

Northland Pioneer College
Strategic Planning and Accreditation Steering Committee (SPASC)
May 4, 2012

Members in attendance: Peggy Belknap, Brian Burson, Paul Clark, Andrew Hassard, Blaine Hatch, Jeannie McCabe, Debra Myers, Ryan Rademacher, Mark Vest, Leslie Wasson

Advisory members in attendance: Eric Bishop, Eric Henderson, Ann Hess, Cindy Hildebrand, Jeanne Swarthout

Guests: Colleen Readel (recorder), Dan Wattron, Ken Wilk

- I. Approval of Minutes from 4/20/12
 - a. Motion to approve by Ryan Rademacher; second by Andrew Hassard
 - i. Unanimously approved
- II. Checking in with Pillar teams
 - a. Eric Bishop asked for any issues or concerns.
 - i. Peggy Belknap stated that Pillar 1 is meeting this afternoon.
 1. They have received input from all the deans. They are struggling just a bit.
 - ii. Mark Vest stated Pillar 2 is doing a little clean up so it matches the format of the other Pillars. Based on last meeting feedback they are done.
 - iii. Eric stated regarding Pillar 3 and comments received they are going to look to incorporate into the Pillar itself. No changes on Priority 1, we had our member review it and get back with us.
 - iv. Pillars 4, 5 and 6 are up today.
 - v. The board Packet is being prepared next week.
 - b. Eric stated if there are no other updates we will move on to next agenda item.
- III. Priority 1 team update
 - a. Jeannie McCabe – The liaisons for Pillars 3, 5 & 6 have no updates.
 - i. Pillar 1 is meeting today and they are working on it.
 - ii. Pillar 2 – Mary Lou is no longer working with for us.
 1. Jeanne Swarthout asked if we need to replace that position.
 2. Jeannie suggested Leslie Collins. Jeanne agreed that Leslie would be good. Jeannie will give Leslie a call.
 - iii. Pillar 4 meeting next week to finalize.
- IV. Review Pillar revisions (Pillar 4, 5, 6)
 - a. Pillar 4 – Dan Wattron

This is the third revision to this draft. It is very similar to the last time Dan presented. Dan will be meeting with Randy Hoskins this week regarding Priority 1 to solidify the goal.

- i. Priority 1: Establish stability, consistency and excellence in College staff and services through enhanced training, to foster student success. (was Priority 2)
 - 1. 4.1.1 Provide training appropriate for all employees (9/30/12)
Supports Core Components 1a3, 2e, 3b4, 3c5, 5d
 - a. Provide customer service training to all front line personnel – 2nd group has kicked off a couple weeks ago and is in process until 6/6/12.
 - b. Continue to evaluate and revise the employee two-part orientation program in August and January each year
 - 2. 4.1.2 Provide mandatory training regarding legal issues in the workplace (9/30/12)
Supports Core Components 2a, 2e, 3c5
 - a. Provide training topics regarding legal issues for managers and supervisors.
 - b. Explore best options for delivering mandatory training and training completion-accountability (online, convocation, small group, etc.)
 - c. Facilitate general employee safety training programs.
- ii. Priority 2: Strengthen hiring, evaluation and compensation standards (was Priority 3)
Next Major Milestone: December 31, 2012
Responsibility: Executive Team, Director of Human Resources, Academic Deans, Campus and Center Managers
 - 1. 4.2.1 Create a more automated plan to enhance procedures that foster the hiring of quality qualified personnel (12/31/12)
Supports Core Components 2e1, 5a, 5a4
 - a. Evaluate current hiring processes and possibility of recruitment management system
 - b. Create and implement an online employment application
 - i. Andrew asked if this would completely replace the paper application or would there be both.
 - 1. Dan stated that would have to be researched and addressed. In general terms, going to the automated process would eliminate the paper. He would not like to give up the access to folks to mail in something if that is their preference. The main goal is to have a better system. He wouldn't want the system to lose any good applicants. He would like to keep the "best of both worlds"
 - c. Investigate third party background investigation check systems

