

Northland Pioneer College
Strategic Planning and Accreditation Steering Committee (SPASC)
08-28-09

Members in attendance: Donna Ashcraft, Peggy Belknap, Eric Bishop, Pat Canary, Russell Dickerson, Claude Endfield, Eric Henderson, Cindy Hildebrand, Sandy Johnson, Mary Mathias, Mark Vest

Advisory members in attendance: Ann Hess, Jeanne Swarthout, John Velat

Guests: Hallie Lucas (recorder)

- I. Approval of 05-08-09 and 06-24-09 Minutes
 - a. Russell moved to approve 05-08-09 Minutes; second by Pat.
 - b. Cindy abstained; motion passed with a majority vote.
 - c. Mary moved to approve 06-24-09 Minutes, second by Cindy.
 - d. Russell, Donna, Sandy abstained; motion passed with a majority vote.
- II. Schedule of Regular Meetings for Fall Semester
 - a. We are scheduled for the first and third Friday of each month, 8:00-10:00 a.m., starting 09-04-09.
 - b. Special sessions may need to be called as we near the Higher Learning Commission (HLC) visit.
- III. Board Retreat and Meeting on 09-14-09
 - a. The SPASC meeting today was called to help prepare the Pillars for this Board Retreat.
 - i. Information from Vision Meetings will be reviewed and we will start to combine this information with the Pillars.
- IV. HLC Compliance Documents
 - a. The HLC has a new procedure for Federal Compliance
 - i. Much of what the HLC is looking for is either in our catalog or our Self Study.
 - ii. We have made the decision to create a Federal Compliance Addendum to go out Tuesday that brings all this information together in one place.
 - iii. Some of the requirements are:
 1. Credits, Program Length, and Tuition
 2. Student Complaints
 3. Transfer Policies
 4. Verification of Student Identity
 5. Title IV Program and Related Responsibilities
 6. Institutional Disclosures and Advertising and Recruitment Materials
 7. Relationship with Other Accrediting Agencies and with State Regulatory Bodies
 8. Public Notification of Comprehensive Evaluation Visit and Third Party Comment

- iv. We have assigned the task out to various people to collect this information.
 - b. We owe the HLC an addendum to our Self Study. This is not an uncommon request, especially with the changes going on at a State budget level.
 - i. The addendum will be concise and short.
 - 1. Blaine is seeking clarification between the connection of the Department of Education ratios and the HLC ratios.
 - ii. Let Jeanne know if there are items you think needs to be included in the addendum.
 - c. Other change from the HLC was the institutional snapshot.
 - i. We are trying to use IPEDS.
- V. 09-04-09 Resource Room Update
- a. This will be a test of the resource room, which will include assessing our space allocation, technology, etc.
 - b. Russell is making hotel arrangements for the HLC Team, which will include a work space with technology provisions. He will also be the runner for the days that the HLC Team is here.
 - c. David Huish is working on the lock/key arrangements to be sure that no one has access to the room while the HLC is here.
 - d. The October District Governing Board (DGB) Meeting will be moved to a different location.
- VI. Strategic Plan Working Session: Combining Pillar Team Progress with Vision Meetings and Convocation Input
- a. It was decided to go through the work the Pillar Teams did first, then look at Vision Session input to decide what can be incorporated into the Pillars.
 - b. As far as finalizing the Strategic Plan, input comes from SPASC followed by a quick review of the Executive Team, in case clarification is needed. Finally, it goes to the DGB for their perspective and approval.
 - c. Pillar 1
 - i. Pillar 1 - stripped some things out of this Pillar - particularly in the Career and Technical Education (CTE) area - we don't have the data to support expanding some of these programs
 - ii. 1.1.1 – last bullet regarding Google email – more or less done
 - 1. John - suggested changing the wording to “Explore emerging technologies to improve communication in the college and between students”
 - iii. 1.1.3 – last bullet regarding in-house development opportunities
 - 1. Eric H. - will talk to Mark about ISW issues because of budget constraints
 - iv. 1.1.4 – some items are Institutional Research (IR) related – there is a current move to increase tutorial support
 - v. 1.1.5, 1.1.6, 1.1.7 - team thought they would be useful for more general discussion
 - vi. 1.1.6 – Claude - First Things First has a planning committee for Navajo County - looking at having a child care center at Rainbow - hope to have it operational in one year and may be tied in with the Dual Enrollment (DE) and Early Childhood Development (ECD) - by including in Strategic Plan, we can work together
 - vii. 1.2.1 - consensus of Pillar 1 and input received from the Convocation Vision Meetings is to support seeking approval for some baccalaureate degrees

