having the right people in the right seats on the bus moving in the right direction; and following the principle that the best way to predict the future is to create it, we decided to:

   a. Align academic and student services under the leadership of Dr. Gray, and moving the success coaches in Student Services to the division for expedited student service. This was the next step in the successful Title III grant that created the academic advisors (liaisons) in the divisions

   b. Create the Institutional Effective and Planning division under the leadership of Tom Prendergast that includes major grants and Institutional Research to capitalize on data insights, future planning, and financial resources to help take the institution to the next level

   c. Bring all the student wrap-around support services (academic and non-academic such as TRiO, tutoring, testing, disabilities, career services) under the strong capabilities of Monica Durham

   d. A summary of changes is shown in the slide below.

College Departments New Alignment

A. Academic and student services aligned under VP of Academic and Student Services (Kelly):
   1) Advisors altogether in the academic divisions, reporting to the deans
   2) Support/wrap around services altogether: TRiO, tutoring (manager, also doing testing), disability, career, resource navigation. Moving to Fallerius, next to TRiO and tutoring
   3) Admissions (with updated responsibilities), Registrar, CCP reporting to this division

B. Division of Institutional Effectiveness and Planning (Tom):
   1) IR (moving from Business Division), major grants (state and federal, moving from Development Division), and special projects (ATD, TFS, State Reports)

C. Business division (Lori):
   1) Business Office, Financial Aid (moving from Student Services), IT, Facilities

01_ ACADEMIC SERVICES

02_ Business, Industry, and Technology Division
Increase average section enrollment by 1%, and measure and increase the faculty usage of Watermark for student outreach on non-attendance, mid-term grades, and other academic alerts.

- *Goal 1 = Complete.*
- *Goal 2 = Continuing to gather usage data.*

03_ Health Sciences Division
For the success and retention of students in Health Science Programs there will be:
a) A face to face meeting with all first-year advisees by week three of the term and with all second-year advisees by week four of the term. Notation will be provided in Aviso for every meeting and
b) Personal contact every two weeks after initial contact to the end of the term with notation in Aviso for each meeting or contact.

- *Activities accomplished/progress:*
    - *Spring 2024 to date –*
        - *46% of the faculty have reached out to all of their advisees.*
        - *15% have done zero documentation in Aviso*
        - *The remaining faculty have notation in varying degrees with their advisees.*
    - *During the Health Science Division meeting on 2/1/24- discussions were had surrounding performance and reminders of expectations.*
    - *As a division we discussed what the purpose of this documentation is for and why we are stressing this so adamantly.*
    - *Individual reminders were sent to faculty to continue meeting with students with required completion of documentation.*
    - *We will continue to monitor for success.*

04_ Liberal Arts Division
Increase the pass rate in the Liberal Arts courses by 2%

- *Attended the Achieving the Dream national convention.*
- *Scheduling meeting with Bowling Green to discuss education program partnership*

05_Academic Quality and Compliance
Coordinating the transfer of all of my duties to a new ALO and adapting my current Academic Support Services Manual to an easy to reference tool, with supporting documentation.

- *Search Interview process for new Accreditation/Compliance Officer continues*

06_ Title III
Monitor and report on Title III grant metrics (number and percent of courses converted/offered to online and/or 8-week modalities, increase incorporation of OER, and faculty involvement in ACUE, QM and additional training programs) to support faculty in enhancing student success.

⬇ *Updates*
- *Completing work on Year 1 performance report (due end of March to Dept. of Education)*
  - *Weekly meetings with grant evaluator discussing report and data presentation*
- *Provided grant updates to CTE Steering committee on 01Mar*
- *Ongoing discussions with Shella on expanding OER implementation*
- *Planning for March & April faculty division meetings is underway*
  - *Will build upon discussions initiated at November 2023 meeting with breakout groups*
  - *April meeting will re-introduce summer research stipend opportunities for faculty and provide time for faculty to collaborate on ideas*
- *Reaching out to faculty members seeking interest in summer Quality Matter training*
- *Meeting with interested faculty in completing summer research projects that can be supported by grant funds.*

⬇ *Equity & Access Coordinator engagement:*
- *1:1 Support sessions: 13   Faculty sessions: 04*
- *Student Groups: 0*
- *Events/workshops held:*
  - *02/27/24 Students for Success Workshop: 01*
  - *Student Check Ins 01*

⬇ *Technology Success Coach engagement:*
- *Workshops Held: In-Person: 0   Zoom: 0   Video Hits: 1*
- *Student Support: Email: 2   Phone: 0   In-Person: 0*
- *Faculty Support: Email: 5   Phone: 0   In-Person: 1*
- *Staff Support: Email: 0   Phone: 0   In-Person: 2*

07_ Center for Teaching Excellence
Continuation of NCSC Instructional Design Success/Retention Enhancement Program by:
1. Conducting monthly outreach to academic departments to move them through the defined engagement levels.
2. For previously non-participating departments, conduct outreach and activate 50% to Level 1 participation.
3. Increase participation to Level 2 by 25%.

