Northland Pioneer College

Strategic Planning and Accreditation Steering Committee (SPASC)

March 15, 2013

Members in attendance: Peggy Belknap, John Bremer, Paul Clark, Blaine Hatch, Kenneth
                                Keith, Jeannie McCabe, Debra Myers, Ryan Rademacher, Mark
                                Vest

Advisory members in attendance: Trudy Bender, Ann Hess, Cindy Hildebrand, Jeanne Swarthout,
                                Leslie Wasson

Guests: Colleen Readel (recorder)

I.   Approval of Minutes from 3/1/2013
     a.   Motion to approve by Peggy Belknap; second by Ryan Rademacher
          i.   Unanimously approved
II. Discussion: Open Pathways Summaries (Reprise) for Fall Convocation
     a.   Dr. Swarthout has requested everyone present their summaries of Open Pathway
          summaries at Fall convocation.
III. Discussion: HLC Criteria Summaries
     a.   Looking for a team to present the five HLC criteria in summary form – may or may not
          be SPASC members.
          i.   It would be fair to be someone other than SPASC members.
               1.   John added that in the summaries the teams are going to present refer
                    to the five criteria, so if the college is unaware of what the criteria are, it
                    will make the Open Pathway summaries harder to understand.
               2.   Leslie – We should ask someone to start with five criteria then follow
                    with the Pathway's.
                    a.   Jeanne suggested we have five teams of two each.
                    b.   Leslie suggested inviting faculty and CASO to put forward
                         candidates.
                    c.   Blaine suggested Pillar Team members.
                         i.   Peggy suggested her Pillar Team members:
                              1.   Donna Ashcraft & Ken Wilk
                    d.   Leslie is asking each of the Pillar Leads to look within their
                         teams identify those people who might be good candidates to
                         summarize their criterion and forward those names to Dr.
                         Swarthout.
                         i.   Needs to be someone who is not on SPASC.
                         ii. Dr. Swarthout will do the formal invitations.

IV.   HLC Multi-site Visit Information
   a.   We are working on updating the multi-site report to send to HLC one month in advance of the visit.
      i.   Dr. Swarthout's target date this Wednesday
      ii.   Visit is April 23
      iii. Visitor is confirmed for April 22-23 of April, staying in Show Low
         1.   Apache County sites: Springerville Center, St. Johns Cosmetology on Monday, April 22
         2.   Tuesday, April 23, Show Low Welding, NATC Fire Science
         3.   Peggy asked if certain people need to be available at each site.
            a.   Jeanne is thinking about who needs to be there. He will want to meet with some faculty and some students at each location.
            b.   Tuesday afternoon he may want to meet with president, dean and exec team.
            c.   Peggy will start getting the word out.
            d.   Apache County already knows they are scheduled for Monday morning.
            e.   Leslie asked if any of the programs or locations needs data support let us know ASAP.
               i.   Peggy stated she is sure they are all set.
   b.   Questions about the multi-site visit?
      i.   Jeanne asked that those who are involved in the visit please don't take the day off.
      ii.   There were no questions.
V.   Update: Portfolio Content Subcommittee
   a.   The group is meeting this afternoon.
   b.   Going through spreadsheet of reports.
      i.   Looking at characteristics of reports to narrow down to archive for each criterion.
      ii.   There are a couple of criteria for which there are not reports identified yet.
         1.   Speak to primarily administrative functions or policy.
         2.   Bringing to Exec team to ask for advice before proceeding.
         3.   In excellent shape.
         4.   Leslie will bring report to next SPASC meeting.
         5.   Jeanne stated we will know more after HLC meeting in Chicago.
VI.   Short List of Quality Improvement Topics
   Narrow down the list of topics to the most feasible projects given our resources, then put the list out on Qualtrics. People can rank which they think are the strongest. Leslie will give us bar charts to tell which have the most support.