- viii. 1.2.2 – backing off of the former focus on CTE to a more general statement
 - ix. 1.2.3, 1.2.4 – pretty much as it was before
 - x. Priority 3 – not much change – other issues listed (NAVIT, DE, Faculty Qualifications, Student Retention and Persistence) – Team was not sure if these should go into Strategic Plan and deferred to SPASC
 - xi. Team ended with the question *“What are the central concerns of faculty and students concerning student learning that are missing from what we have discussed?”* - Donna likes - some elements added that needed to be there
 - xii. John - suggested that if we have items, such as email, in more than one Pillar, we need to consider having them only in one Pillar to avoid redundancy
 - xiii. Should e-mail be taken out since it has been accomplished? John - suggested a more general statement, *“Explore emerging technologies to improve communication in the college and between students.”*
- d. Pillar 2
- i. In revised document, strike through indicates items they want to delete - italicized/bold items are things they added
 - ii. 2.1.3 – The Team added *“Conduct a survey of general community focused on core questions regarding NPC programs and asking community to grade NPC on key issue areas.”* - resulted from input from CTE personnel - what does community need from us? – have community grade us on how well they think we are accomplishing key issues - Team recommends, *“Use survey data in business model for new programs and for effectiveness evaluation of current programs.”* - deans and department chairs would receive data and be included in evaluations
- iii. 2.2.1 – FTSE is the big issue with Priority 2 - There is a presumption that the best thing for the college is to grow - based on changes in legislative funding and potential changes coming down the road, a better plan may be to *“Develop college FTSE target and plan for achieving FTSE target by June 1, 2010.”* - FTSE may become less important and things like retention may become more important - *“What kind of college will we be in three to five years?”* - what we offer - how we offer it - what is our ideal size or ideal growth structure
- 1. Team deleted everything in 2.2.2 and 2.2.3 which included FTSE growth just for the sake of FTSE growth - in the interim, replaced it with the Enrollment Management Plan (EMP). The EMP focuses on:
 - a. FTSE growth through retaining more of the students we currently have
 - b. Reduces marketing to find new students
 - c. Quality service
 - d. Quality instruction
 - e. Meeting student needs
 - f. More student surveys of students to find out what their plans, needs and expectations are
 - g. Parts of EMP already implemented – example, when a student is on Financial Aid probation, a registration lock is on their account and they must visit with an academic advisor to review and update their degree plan before they can register for class - similar ideas under consideration

- 2. Primary concern with EMP, potentially affects other departments without their knowledge
- iv. 2.2.3 – added *“Expand alumni contact program and job placement services to assist with recruitment, retention, and fundraising.”* - benefits include helping us evaluate current programs to see if NPC provided the skills they need for their profession
- v. 2.2.4 – added *“Evaluate actual costs on individual programs and classes. Evaluate and update course fees as appropriate to recoup course and program costs.”* – consideration is the actual cost of running some individual classes and attach fees as needed
- vi. 2.2.5 – Eric H. - we are currently cutting back on adjunct faculty
 - 1. Mark - assumption that over time the economy will improve and we won’t be in today’s budget environment
- vii. 2.3.1 – accomplished the first 3 bullets and have been replaced with the next step in the process:
 - 1. *“IS will train faculty and staff to utilize the web content management system to manage their NPC information on the public website.”*
 - 2. *“Deploy faculty and department pages on the public website.”*
 - 3. *“Work with deans and faculty to build out faculty/department pages with current information.”*
- viii. 2.3.2 – third bullet was too weak and replaced it with:
 - 1. *“Provide faculty with a letter/email template and student contact information for students expressing interest in a faculty’s academic discipline.”*
 - 2. *“Disseminate new Transfer Guide to community partners, high schools, and potential students.”*
- ix. 2.3.2 – added the following bullets:
 - 1. *“Survey Native American students and evaluate current course offerings based on student need, demand, and access.”*
 - 2. *“Build out distance delivery of student and academic support services.”*
 - a. currently looking at creating math and science tutoring labs in audio and video classrooms
- x. 2.3.4 – *“Consider marketing and offering one session “teaser” versions of courses that need to build enrollment. These courses would be free, advertised and run one week prior to the start of the semester.”* - recommendation primarily came from CTE faculty - highlight specific programs - financial implications fairly significant
 - 1. Everything related to DE removed - don’t know what the legislative status of DE will be a year from now and what the college’s response will be to potential changes
- xi. 2.3.5 – The Team looked at *“Disseminating a Career Guide”* and other added bullets are:
 - 1. *“Develop an alumni database/tracking system in cooperation with NPC Foundation.”*
 - 2. *“Contact recent CTE graduates and employers to evaluate success and knowledge base of CTE graduates and program effectiveness.”*