Continuation of NCSC Instructional Design Success/Retention Enhancement Program by:

- *Conducting monthly outreach to academic departments to move them through the defined engagement levels.*
- *For previously non-participating departments, conduct outreach and activate 50% to Level 1 participation:* ==**175% complete**==
  - *Level 1 Meetings in process of finding a dept mtg date: ENGR, ITEC, VCMT, CRMJ, HMSV*
  - ***Level 1 Meetings HELD: Social Sci***
- *Increase participation to Level 2 (Department **working with CTE to actively redesign/ train** on best practices to implement) by 25%:* ==**50% complete**==
  BIOS & MATH

- o *Level 2 awaiting follow-up on: ACCT, BUSM, PTA, PNUR, RADS, RNUR, RESP & ENGL*

08_ TRIO, Solutions, and Tutoring Support Services

A. TRIO: Scheduling a minimum of two (2) activities per month; participation rate to be at least 10% of TRIO membership.

- *Total enrolled TRIO students (Spring 2024): 66*
- *Scheduling two (2) activities per month; participation rate to be at least 10% of TRIO membership*
- *February 2024*
  - o *TRIO Day of Caring: National TRIO Day Service Project, Assisting Grace Episcopal Church with WFB February 15th, 2024 - 6- students volunteered (11% attendance)*
  - o *National TRIO Week – TRIO Open House Information Session - February 20th, 2024 – 9 staff, 11 students (17% attendance)*
- *March 2024 (Upcoming)*
  - o *Spring break Cultural & Professional Enrichment*
    - ▪ *3/12/24 – (upcoming event) - Cleveland Museum of Art Center*
    - ▪ *3/14/24 – (upcoming event) - Rock-n-Roll Hall of Fame*

B. Tutoring Center: Conduct consistent "touch-point" meetings between tutors and faculty to expand the outreach to students. Tutors are to have intentional outreach with faculty three (3) times per session/semester: 1 week prior to start; 1 week prior to mid-term; 2 weeks prior to finals

- *Over the past two weeks, the Tutoring Center has refined the process for tracking this metric.*
  - o *Total number of tutors on staff: 20. Tutors participating in active outreach to faculty: 15 (75%)*
  - o *Total faculty for SPR2024: 125. Tutors outreached to 71 different faculty members with 186 various interactions.*

09_ STUDENT SERVICES

Strategic Goal: High school senior applicants that have taken CCP register at a much greater rate than seniors that have not taken CCP. We will continue to improve coordination and adapt processes in all areas of Student Services to improve the flow of CCP students after high school to the College. The goal will be to improve former CCP applicants and eventual registrants by 3% over levels for the 2022 class (excludes CNOW), and improve the overall conversion yield from inquiry to registration to be over 40%

10_ Admissions and Enrollment Management

Improve the efficiency of the admissions process and recruitment of inquiries/prospective students focusing on the admission funnel and the steps students take in their enrollment journey. This will result in a 5% increase in overall general applications from area high school territory. It will also

include a 1% increase in minority applications, a 2% increase in applications for CCP students who qualify for TFS, and a 2% increase in applications for other high school seniors

- *Continued recruiting for the 2024 open houses and counselor event which are scheduled in March and April*
- *Continued Info Sessions with the Deans*
- *The admission reps continue to make rounds the high schools for recruitment this week taking chocolates and flyers out to the schools and meeting with students about TFS*
- *This week we had a total of 9 families here on campus to tour and talk about programs and enrollment steps*
- *We continue to reach out to inquiry's and applicants quickly to implementing our customer service vision (goal response time is 48 hours)*
- *Tiffany printed curriculum sheets to have on hand at the front desk for the admission reps to give an overview to prospective students on what their program coursework entails*
- *This week we are preparing to target CTE labs to speak with the instructors and students informing them of potential articulated credits they have with NCSC*
- *We continue to focus on inquiry/applicant follow up for summer semester as a priority to get them advising appointments*

11_ Crawford Success Center

To identify new community partnerships and program opportunities in the community to drive application and enrollment growth. This will result in a 5% general applicant growth in Crawford County and 5% enrollment growth of Crawford residents.