2. 4.2.2 Evaluate and assess job performance (3/31/13)
Supports Core Components 2e, 5a1, 5d1
 - a. Review, evaluate and revise evaluation tools and procedures
 - b. Research, develop and implement training for supervisors on how to conduct a performance review
 3. 4.2.3 Create and maintain an equitable and transparent compensation structure (6/30/13)
Supports Core Components 2e3, 5a5
 - a. Evaluate, and possibly revise, our current hiring placement system for faculty, non-exempt, and exempt employees
 - b. Evaluate recommendations and implement updates to the compensation process based on funding
 4. 4.2.4 Review adjunct faculty employment standards, hiring procedures and compensation (9/30/13)
Supports Core Components 2e1, 5a4
 - a. Investigate creating a salary schedule similar to full-time faculty
 - b. Explore option of expanding benefits to adjunct faculty
 - c. Annually survey Deans for adjunct staffing needs.
- iii. Priority 3: Foster an institutional environment that encourages teamwork, pride in job and institution, and professional growth and development (was Priority 1)
Responsibility: Director of Human Resources & staff, Executive Team
1. 4.3.1 Improve communications College wide (9/30/13)
Supports Core Components 2a, 3d4, 5c
 - a. Create an employee I.D. badge system, with possible link for timekeeping and payroll purposes.
 - i. Eric stated this could go along with Pillar 3 as well for ID system for students, faculty, and staff that would integrate with all of our systems as far as print management. If we're going to be doing something with doors that require a swipe to access. We're also looking at a solution that could integrate with Higher One card. They could team up with this item.
 - b. Conduct regular college wide site visits by HR Director.
 - c. Establish and enhance written communication protocols
 2. 4.3.2 Develop programs that recognize individual and group achievement (12/31/13)
Supports Core Components 3c5, 5a1
 - a. Review or establish a written procedure for college service awards
 - b. Review or establish written procedure for retirement recognition for faculty & staff

- c. Review or revise Employee Recognition program (Employee of the Month)
 - d. Develop and implement a more comprehensive wellness program
- 3. 4.3.3 Promote professional development opportunities for staff and faculty (3/31/14)
Supports Core Components 3b4, 3c5, 5a4
 - a. Actively recruit in-house talent to present professional development workshops or convocation break-out meetings
 - b. Support and enhance ongoing professional development committees
- 4. 4.3.4 Foster teamwork (9/30/13)
Supports Core Components 2b, 3b4, 5d1
 - a. Research effective team-building activities
 - b. Promote interdisciplinary teaching and/or cross-training.
 - c. Investigate the possibility of establishing a formal employee mentoring program to foster teamwork and assist with assimilation.
- iv. Dan asked if there were any questions on any of the goals.
 1. Jeanne feels none of these are measurable the way these are phrased. How do you know when you are done with any of them? Review, develop, investigate... there are no way to measure these. You may want to look at that.
 2. Do we really want to do investigations of people's backgrounds? It's been on there before but we are not required by law to do these. There are probably some people who would take exception to that. It is something institutionally we need to figure out.
 - a. Dan stated there have been a lot of press recently with respect to the legality of third party investigations and what information is ascertained and how it is used. In pursuing that we would have to tread lightly and know what we would want to do first.
 - b. Jeanne would question whether it is a goal until we know as an institution that we think that is an important thing to do. And then work on what that means, but other than IS for a very specific reason has a background check procedure related to security, but we haven't had that conversation as a college.
 - c. Dan – we would have to define it first because background investigation can mean a lot of different things, and bring that to the Executive Team. Certainly, I would not see credit checks. Dan then stated regarding Jeanne's first comment, as far as the measurements, he agrees if these are going to be goals, they should be able to be quantifiably measured.

- v. Dan asked if there were any other questions or comments.
 - 1. There were none.
- b. Next Pillar up is Pillar 5. Maderia had a scheduling conflict, so we moved on to Pillar 6.
 - i. Pillar 6 – Blaine Hatch
 - 1. As requested Pillar 6 has added a new Priority 1 that is focused on student success. The other three are the same Priorities with several adjustments. They moved the previous Priority 1 to Priority 3. They reviewed current research to identify if there is someone who has put in place ideas relative to facilities and their role in improving student success.
 - 2. Priority 1: Identify effective facility resources to improve student success; incorporate into future facility planning and development
Next Major Milestone: September 30, 2012
Responsibility: Vice President for Administrative Services, Director of Information Services, Director of Facilities, Dean of Students
 - a. 6.1.1 Review current research to identify role of facilities in improving student success
 - i. Establish a broad based committee to systematically review current research identifying role of facilities in improving student success
 - ii. Explore opportunities to implement facility resources based on findings of committee
August 2012
 - b. 6.1.2 Implement facilities resources to improve student success
 - i. Develop recommendations to specify facility resources that should be included in future planning and facility development
September 2012
 - ii. Develop plans to implement approved recommendations
October 2012
 - iii. Develop and implement a tracking to verify role of facilities on student success
October 2012
 - iv. Begin implementation of approved plans and begin tracking
August 2013
 - 3. Priority 2: Evaluate facilities to maximize efficient usage while responding to current needs and considering future instructional needs
Responsibility: Vice President of Administrative Services, Executive Team, Campus and Center Managers, Academic Deans
 - a. 6.2.1 Improve availability and use of current facilities