e. Pillar 3

- i. Pillar 3 takes its lead from other Pillars especially in learning and facilities - these Pillars often times ask for things which need their infrastructure from the Information Services (IS) department – it has a supporting role
- ii. 3.1.1 – bullet four regarding implementation and design of JICS, LMS and CRM – probably needs to be moved to Pillar 1 or 2
 - 1. John - already addressed on the procedure on procedures
- iii. 3.2.1 – many of these bullets have already been taken care of but may have spawned developments in other areas
 - 1. Decided to look at college-wide Web based conferencing to see if it could replace or augment our current audio and video systems
 - 2. John - talked to Trudy Bender about some of the bullets involving the library such as *“Explore sharing integrated library catalog system with public library system.”* – Bender was not seemingly open to this – should bullet be removed?
 - 3. Mark - on bullet nine, COMPASS testing is not being done at Show Low High School – Mark will ask Instructional Council (IC) to make policy recommendations regarding this type of issue
 - a. John - suggested moving this to Student Services with IS providing the connection
- iv. John - we should get the other pillars in a revised state and then come back to this one - decide which items should be moved to other Pillars
- v. 3.2.2 – John - since some of these items are funding dependent issues, if we can’t commit resources, the item may need to be moved out of the Strategic Plan
- vi. 3.2.3 – John - all the points after EDUCAUSE were ideas that came from brainstorming
 - 1. Bullet 5 - John - 100% online registration and enrollment should go to the Student Services Pillar
 - a. Mark - suggested inserting the word “option” at the end of the line
 - 2. Bullet 6 – John - advising and tutoring should be moved to the Student Services Pillar
- vii. Things that would enhance and improve IS’s services to the college include:
 - 1. Using remote tools
 - 2. Adding/training staff
- viii. General comment - Eric H. - we can have long-term strategic goals and depending on the budget situation weigh the goals and negotiate what to do now and what needs to be deferred
 - 1. John - Strategic Plan is three years, and if we truly believe that the budget situation won’t allow a particular item, then it should come out, or we won’t meet our goal
 - 2. Eric B. - proposed the wording “Work towards adding and training staff...”
 - 3. John - if we make it too general, setting a strategic goal has no meaning
 - 4. Eric H. - sees the Strategic Plan as driving the budget decisions
 - 5. John - agrees that the Strategic Plan does determine how we spend our resources - at some point do we have to say we don’t have those resources, and therefore revise the goal?

- ix. Donna - "How are we going to handle all of these suggestions?"
 - 1. Jeanne - take a hard look at the interrelationships of the goals
 - 2. Eric B. - want to make sure all the pieces fit together correctly
- f. Donna - we can continue working on the revision next week; however, we will need to take the following week to finalize it electronically
 - i. Jeanne - Strategic Plan will need to go into the board packet as the first read
 - ii. Jeanne - make sure we are taking the vision documents into consideration
 - iii. Mary - suggested that everyone have access to vision documents and Pillar revisions so that each Pillar can determine which items will fit best into their Pillars
 - 1. Eric B. - post on the SPASC group on JICS and open threaded discussions
 - 2. Main goal will be to determine which items from the facilities and technologies Pillars support the other Pillars
 - 3. John - for each goal, we need to list any resources needed to accomplish that goal including facilities, Human Resources (HR) or IS.

VII. Other

- a. Consensus seems to be the Pillar 4 is the master HR plan
- b. Task: Hallie will make sure Peggy, Sandy and Don are added to the SPASC email group and to the SPASC group in JICS - Eric H. will be changed to an advisory member
- c. Task: Executive Team members who are present today will get Blaine up to speed on our plan regarding Pillar 3 and Pillar 6
- d. Major milestone dates are determined by the Pillar teams
- e. Mary - created an informational page for the students regarding the HLC visit - will send it to the SPASC group and would like feedback
 - i. Task: Donna will add it as an agenda item for the next SPASC meeting
- f. Motion made by Claude to adjourn; second by Eric H.
 - i. Unanimously approved.