1. General Education Assessment
    i. This has been the focus of the assessment group, ASK, for a while. We are going to have to do this either way. It could be conceptualized and presented as a Quality Initiative.
    ii. Leslie has seen other colleges do projects similar to this general ed assessment/information literacy/writing across the curriculum/math skills. Anything that is broad-based and draws in all aspects of the college, is going to be a good candidate for one of these projects.
    iii. Jeanne suggested checking in with ASK and see how progress is going. See if they feel like it's under development, which it always is, but depending on where they think they are it might be a hot item or a less hot item.
    iv. Leslie asked if anyone on SPASC was also on ASK and could give us an update or should we try and gets someone to update us on that?
        1. Mark suggested contacting Shannon Newman.
        2. Leslie – We'll get more information regarding General Education Assessment.
2. Student Services Assessment
    i. Leslie asked Mark what his thoughts were on the Student Services Assessment suggestion.
    ii. Mark's question would be, are we going run an assessment process the way we've already started or are we going to identify a specific theme and initiative within Student Services and then implement and assess that? Something that is broad-based across all the different areas of the division and that would have an impact on the institution.
        1. Leslie stated that she thinks that's what HLC has in mind. We would be looking at significant expansion. You could make a case for doing that as long as you can tie it to support learning outcomes.
        2. Mark feels that as long as you wanted to look at things we're already working on, we could package the effort to identify student intent to do active advising and to build a retention model into one piece across all the different areas of Student Services and then assess it.
        3. Leslie agreed. She asked the group if we think this is a viable candidate to keep on the list or take off.
        4. Leslie polled the group and they were in support of keeping it on the list.
3. Overall Institutional assessment
    i. Leslie – We have ASK, strong academic assessment already in process we could develop that as a larger project, this may be too large for what the HLC is looking for because that is the underpinning of our entire assessment process at this time.

    ii. Peggy took that to mean our department talking, do we know how we play off each other. Do we know on the academic side what is happening on the student services side? Overall how do we know as an institution overall – the financial side, the academic side, the student services side – how do we know overall that we are operating well?

    iii. Leslie feels that may make a good second quality initiative after you have built the student services up to that level of the academic assessment.

    iv. Trudy – We were going to have annual reports from departments so the administration could see that departments were operating well.

    v. Peggy's area does an annual report not just for that reason but for Carl Perkins and things we need data for.

    vi. Leslie – The suggestion of a meta-assessment of our assessment processes is in order once we have those processes in place, but we need to have the processes in place first then do the higher level assessment from that.

    vii. When Jeanne thought about an institutional assessment she also thought the performance indicators were doing all 10 districts, it's almost the institutional assessment.

    viii. Leslie – It's a nice framework, it would be easy to replicate.
1. Leslie asked if she was hearing that it's not time yet but keep for later for future projects.
2. Jeanne – Has any other institution done institutional assessment? If so, what does it look like?
3. Leslie can only speak for SACS and WASC as the only other two accrediting agencies she has had experience with, but she thinks they would have discouraged that as being too broad.
4. Mark has been to all of the pilot college sessions at the Commission. St. Olaf's was doing a college-wide assessment, but it was a college-wide assessment of one specific task it wasn't that broad.
5. Leslie – Usually you focus in on a particular skill set, a short list of things.
    a. Vote to remove from this list for now, but keep in mind for future. It is a good idea to look at the big picture when we have the foundation in place.

4. Embedding information literacy more thoroughly in the curriculum and assessing that same information literacy
    i. Leslie asked who was the advocate for this one
1. Jeanne advocates for this one.
2. Leslie – This is about the right scope and depth that you would look for in a project like this.
3. Jeanne – It would take a lot of development because we haven't imbedded it thoroughly or clearly enough that we know how to address it; then measure it.

        4. Leslie – We have some good resources to start with.

        5. Jeanne – That is one Jeanne has seen other colleges take on, there will be some models to work from, and it is an important part of the HLC criteria.

    ii. Leslie – We have a wonderful faculty to pick this up because of the level of interest in using the technology to deliver the educational content.

    iii. Jeanne – And it's beyond faculty, its something that will include library and library staff and how we integrate that. Jeanne would like to see it.

    iv. Leslie asked if anyone wanted to cross this one off, or if there was another side to this discussion.

    v. Peggy sees no issue keeping this on.

    vi. Leslie asked for votes for crossing off. There were none.

5. High school project with Blue Ridge and Holbrook

    i. We've been calling this the Pipeline Project. Working with our local school districts can help us attract students who are already in the area and might benefit from our services.

    ii. Jeanne says we take it off the list; we have minimal control over what the high schools are doing.

    iii. Mark – The experience we've had so far, we picked two high schools that were initially interested. One was initially very helpful, but he has not been able to get the superintendent to follow up this semester. The other high school may be interested but is extremely distracted by everything else K-12 is trying to manage right now.

    iv. Jeanne – The process of the districts trying desperately to get common core in place before the common core assessment is going to have all the high schools in this area distracted.

    v. Mark – If we are going to do anything constructive with high schools, we will do better trying to get high school teachers and our faculty together to talk about curriculum.

    vi. Leslie likes this project and recognizes that it has run into some road blocks, but maybe it just doesn't go on this list at this time.

    vii. Mark agreed.

    viii. Jeanne stated it's something we need to continue to work on and work with them and hopefully get their focus back where we need it. Putting it as a project for a Quality Initiative right now with our inability to get high school response…

    ix. Mark would be very worried about hitting any deadlines if we did this.

    x. Leslie agreed and stated that this initiative is off the table.