- *Collaboration with Crestline School District (Feb-Mar)*
    - *Establishing NCSC leadership visit*
    - *Coordinating 24-25 partnership opportunities*
- *Scholarships for Success: School Participation (Mar)*
    - *RSVP- Bucyrus, Buckeye Central, Col. Crawford, Crestline, Wynford (finalizing with Galion)*
- *Partnering with Crawford AdamH to host Peer Recovery Supporter training (April)*
    - *Offer next step opportunities at NCSC*
- *Providing customer service to general applicants within 48 hours of completion*
    - *Crawford, Huron, Seneca, Wyandot, Marion, Morrow*

12_ Student Success Center and Retention Services

Improve student engagement and persistence by increasing student visits to the department by 5% through expanding awareness of career services, first year advising, and holistic student support.

- *Department visits from 02/16/2024 to 02/29/2024 = 43*
- *Held team meeting on 02/28 to discuss "scorecard" activity in order to monitor progress toward the WIG (Purpose: ensure that everyone knows the score at all times)*
- *"Lead Measure" activity planning (Purpose: apply disproportionate energy to the behaviors and activities that lead to, or predict, achieving the WIG)*
    - *Advising Month begins March 1*

🞧 *There are 50 employer partners scheduled to attend the Job & Internship fair scheduled for March 25 – some of these include: Ohio Health, Charles River, Emerson, CNG, Byrne Group, Warren Rupp, State Farm Insurance, WMFD, The OH Report, MBIE, ODOT, ezJustice. Please mark your calendars and encourage students to attend!*

13_ College Credit Plus

Increase the number of CCP students that complete a minimum of 12 credit hours prior to high school graduation by 2%. This will be partly achieved by streamlining reports to more effectively support student enrollment and retention efforts.

🞧 *23-24 Enrollment Updates*
   - *SP24 enrollment 1206 and 8469*
      o *9.55% increase of credit hours (8,469 hours) compared to SP23*
      o *2.12% increase of individual enrolled students (1206 students) compared to SP23*
      o *We expect both of these percentages to continue increasing as we work with students on Spring B term enrollment opportunities*
   - *FA23 enrollment*
      o *8% increase in credit hours over FA22*
      o *7% increase in enrolled students over FA22*

   - **FA23 comparison to Fall 19 (Pre-pandemic Benchmark)*
      o *3% increase in credit hours over FA19*
      o *3% decrease of individual students compared to FA19*

🞧 *Recent 24-25 Application and Accuplacer Days scheduled for Pioneer, Plymouth and Madison, Centerburg.*
🞧 *Recent 24-25 CCP Information Sessions for families and students to promote NCSC and recruit students for CCP/CNOW at Crestview, Cypress, and Lucas High Schools.*
🞧 *Updated the communication plan from Recruit, disseminated to 2024-25 CCP applicants to pare down messaging with direct and succinct information.*

🞣 *Continued report streamlining in progress with students' cumulative credits for strategic goal, noted below.*
🞣 *Continued Spring B registration push. Results of course survey preferences processed and working with students to add Spring B courses. Updated Pathways and Advising content on CCP Webpages. Continued outreach to CCP students in class of 2024 for Spring enrollment and TFS potential. Continued outreach for CCP classes of 2025 and later. Topic of outreach to schedule advising follow up on pathway and/or credit transfer plans; review credential opportunities that align with students' goals and plan for Spring semester enrollment opportunities as vehicle to reach these opportunities.*
🞣 *The FT CCP Advisor positions have been filled. The new team starts March 18th.*

14_ Registrar (Student Records)

Increase processing speed of College transcripts (in one week or less); and high school transcripts (in 24 business hours or less), as well as integrity/security of high school graduation records through tighter controls and use of SendSafely drop zone.

🞣 *Session A Grade reminders will be sent this week*
🞣 *Auto-cert processing is still ongoing*
🞣 *Reviewing efficacy of processes and procedures related to Records Office and file management*

15_Financial Aid Office

The primary goal of the Financial Aid Office is to provide financial support and resources to help students achieve their educational goals. It will work on increasing FAFSA completion by 2% with various forms or outreach, while enhancing security through implementation of SendSafely.

