

Presidents Meeting Agenda

Tuesday, November 10, 2020 – 2:00 p.m. C.T

All Presidents Session

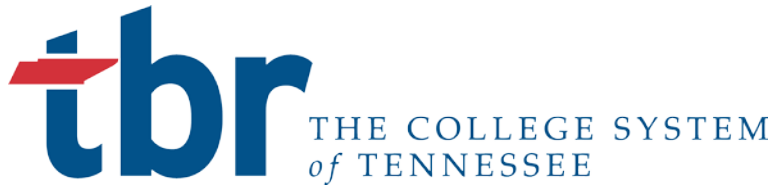
1. Opening Remarks and Chancellor's Commendation for Military Veterans – Chancellor Tydings
2. New CC/TCAT Sector Representatives – Russ Deaton
3. LMS Update – Brian Lapps
4. Review of Legislative Priorities – Kim McCormick (attachment)
5. Strategic Plan Update – Russ Deaton
6. Student Success Technology Integration Project – Heidi Leming (attachment)
7. Other Business – Russ Deaton

TCAT Breakout (Session Leader – Kim McCormick)

- Development of a Distance Education CTE Instructor Training Program- Tachaka Hollins and Treva Berryman
- Reestablishment of the TTC Leadership Program as a TCAT Leadership Program - Kim McCormick
- TCAT Financial Aid Shared Services Project – Johnathon Button

Community College Breakout (Session Leader – Russ Deaton)

- Outcomes-based Funding Formula – Russ Deaton
- Uniform, Resident Tuition Policy (as TCATs have) – Russ Deaton
- TCATs/Associates Degrees – Chancellor Tydings



Presidents Call
Tuesday, November 10, 2020

SUBJECT: TBR Legislative Priorities for the 112th General Assembly of Tennessee

PRESENTER: Vice Chancellor for External Affairs Dr. Kim McCormick

ACTION REQUIRED: Information only

Summary:

Vice Chancellor McCormick will present an overview of the 2021 Legislative Priorities, which are applicable for the upcoming legislative session. These priorities were provided by TBR System Leadership and TBR Presidents. The 112th Tennessee General Assembly Legislative session will begin on January 12, 2021. The Department of Government Relations in the Office of External Affairs will advocate on behalf of TBR to the members of the Tennessee General Assembly Members.

The Legislative Priorities are:

- (1) Pursue critical and equitable formula, capital outlay, and equipment and program funding requests;
- (2) Support efforts to expand college access and affordability to all Tennesseans;
- (3) Further enhance the safety and campus security of the System's faculty, staff, and 110,000+ students;
- (4) Advocate for and pursue resources and technological advancements that improve our ability to deliver curriculum wherever and however necessary;
- (5) Ensure that system institutions are afforded the flexibility and resources to be nimble in response to the continually evolving academic and personal needs required for student success;
- (6.) Encourage systems of faculty recruitment and retention to see our students instructed by and exposed to individuals with intense professional understanding and real-world knowledge.

TBR Student Success Technology Integration Plan

Report to President's Council, November 10, 2020

In 2020, funding from THEC was received in order to conduct an internal review of student success technologies and possible integration mapping with Banner at three TBR institutions: Chattanooga, Southwest Tennessee, and Nashville. The long-term primary objective of the pilot was to improve student persistence and completion rates by automating data integration and connecting it with communication software (advising, two-way texting, etc.) to build a robust student success strategy. The desired result is to have institutions become more efficient in operational and communication tasks, building staff capacity to engage in more time-intensive interventions with students. Currently, each campus in the TBR System is using a variety of software solutions to monitor student enrollment, progress, and student use of campus resources that support academic success. None of the software solutions interact with each other, however. As a result, student affairs and advising staff spend time manually extracting pockets of data to then implement interventions and communication strategies. No known integration solution is available on the market where a single software can follow a student throughout the entire pipeline.