Supports HLC Core Components

- i. Explore the creation of an effective and transparent room availability management system to promote use and collaborative study
 - ii. Investigate opportunities to create recreation/relaxation/child-friendly/play areas
 - iii. Investigate the concept of bringing together individual/group study rooms with model classroom equipment and other existing technology/resources
 - iv. Study cost/benefit of installing keyless controlled access systems
- b. 6.2.2 Include safety features in current and new facilities
- i. Install interior windows on office and entry doors to provide
 - ii. Complete a Student Safety and Learning Environment assessment and Survey
 - iii. Consider emergency response planning and management in development of new facilities
- c. 6.2.3 Prioritize implementation of Master Facilities Plan to respond to current needs and provide for growth opportunities
- i. Begin construction of CTE skill center at the Painted Desert Campus
 - ii. Prioritize the documented facility needs and resources for existing and future programs
 - iii. Explore partnership options for future facility development
 - iv. Determine resources needed for implementation of Master Facilities Plan and explore funding options
- d. 6.2.4 Establish a preventative facility and equipment maintenance program
- i. Incorporate costs for maintenance into budgets; cost will be based on preventative maintenance cycle for facilities
 - ii. Inventory and identify existing equipment and identify equipment categories
 - iii. Establish planned maintenance and replacement cycle for equipment
 - iv. Incorporate equipment maintenance program in budget
- e. 6.2.5 Evaluate and prioritize facility use for existing programs
- i. Evaluate facility needs of existing programs and departments

- ii. Develop and implement retention or disposal plans for dormant program materials
 - iii. Base evaluation and prioritization on community, student and workforce needs, cost and trends
 - f. 6.2.6 Identify specific facility needs for existing and future programs
 - i. Develop a current use catalog and future program plans
 - ii. Explore options for potential partnering of new program development
 - 4. Priority 3: Disseminate and implement safety and emergency plan for natural disasters, manmade events, health threats, and hazmat events
Responsibility: Vice President for Administrative Services, Director of Human Resources, Director of Information Services, Director of Marketing and Public Relations
 - a. 6.3.1 Regularly review and update safety and emergency plan
 - i. Determine best methods and frequency to regularly communicate plan elements to employees, students and communities
 - b. 6.3.2 Implement training of safety and emergency plan
 - i. Begin implementation of ongoing crisis/safety training for all employees
September 2012
 - ii. Schedule and conduct safety and emergency plan drills at least annually district-wide or at all individual locations.
October 2012
5. Priority 4: Evaluate and implement the Higher Education Presidents Climate Commitment
Next Major Milestone: November 2012
Responsibility: Vice President for Administrative Services, Dean of Career and Technical Education, College Council, Sustainability Committee
 - a. 6.4.1 Identify opportunities to move the College toward sustainability
Supports HLC Core Components 1d, 2a, 4b
 - i. Reconstitute the sustainability committee
May 2012
 - ii. Sustainability committee to identify and evaluate opportunities to implement assurances to and recommendations from the Higher Education Presidents Climate Commitment
September 2012