6. Institution Provision of Childcare
   i. Leslie stated that this has been in the strategic plan for a longtime.
   ii. Mark – As a feasibility study.
   iii. Jeanne has two or three concerns with this project.
      1. Resources
      2. Clearly demonstrating the impact of improvement of the institution
         b. Leslie stated it would be very hard to assess that for the HLC with those deadlines. Since we have never done anything with it, the implementation period would probably be extremely long even if the feasibility study indicated that it was good to go ahead, she isn't sure we could do it on that timeline.
      3. Blaine stated from the resource perspective, the trend, at least in community colleges, is moving away from providing childcare due to costs associated with it.
   iv. Peggy stated as much as she would like to see us tackle this, she would vote to take it off the list.
   v. Leslie – So maybe not this list at this time.
   vi. Peggy – Because what we're talking about is our project.
   vii. Mark stated that for context, the First Things First grant driven project to build a childcare lab school in Show Low just died primarily for economic feasibility reasons. There was no way in this area to aggregate enough kids whose parent's could afford to pay what was needed to make a lab school work. Our part in that was going to be both as an educational partner and also give an opportunity to provide some childcare in this area to our students. But the County Schools Superintendent's Office said it's not workable.
   viii. Leslie – Cross off this list for now.
   ix. Jeanne stated that everything we cross off this list we should keep for later.

7. Improvements of libraries
   i. Jeanne asked Ryan to address this as it came out of a convocation session that he facilitated.
   ii. Ryan said he put this on this list.
      1. Discussion from convocation, we wanted to see more resources available to students. Trudy does a great job keeping the libraries updated.
      2. We lost some databases a couple years ago due to costs.
      3. Students need more access to computers or other technology they may not have on their own.
      4. Based on today's conversation he feels it may not work, because it may be budget driven.
   iii. Jeanne's question is what outcome would we expect, how would we benchmark and measure those outcomes?

1. Ryan stated that if we are talking about imbedding information literacy that seems like a natural companion. Making sure our students have access to the most up-to-date information and their ability to find that and use it appropriately.
2. Mark – The two types of data you could look at would be volume usage are more people using the services; but then if they're using the service what kind of qualitative change it is making in their in experience. That one is harder to measure because it's hard to sort out all of the noise that's going on in that student's life.
3. Ryan thinks the immediate benefit into the improvement in the institution is that our students have access to more things. That's not something to be overlooked. It may not be easily measurable; it is an improvement to the institution to have a strong library as a cornerstone of resource for our students.

iv. Leslie could see it as being a component of an overall information service process. She would say if you want to keep it make it a component of number 4.

1. HLC does want to see some investment on the part of the college (financial investment).
2. Mark – If you make it part of number 4, if would have to be very specific, very targeted improvements. Are you getting more online databases? Are you providing more instructional technology and instructional technology training and how are you doing that?
3. Leslie stated that the librarians have some assessment measures that they can use that would support that kind of an initiative. There are some tools we can draw on already.
4. Jeanne can see making it a part of number 4.
    c. None of these initiatives are going to be free to the institution. Some will have more budget consequences than others.
5. Peggy also agrees it is good fit under number 4.

8. Transportation for our students

i. Peggy feels strongly about this that it should be off the list.

1. Years ago she fought to keep our transportation for one more year while we did a data study on it. The data proved that students were not using the transportation system that was costing us quite a bit of money to do.
2. At this time she would advocate to take it off the list.

ii. Leslie has the same question as childcare. She feels this is a bigger scope project.

iii. Mark – We're paying for transportation of students right now through the bus system from Show Low to Holbrook. It's not a big expense to the institution.

But, student ridership is relatively low. Transportation services that we are providing are not heavily used by students. And, our past experiences when we provided own service it was not heavily used by students.

iv. Jeanne also made the point where transportation services are most needed is where it's not feasible. This is on the reservations, getting students into the Kayenta Center or the Hopi Center from their homes.

v. Trudy stated that several years ago we tried to address this by having software, for students, a ride-board; she asked what happened with that.

vi. Jeanne stated we were looking at that more as a way to get folks within the college to carpool.

vii. Blaine stated that wasn't intended to address student transportation.

viii. Leslie – We do have the technology to set-up something like that now.

ix. Jeanne – What is our liability if a student uses a ride-board to get a ride to a center and then disappears?

x. Blaine stated from his perspective, it would help on the liability side but can't completely eliminate risk, if it were through SGA and they said they want to help students, it's not directly something that the college is managing.

xi. Trudy asked if SGA do it.

xii. Blaine – we could look into it. He asked if we survey students and how much transportation is an impact on their lack of ability to continue and move forward.

xiii. Mark stated we do, on the non-returners survey transportation shows up as a reason for why students don't return. He doesn't have the numbers but he thinks it's been anywhere from 4th to 6th in order of reasons as to why. A lot of times the transportation issue and the money issue get mixed together.

xiv. Leslie doesn't think we should keep it on the list. If someone wants to become its advocate and take it on another venue because there is some concern for our students.