The original TBR proposal to THEC outlined a process whereby TBR would hire a consultant to design a technology plan that brings together student facing platforms already in use among three pilot campuses to build an infrastructure which supports a robust student success strategy. The solution would be focused on using data from Banner, connected with a customer relations management platform (CRM), to help students navigate enrollment and academic support processes. The CRM would then be integrated with existing technologies used to nudge students (two-way texting), to identify students who need immediate intervention (early alerts) and can be used in advisement and data analysis by institutional staff.

The TBR goal is to utilize software that has already been vetted by our institutions (solutions for which we already have contracts). The technology plan would include a "standard" of software solutions that would then, if staffed appropriately, be supported by the central IT office at TBR. Additional campuses outside of the pilot will be given options for using software solutions that are part of the common suite of products.

Per the agreement with THEC, the following deliverables were outlined for the project:

A.2. TBR will continue to work with a consultant to create a TBR Student Success Technology Integration Plan, which will evaluate the current technology being used across the system with the intent of developing a single model of data integration to be deployed uniformly at Chattanooga State Community College (CSCC), Nashville State Community College (NSCC), and Southwest Tennessee Community College (SWTCC). The TBR Student Success Technology Integration Plan shall utilize data from Banner and involve a customer relationship management (CRM) platform, communication technology, artificial intelligence/chatbot technology, advisement technology, and early alert technology.

A.3. The consultant hired by TBR will be required to submit a written report to THEC and TBR no later than November 15, 2020 which will include an overall assessment of the current technology landscape,

an integration plan, a timeline for implementation, a list of critical milestones, cost estimates, and any additional information deemed appropriate by the consultant. Within 30 days of receipt of the report, THEC and TBR will reconvene to determine next steps.

TBR Student Success Technology Integration Project

The final report from the Moran Consulting group included a review of existing software in use at TBR institutions and a more in-depth review of the ERP contract with Ellucian. High level recommendations were made using the data from the review of existing contracts and interviews with three pilot schools: Chattanooga State, Nashville State, and Southwest Tennessee Community Colleges. The high-level recommendations included the following:

Recommendations Arising from Review of Software

The consultant report indicated that participants feel there is significant potential for expanded use of Banner modules and other Ellucian applications. Banner integrations, however, are a pain point for our institutions and integration varies from campus to campus. Since software environments vary across the pilot institutions, specific areas for standardization noted in the report included:

1. Student Success: multiple packages in use, many of which were streamlined by Southwest's use of EAB. This is an area for potential standardization across the System.
2. Appointment Scheduling: multiple applications in use with participant feedback that no single application meets all needs. This is an area for potential standardization across the System.
3. Video Conferencing: multiple applications in use, but participant feedback did not indicate a clear value-add for standardization. Standardization across the System could be considered.
4. Mass communication: There is potential for standardization across the System.
5. Workflow Packages: Participant feedback did not yield an agreement on what would be most useful and this area would need to be investigated further.
6. Event Management: Participant feedback cited this area as a challenge with multiple packages in use. This area would need to be investigated further.
7. Student Financial Aid: While multiple applications are in use, this was not noted as an area of concern. No immediate concern.
8. Classroom Computer/Lab Management: While multiple applications are in use, this was not noted as an area of concern. No immediate concern.
9. Library: Not an area of concern.
10. Career Services: While multiple applications are in use, this was not noted as an area of concern. No immediate concern.
11. Continuing Education: While multiple applications are in use, this was not noted as an area of concern. No immediate concern.
12. Employee Training and Development: While multiple applications are in use, this was not noted as an area of concern. No immediate concern.
13. Reporting: While multiple applications are in use, this was not noted as an area of concern. No immediate concern.
14. Bookstore: No immediate concern.
15. Virtual Tutoring: No immediate concern.
16. Student Diploma Production: No immediate concern.