- b. 6.4.2 Implement recommendations associated with the Higher Education Presidents Climate Commitment Supports HLC Core Components 1d, 2a, 4b
 - i. Continue to implement one recommendation annually to move toward sustainability
January 2013
 - ii. Identify and list ideas to allow sustainability implementation to occur at individual/local level
January 2013
 - iii. Determine plan and begin to document actions taken to move forward; communicate actions taken to College and communities
May 2013
 - iv. Include sustainability concepts in all planning processes and document justification for decisions to include or exclude
May 2013
 - v. Prioritize additional recommendations and develop a plan to increase and improve actions taken
July 2014
 - vi. Identify partnerships and funding resources to implement expanded plans
January 2015
- 6. 6.4.3 Develop sustainability curriculum Supports HLC Core Components 1a, 2bc, 3b, 4ac, 5bc
 - a. Identify new classes and programs in which sustainability is a key or core topic
 - b. Create classes that are non-major specific in different majors, disciplines, and degree program areas to promote sustainability activities
 - c. Market sustainability course offerings and programs to move toward an Associates of Arts in sustainability (an interdisciplinary independent study degree?)
- ii. Blaine asked for questions on Pillar 6
 - 1. Ryan asked about research about facilities management and student success. Exploring more computers labs, for example at the previous college where he worked, 101 was always taught in computer labs? Would that fall under your Pillar or is that more Pillar 1 stuff?
 - a. Blaine stated that as we're looking at what the role facilities play, he agreed that it would fit in that piece of the discussion and sorting through what kind of research might exist about that idea.

- b. Eric stated there is something that is in Pillar 3 regarding centralized scheduling of the computer labs that we currently have. Instead of adding more computer labs, use resources that we have more effectively. If we have centralized scheduling, you could actually see a time that is available that you could take your class into an existing lab.
 - c. Blaine thinks that fits into what we were looking at in Priority 2 as well as trying to get some type of a management system and trying to promote some collaboration on the use of existing facilities.
 - 2. Eric asked for more questions.
 - a. Andrew stated the Social Sciences do address the sustainability issues.
 - b. Jeanne thinks there is a little bit of cross cutting across a lot of curriculum, just not a cohesive look at it.
 - i. Jeanne stated she had two comments. First it's refreshing to see Pillar 6 being able to do something.
 - ii. Given the political environment do we need to use another term than sustainability?
 - c. Blaine stated that in their committee they a conversation regarding what are we talking about when we are we talking about sustainability. Are we talking about this idea of "green" or are we talking about this idea of being able to move forward in an ongoing way? The word sustainability has some fuzziness as well as some political charge around it.
 - c. Pillar 5 – Blaine Hatch filled in for Maderia Ellison
 - i. Blaine feels that Pillar 5 is significantly downsized. Many of committee members felt that there has been some good forward movement. He doesn't have much background on their new Priority 1.
 - ii. Pillar 5: Strengthen Fiscal Resources to Support Critical Programs and Services
 - Overall Responsibility: President, Vice President of Administrative Services
 - 1. Priority 1: Develop scholarship opportunities for students
 - Next Major Milestone: June 2014
 - Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services
 - a. 5.1.1. Support community in establishing a 501c organization to raise student scholarships (target June 2014)
 - Support HLC Core Components 3D1, 5A 5B, 5C, 5D
 - i. Blaine felt part of this discussion was during the time there was some concern about our current foundation.
 - ii. Leslie feels the goal statement is a little specific at this point. She would counsel them to make it just a little

broader just in case they find other opportunities that would fit under that more general statement that could possibly increase student scholarship opportunities.

2. Priority 2: Identify and develop a variety of grant and partnership opportunities

Next Major Milestone: June 2014

Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services, Director of Financial Services, Director of Institutional Effectiveness, Director of Small Business Development, Dean of CTE

- a. 5.2.1. Establish a grants management function

Support HLC Core Components 3D4, 5A 5B, 5C, 5D

- i. Work with a consultant to establish a grants management function at NPC (target June 2014)
- ii. Develop procedures for managing grants (target June 2015):
- iii. Identify available grants
- iv. Identify student needs (child care, transportation, disabilities, etc.)
- v. Identify program and infrastructure needs
- vi. Prioritize which grants to apply for
- vii. Ensure matching components of grant are properly included in budget
- viii. Establish annual target for grants
- ix. Develop a depository of statistical information to support grant writers

- b. 5.2.2. Partner with businesses to raise funds for programs

- i. Support HLC Core Components 3D4, 5A 5B, 5C, 5D
- ii. Establish ambassador teams to approach key businesses for funding opportunities (target June 2014)
- iii. Support community in business attraction and business expansion
- iv. Establish training opportunities for current and future workforce
- v. Support apprenticeship and internship programs

3. Blaine stated that Pillar 5 has made a lot of progress with moving forward with financial reporting, with the audit status and with some transparency, some of which has been mandated and some of which we have just tried to do. He asked if anyone had questions about Pillar 5.