9. PARCC (Partnership for Assessment of Readiness for College and Careers) Pipeline

i. Initiative the colleges are taking to match the common core standards of college readiness.

ii. We have two faculty members who are PARCC representatives and are meeting with other participants in this initiative.

1. Large scale initiative

2. Dependent on others outside the college.

d. For those two reasons, not sure it fits the criteria to stay on our list here.

10. Implement IT service management

i. Need more information from Eric Bishop.

1. Table until we receive more information.

11. Arts & Science High School and College Faculty dialogue groups
    i. Mark thinks if we're going to do something that involves a partnership group between K-12 and the college today, this is a much better idea than trying to get the K-12 administrators focus on anything other than their budgets and common core.
        1. Peggy asked if this would address STEM also.
        2. Mark stated it could but it would have to be refocused on that.
    ii. Leslie stated if you were going to do something like this you would want to refocus as much as possible because you are depending on an institution other than ours.
    iii. Jeanne asked what if we took this vague concept and do a more highly specific STEM project. We've got to have these conversations with the high schools.
    iv. Leslie is worried about the deadline aspect because the HLC is not flexible.
        1. Jeanne – But if we fail, they don't care.
            e. We're getting pushed on STEM everywhere – by the state.
    v. Peggy is unsure who put this on the list and maybe she is changing it somewhat, but could we leave a STEM project that would include our high schools and industry partners?
        1. Jeanne would be very comfortable with that.
    vi. Mark – Found the non-returner survey from 2010 – transportation was not one of the top 7 responses. The number one – transfer to another institution; number two – work conflict; number three – finances.
    vii. Jeanne – Let's look at #11 as a STEM project with K-12 and business and industry partners.
        1. Leslie asked that before we send it out for a vote for someone to rewrite it so it's clearer.
        2. Peggy will rewrite this item.
            f. STEM project that will include any instructional division, high school and college faculty and an industry partner.
            g. Leslie – one sentence
            h. Peggy will do one sentence and send it to Mark to look over.
12. Jeanne – Last time we discussed a GED project in item 3 of the minutes. When Ryan talked about it we couldn't do it, but is there another slant on this.
    i. Ryan has been thinking about it. The core of our mission is to educate the members of our community. There are still groups that don't have access to education.
        1. Reaching out to safe houses and prison systems and starting small with creative writing programs. Or working with the TLC and a GED system at the safe house would be very valuable for women who are trying to get back on their feet and move forward.
        2. These are the two projects Ryan would most advocate for.

        ii. Mark stated we're GED testing at the Navajo County jail already.
   1. Doing anything in the prison system requires them to say, we want you here. Right now they say they don't have the money.
   2. If we look at something like this, we would need to look more at volunteer organizations like the safe houses.
   3. Ryan stated the possibilities for grant funding for this type of thing is out there.
   4. Leslie can see the merits of the project, but is not sure that it fits what HLC would be looking at and looking for in this application.
13. Jeanne suggests we take our short list to Andy at HLC and ask how he thinks HLC would see these items.
   i. Mark – There may be a second question – good project but not something for this initiative.
      1. Maybe we should be asking the college two questions:
         a. Which of these are the best fit for an initiative?
         b. Which of these projects are important to the institution's mission? Even if they don't fit for the HLC initiative.
         c. Leslie stated she can structure it that way when we ask for a vote.
      2. Mark – Just because something doesn't fit as an HLC initiative doesn't mean we shouldn't be building it into the strategic plan and doing.
14. Any more additions or questions or comments on this topic?
   i. There were none

VII. Other
   a. Any other SPASC topics?
      i. Jeanne has one more thinking question – as we look at these projects think about whether we'd like to work with another sister institution on one of these. It might be intriguing to find a sister institution to work with on a project. Sometimes you get more interesting ideas on how to go about it. Just think about it.
         1. Every institution in state, except Central, is on Open Pathway.
         2. Leslie will add question to survey regarding partnerships.
         3. Peggy added it to her sentence.
   b. Anything else?
      i. There were none.

VIII. Adjourn
   a. Motion to adjourn by Peggy Belknap; second by Mark Vest
      i. Unanimously approved