🞣 *Reached out to students who completed a FAFSA for NCSC, but have not applied for financial aid.*
🞣 *Reached out to all the SP24 academy students and reminded them to apply for aid*
🞣 *Reached out to all SU24 applicants on how to apply for financial aid.*
  ○ *We sent them an email as well as texted them the information.*
🞣 *Reached out to all SU24 applicants who indicated they were veterans and sent them information on how to use benefits at NCSC as well as to apply for aid.*

Comparison of FAFSA data from last year to this year.

🞣 *FAFSA completion ending week of 02/23/24 vs week ending of 01/24/23 (11 vs 14)*
🞣 *FAFSA completion ending week of 03/01/24 vs week ending of 03/03/23 (10 vs 19)*

16_ BUSINESS SERVICES

17_ Accounting Services

Monitor student accounts for business holds and collection holds to ensure proper reflection of student account status. Use FY2024 to establish a baseline for number of students that have financial holds on their account that block them from registering. Counts will be taken on Friday's during fall and spring semesters of students with Business Holds (BH) and Collections Holds (Coll). Will also report the number of students submitted to the AG for Summer, Fall and Spring split between

balance type i.e. regular vs Title IV recalculation.

➕ *Next reporting time will be the day before priority registration*

18_ Facilities Management

➕ *Boilers and Chillers in Fallerius and Kee Hall*
- *Timeline March 2024*
- *Status update: Both Boilers and Chillers are installed and functioning*
- *Chillers will need to be tested once heating season is over*

➕ *Windows and Doors in Health Science and Child Development Center*
- *Completed as of November*

➕ *Generator – Health Science, Child Development Center and Kee Hall*
- *Timeline June 2024*
- *Generators are on site, PO have been issued to BC&G construction, Kick off meeting will be on Monday March 4th*

➕ *Criminal Justice Move to Kehoe*
- *Timeline April 2024*
- *Status Update: Drawing and design phase has been approved, Knoch Construction has started the process of demo. Framing, Electrical, Drywall and Plumbing have started*

➕ *Fallerius Renovation Project*
- *Timeline 2024 / 2025*
- *Status Update: RFQ has been completed. We are waiting to submit to state board for approval*

➕ *Chemistry Lab*
- *Timeline 2024*
- *Status Update: Hasenstab has been awarded the project for Design and Architect and are in the design phase*

19_ Child Development Center
Maintain full enrollment and update curriculum for education of children.
President's Bi-Weekly Report ~ Child Development Center

Date~ Week of 3.4.24				
Class (Room)	Maximum Enrollment	Available Slots	Filled Spots	Notes
Adventure (39)	8	0	8	
Imagination (21)	8	0	8	

Puddles (24)	*7*	*0*	*8*	*One child will start on 3.11.24*
Fascination (27)	*8*	*0*	*8*	
Explorers (29)	*20*	*0*	*21*	
Sunshine (32)	*20*	*0*	*20*	
Homebase	*28*	*0*	*28*	

Status of Updated Curriculum

We are continuing to work on utilizing the TS Gold Cloud! We are currently working on a Water Study! We will move to gardening and planting in March! All of our seedlings will go out to our raised garden beds to get the needed sunshine and water to GROW, GROW, GROW! When it comes time to harvest, all veggies and herbs will be used by Miss Tracy to cook with for breakfast, lunch and snack! Extras will be available for families to take home!

20_Information Technology

⊕ *GreyCastle (DeepSeas) Project*
- *GreyCastle was purchased by another company and has been rebranded as DeepSeas. Our team isn't changing and work will continue as before.*
- *The follow-up vulnerability scan should be completed. During our next meeting with our vCISO we should be presented with the findings.*

⊕ *Switch Project*
- *Edge switches have arrived and ArubaOS training has been completed. We have migrated the main campus AND Kehoe cores to the new Aruba stacks and are working on edge switches now, closet by closet.*

⊕ *Signage / Communications*
- *Working on updating and simplifying our signage around the office and the communication that is published. Work continues.*

⊕ *Student MFA*
- *IT has presented their findings to President's Staff and are working with other departments to finalize our plan for rolling out MFA to students.*

⊕ *Cybersecurity*
- *We have experienced several cybersecurity incidents in the past weeks. We are in the process of reviewing IT policies and procedures in order to better protect NCSC data in the future.*

21_ Information Services
IS-Report manager updates of reports. Report Manager:
    Total number of reports currently available
    Total number of reports used