- a. Ryan asked about including some kind of language about encouraging students to raise funds such as PTK, student government association, the Rodeo Club, etc.

- i. Blaine feels that's a great idea.
 - ii. Eric stated maybe encouraging students with that. He doesn't know what we could do to support...
 - iii. Mark stated "support student organizations in their fundraising objectives".
 - iv. Mark asked Blaine if he just met with SGA about their fundraising proposal about the coffee cart.
 - 1. Yes, he did.
 - b. Leslie suggested asking them to look at the potential measurability of the bullet point objectives. There are a couple there that might be hard to measure in the way that they are phrased.
- V. Wrapping together all pillars for DGB first read
 - a. Eric wanted to look at the timeframe we have for the schedule.
 - b. Blaine asked if there has been input from the MyNPC page.
 - i. Eric stated we can look at the page.
 - ii. Jeanne asked if they get Bert Burt.
 - 1. Eric doesn't think so because there is not a lot there.
 - iii. Discussion of the comments posted on MyNPC to the individual Pillars.
 - c. Look through plans and finalize them.
 - i. Make sure you have a reference to the HLC core components.
 - ii. Add target dates.
 - iii. We need time to get this together as a complete document.
 - iv. Eric asked Jeanne who would put this together since Russell used to do this.
 - 1. Eric and Jeanne will discuss this after the meeting.
 - 2. Things are due on Tuesday for the board packet.
 - 3. Pillars need to be cleaned up and sent to Jeannie and Eric by 5:00 p.m. Monday or sooner. It needs to be in the format of the current strategic plan.
 - 4. Eric asked if there were any concerns with that timeline.
 - a. There were none.
 - v. Eric stated that it goes for the first read by the board on May 15th. We will have a little bit of time to respond to the board input to get it ready for a final read. The Pillar Leads will then get it ready for the final read after the board comment.
 - d. Jeannie asked if Eric was going to notify Maderia of the changes she needed to do.
 - i. Yes he will do that. It was mostly the language and encouraging students for the fundraising. That was in 5.1.1.
 - e. Ann stated that her area never was updated.
 - i. Eric explained the strategic plan is being presented as a first read based on the revisions we have been working on this semester to show the board, here is a new plan for you to approve. We are also taking the accomplishments of this

year's progress toward those goals that are in the current, existing strategic plan. So it's a goal update and then the new, revised plan.

- ii. Mark stated the report out next year would be that Marketing provided a plan to him and everyone else and we would report back everything that was accomplished under goal 2.1.2.
- f. Eric says it looks like we have a plan coming into us on Monday. Eric asked if there was anything else to discuss under item 6
- g. Jeanne stated we are scheduled to go back in to this process in September to realign with the budget process. She talked with Eva. Think about if it will be helpful to have her meet with this group a couple times as we restart. She can help us rethink things. Eva Putzova is our Title III Grant Evaluator; she leads strategic planning for NAU.
 - i. She worked as a consultant assisting Diné College through strategic planning.
 - ii. Eric thinks another item we want to address is some discussion on the general format/take on the philosophy of the strategic plan, based on some conversations from our last meeting. We don't have time to act on that now but we can entertain that next semester if the committee would like to.
 - iii. Jeanne stated that when she gets time in the next couple weeks, Eva left some process and philosophy materials that she uses at NAU. Jeanne will get them out to the committee so they can decide if it would be helpful to have someone like her come out.
 - iv. Eric stated we will certainly have more time in the fall and it will be good to put this on the new schedule.
- h. Eric asked if there was anything else.
 - i. Peggy stated Pillar 1 will have a new document before the day is over. She asked if it should be sent to Eric and Jeannie and not posted.
 - 1. Eric asked that it can be posted and let him know that they have done that. Or they can email it to him and he will post it with a note that this is what we ended up with as a committee and with the college's input and that deadlines have passed.

VI. Other

- a. Eric asked if there were any other topics.
 - i. There were none.

VII. Adjourn

- a. Motion to adjourn by Ryan Rademacher; second by Andrew Hassard
 - i. Unanimously approved