While the consultant noted that there is overall interest in standardization, participants did not agree about how best to increase standardization across the System. As a result of the unique needs of each institution, there was hesitancy expressed in the interviews as to the level of buy-in, technical staff capacity to implement, and governance for procuring a set of standardized software packages. As such, the following high-level structure and IT planning considerations were noted in the report:

1. Some IT organizations appear to be struggling to maintain consistent service with little time for strategy or proactive prioritization and collaboration.
2. Participants are generally satisfied with Banner as the ERP platform but agree it has been over-customized across the campuses.
3. Many participants lack organizational capacity to keep up with Banner-related changes, opportunities, and critical end-of-life Ellucian applications.
4. Banner integrations were a consistent source of frustration across participant interviews.
5. Participant interviews cited a need for a CRM tool, preferring a consistent one across the System.
6. Other consistent opportunity areas emerged, including a common admissions application solution, mass communication systems, event management software, and data connectivity across platforms.

Consultant Recommendations

As the Moran report states, “We believe TBR will achieve the best outcomes with a cooperative, incremental approach to standardization.” This incremental approach to standardization can be accomplished through the following methods:

1. Create shared software/product review structure and incentive models to achieve a cooperative approach to work;
2. Pursue low-hanging fruit in first waves of standardization, to achieve high-value returns;
3. Review contracts as they come up for renewal to address contract issues noted in the report;
4. Build structures that encourage strong partnerships between IT and functional areas;
5. Address campus cynicism from previous failures;
6. Address IT capacity and skills gaps at campus-level;
7. Re-examine how software package costs are reported on a separate budget line for greater transparency and use in future decision-making;
8. Focus on Banner differentiation and over-customization across campuses as part of developing **an IT strategic plan**, including consideration for contracting for Banner Consultants to support an assessment of Banner reviews across the System; and
9. Investigate standardization of student success technologies (as outlined in the recommendations for software above)

Next Steps In Planning

The TBR Senior Staff reviewed the Moran report and initial high-level findings were shared with the vice presidents for student affairs at their fall quarterly meeting. There are several institutions who have been waiting on a System decision regarding a CRM before pursuing a contract independently. With the recommendations in this report, the System Office will immediately take steps to investigate the existing Ellucian CRM suite and EAB Navigate before pursuing a broader RFP. In support of Moran’s

recommendations, a shared structure for review of the Ellucian CRM suite and EAB Navigate product will be put into place.

Through funding from the Bill and Melynda Gates Frontier Set, the TBR System Office pursued a partnership with the ADA Center to examine how student success technologies can be used to support success and equity objectives. The Ada Center, an organization that specializes in student success IT, is currently partnering with other states such as California, Ohio, Florida, and Georgia to explore the role of state-level technology initiatives in advancing student success, learning, and equity. With this lens in mind, the ADA Center was asked to assist TBR with the CRM and IT Strategic Planning. The partnership with the ADA Center began in October 2020 and will continue through April 2021. The Scope of Work for the ADA Center reads:

The Ada Center will provide services to TBR to help the system scale its student success technology efforts beyond the three pilot sites and form a state-level student success technology plan of action. The Consultant's services will result in seeding development of a technology strategy to support TBR's student success strategy; heightened awareness across TBR sites of lessons learned and opportunities to leverage technology to support equity and student success outcomes; and preliminary insights about how state systems more broadly should support and collaborate with individual colleges to improve the usage of IT tools to drive student outcomes.

To accomplish this work, we envision creating an IT Student Success Study Group with the following stakeholder representation: community college president (1), TCAT president (1), community college IT representation (2); central office/shared services IT representation (2); community college academic and student affairs representation (4); Vice Chancellor for Student Success; and Associate Vice Chancellor for Information Technology.

The group will be responsible for developing a working plan for the development of an IT Review Structure and IT Strategic Plan. A kick-off meeting with ADA center and the working group will include:

- Lessons learned from how other systems have approached Student Success IT decision-making and planning, including a "state of the field assessment" on Student Success IT
- Discussion of possible Student Success IT focus areas for TBR going forward, drawn from the Moran Technology Consulting report, campus SEM plans, and group feedback
- Discussion of IT decision-making processes and next steps