➕ *SaaS Migration Project:*

- *Reviewing the SaaS database change over from Microsoft SQL to PostgreSQL and what it means for SQL Server Reporting Services (Report Manager).*
- *Also looking into IDE/SQL Editor solutions for IS and IR with the upcoming change over from Microsoft SQL Server Management Studio to Ellucian Insights.*
- *Ellucian CTS Tech Support users were setup in Colleague for hands on assistance with the SaaS integration project.*
- *Identifying and notifying the power users of Colleague modules of the upcoming workshops to provide insight into what Ellucian Experience with SaaS will mean to them, as well as their departments.*
- *Continued investigations into Aviso and its compatibility with SaaS as well as looking into more Ethos integrations with Canvas for better faculty support.*
- *Continued investigations into other systems that may be affected by the SaaS migration.*
- *Reviewing new SaaS integration documentation provided by Ellucian on the project itself.*
- *Awaiting the installation of a scanning utility within Colleague to identify data type errors within the database to ensure SaaS compliance.*
- *Continued work with IT to identify and remove security concerns as well as potentially identifying the cause of new-user bug that has been causing problems for IT.*

22_Institutional Research

Improve Data and Information Access by making data available, understood and used effectively to support better strategic decision making in a timely manner to achieve the goals of increased enrollment, retention, and graduation/transfer. This includes: holding regular meetings with the academic and student services departments; develop data dictionary to standardize definitions of commonly used metrics; revamp Report Manager reports; develop dashboards and website.

➕ *Planning to present to academic council on OACC provided materials in the near future (part of making data accessible)*
➕ *Continue to have meetings with various stakeholders around data requests*
➕ *Continuing to try to determine if current BIU tool has necessary security capabilities to make widespread use possible*
  - *Have contacted their technical assistance & trying to work through the issues with them & our IT (who are very helpful)*
➕ *Otherwise our focus has been on state and federal reporting and tickets (re: grant data, program review, and other internal needs)*
➕ *Draft of data dictionary in progress*

23_ Human Resources

Reduce the recruiting/on-boarding process to 8-10 weeks by efficiently managing the search process immediately after the posting period through offer; and ensuring the hiring of quality faculty and staff that are focused on student success and representative of the diversity of our service region.

➕ *New hires/new positions: 2/1/24 – 3/2/24*
  - *No new hires for this period*

- *Introducing New Employees for this period:*
  - *(see "Our Growing Family" and/or specific departments in the [Employee Photo Directory])*
    - *Kaylin Stratton, Professional Tutor, Health Sciences (Respiratory) (started February 22nd)*

24_ Development (Foundation, Government Relations, and Workforce)

The NCSC Development team will positively affect enrollment by meeting our FY24 financial target of $450,000 for fundraising, implementing two new workforce development programs that will support a $245,000 target, with the support of a foundation board taskforce, $1 million in state and federal grants, and $35,000 with rentals or other support programs.

- *$600,000 received year to date (YTD),*
- *NCSC Workforce Development is on track to meet the target and*
  - *implemented two new workforce development programs that will support Workforce's target of $245,000 target, with*
  - *the new Drone program launched, and*
  - *$123,505.76 received and billed YTD.*
- *For the grant program a target of $1 million in state and federal grants, with*
  - *$613,500 committed from Super Rapids YTD,*
  - *a possible additional $323,000 and*
  - *an NSF grant still outstanding to hear from, and*
  - *$185k from RCF for the new IDAS lab.*
- *For events we have a $35,000 target with rentals, and*
  - *$$31,343.00 received YTD.*

25_ Marketing and Public Relations

Continue to find new prospects (1,000+ inquiries) for enrollment using web inquiry forms by employing segmentation tactics and targeted messaging (increasing social media content by 20% /maintain web users at 150,000+), and work with departments to improve communication with all prospects as we all strive to improve enrollment yield to at least 40%.

- *29 total web inquiries sent to admissions and deans on Monday, 2-16-24*
- *29 total web inquiries sent to admissions and deans on Tuesday, 3-1-24 (YTD 951)*
- *Web tracking – 104,434 users/100,736 new users since July 1, 2023.*
- *Tactic Spotlight: Social Media – TikTock and Social Ads on multiple channels*
  - *The table below shows the results from two social ad campaigns targeting young adults (work ready/debt free) and high school age students (CCP)*
  - *Report generated for 60 days (Feb/March) but March has not happened yet. Results are all from February.*
  - *Combined we reached an audience of 78,000+, providing 406,000 impressions.*
  - *These efforts contribute to the lead generation reported above.*
  - *Multiple tactics are used to drive inquiries.*
- *TikTok is a new channel this year.*
  - *Shout out to Maggie for proposing an activity for Valentine's Day.*
  - *[Here is the link to the video] she and Teri produced.*

o *Brought a lot of smiles to our internal team.*
o *Received a lot of interest and positive reactions on social.*
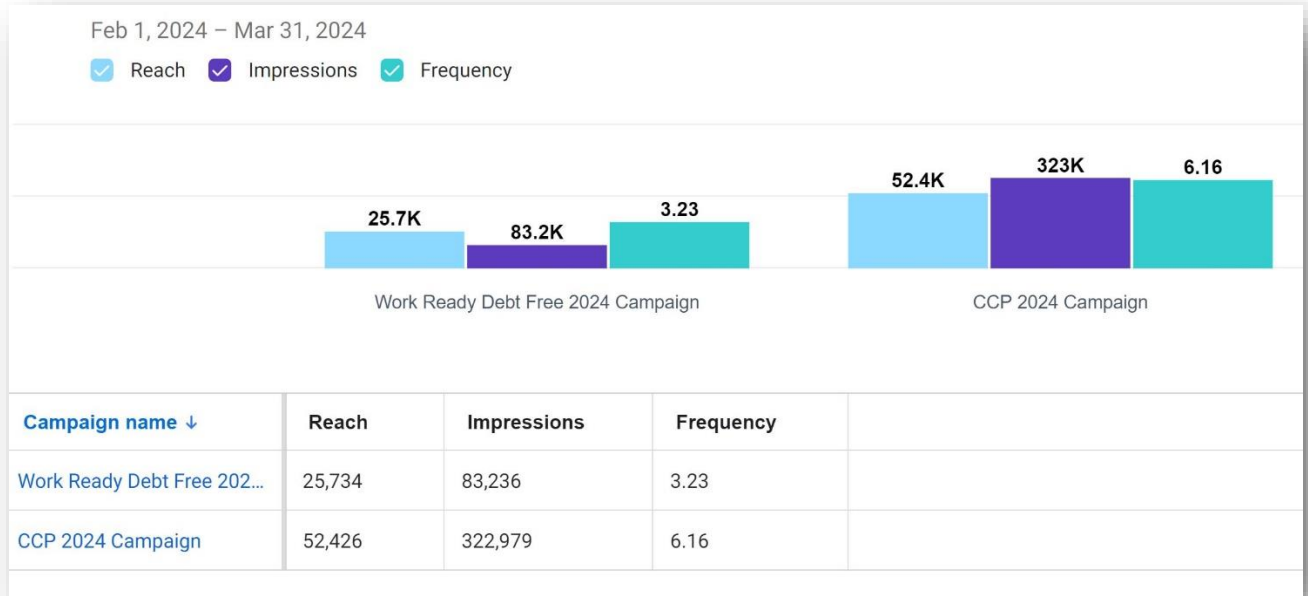
26_ Faculty Caucus

Continue communication between faculty and students, by increasing faculty usage of College systems (Aviso, Canvas…) by 6% for Aviso notes and 3% for Aviso alerts (to increase student success) and determine ways to increase faculty retention

- *Reviewed grade forgiveness policy to provide feedback to the President's cabinet*
- *Aided with forming search committees for various open positions at the college*
- *Continued communication with Laurie Jackson to better understand recruiting and to determine in what ways faculty might assist in recruiting and enrollment efforts within their departments and programs*

27_ Staff Caucus

Each week, request that staff caucus representatives contact the staff they represent, and identify potential areas of improvement for customer service. Specifically, the areas for improvement for customer service would focus on areas that would benefit both internal and external stakeholders at the same time. In addition, as part of identifying areas for improvement in customer service, the staff caucus will also request possible solutions and recommendations for improvement. Customer service topics include: Customer Service Response Timeframes, Problems Solving/De-escalating Situations, Staff as Representatives for the Entire Organization, Cross Training Staff, Aesthetic Intelligence / Emotional Environment (Overall Campus Aesthetic Appearance).

- *Staff Caucus will meet again as a group on Tues., March 12 to discuss staff related issues, concerns and questions at the college.*
- *Questions regarding staff concerns are currently being compiled and forwarded to the President's Staff for review ahead of the March Staff Caucus Meeting.*

- *Additional follow-up discussion will also take place regarding the Fourth Customer Service Topic: Cross Training Staff.*