

Northland Pioneer College
Strategic Planning and Accreditation Steering Committee (SPASC)
November 4, 2011

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

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

Guests: Colleen Readell (recorder), Leslie Wasson

- I. Approval of Minutes from 10/21/11
 - a. Motion to approve by Debbie Myers; second by Blaine Hatch
 - i. Unanimously approved
- II. Scan the Plan – Pillar 2 (Mark Vest)
 - a. Mark went through the president's initiatives.
 - i. We wanted to focus on initiatives 1, 2 and 3
 1. Student Services Assessments: Mark met with Dr. Wasson earlier this week and they will be working with the Student Services folks in the next few weeks and see where they are on doing internal assessments. They are each in different stages.
 2. Item 2: Continue to move courses into online or hybrid learning environments with a goal of five courses migrated by May 2012. We've already met this item in advance and will be beyond that target by May 2012.
 3. Item 3: The Learning Technology Committee with Dr. Ma have already reviewed 8 of the online courses and have 8 or 9 more in various stages of review. We are well ahead of that timeline as well.
 4. Item 5 Roll out Web Conferencing: We talked about in the dean's meetings – We've stalled out on Adobe Connect, getting people past initial fear and concern about technology. IS has been putting out fires this past fall.
 - a. Eric added IS is working on one-on-one trainings for Adobe Connect. Linda has done more trainings on Wednesday's and has added individualized trainings for departments. Dr. Ma has also done individual trainings as well as working with Eric from a remote area. So people can see them using it live and ask questions. They have a date scheduled for next Wednesday,

based on teaching schedules it may not work so they will revise and ask for dates that will work better and reschedule.

b. Pillar 2 – Priority 1

- i. 2.1.1 Has been met by doing Community Outreach at all locations and have incorporated campuses along with centers and we are continuing to pull recommendations from all meetings and bring them forward to the appropriate groups, whether it's College Council, Executive Staff or even the District Governing Board.
- ii. 2.1.2 Conduct surveys of local businesses – Mark is working with Dr. Wasson on many projects. Dr. Wasson will work with Peggy Belknap, Liz Flake to decide how to do this type of survey work.
- iii. 2.1.3 Conduct survey of community – we know we need to do this. 2.1.3 Very similar to 2.1.2 we've been holding off until we have folks here who can help us develop the right kind of instrument and do it in a way that's going to make sense.
 1. Eric and Mark introduced Dr. Wasson who joined SPASC in this meeting at the White Mountain Campus

c. Priority 2

- i. 2.2.1 – How much does FTSE matter? – Do we want to still have or should we still have this in the strategic plan, this idea of establishing some kind of FTSE goal for the college. Our enrollment continues to erode. We may be down approximately 2%. We don't have the details on numbers yet, we don't know where and why but we know we are down a little bit overall.
 1. Debbie – 3,917 head count. But the state will still require the FTSE count every year.
 - a. Mark – I think that 3,917 head count is up a little bit from last year. I think we were at 3,700 last year. Last year we tended to keep our full-timers and we lost our part-timers and sounds like this year we lost our full-timers and kept more part-timers. That may be the economy at work.
 2. Debbie asked if the state would still require the FTSE report every year.
 - a. Mark stated that they are but the question is how important is emphasizing FTSE to the institution. When you put it in the strategic plan and you say we're going to set a FTSE goal, what you're implying to the institution is that it is some kind of priority. The institution used to be driven by FTSE because that's how we got paid by the state, but now we're not. What is a workable enrollment figure to the institution, head count or FTSE? In Student Services we never care about FTSE, we care about head count because a student is a student. The advisors don't give spend more time with full time students as opposed

to part time students. Student Services tend to look at head count because we look at the number of students we need to work with. Institutionally we tend to look at FTSE because that's how we do see it.

- i. One of the questions Mark would ask of the college is, do we focus on head count or FTSE or a combination of the two? Or do we focus on 2.2.2 Goal which is enrollment management and is focused largely on retention and completion and if we do that the FTSE chips will fall where they may.
 - b. Blaine feels we need to have some kind of conversation about enrollment whether it is FTSE or head count and facilities and how do we fill them up? We need to use them as wisely as we can.
 - i. Mark – It is one measure of how you are serving the community.
 - c. Mark – Again the question is, do we target FTSE as a recruitment and intake goal or as a retention and completion goal or as some combination of the two?
- 3. 2.2.2 – Enrollment management – there are a lot of bullet points here. Some of them we have done.
 - a. When we say increase completion rates over the next 5 years, we won't know for at least another year, if we're headed in the right direction.
 - b. We have started to focus the admissions office to turn their attention more on Native American students and on visiting reservation schools that do not fall within a normal group of recruiting schools that everyone hits as a block.
 - c. We've begun to capture student intent data.
 - d. We've implemented mandatory advising for students with 32+ credits. The next step will be to implement mandatory advising every semester when they hit a credit barrier. Instructional Council (IC) will be talking about this soon. We're working on the secondary block for 75 or 85 credits.
 - e. College wide service and training standards: Mark asked a question about where we are with the customer service training at a previous SPASC meeting, this has been part of the plan for the HR area as well. In that sense, Pillar 2 is at the mercy of other parts of the strategic plan in getting that customer service training implemented.

- f. Implement a series of retention strategies: We've put this on hold and Dr. Swarthout talked about this a little bit this Fall on focusing the college on completion and retention initiatives so we didn't want to get ahead on this until we see the direction the college is going to take in general.
 - g. Mark skipped down to National Clearinghouse vs. ASSIST.
 - i. Dr. Wasson will try to meet with Jake next week to try and identify how much value we can get out of ASSIST vs. our efforts to join National Clearinghouse or trying to use both.
4. 2.2.3 – Alumni contact program – without money from the college not sure if we can complete this. When we froze positions, we lost the full-time career services position and the foundation has not been able to come through in running an alumni contact program.
- a. We've had very little contact from the foundation regarding this. And there isn't anyone at the college whose job it is to handle this.
 - b. Do we think this is important enough work to do? It is difficult to get some of the objectives in that general strategic vision about job placement and tracking alumni. If we think this is important work to do, then there needs to be a discussion about how we're going to get it done.
 - i. Dr. Swarthout stated she will be meeting with Lance from the Foundation and this is on her agenda to speak with him. Where they are and what they are doing and if they have completely bottomed out, then we need to look to the college to complete this one.
5. 2.2.4 – Evaluate actual costs on individual programs and classes: We've started primarily in the CTE area and Nursing and Allied Health has begun this as well – evaluating actual program costs and we've seen some fairly significant changes in some areas to course fees over the last year. I think you'll see some of this in the coming year as we go through the budget cycle in Nursing and Allied Health as they start to look at some of the actual costs of implementing the Allied Health programs.
6. 2.2.5 – Increase pool of qualified adjunct faculty
- a. Mark has had conversations with the Deans over several Deans' Meetings, they have expressed concerns:
 - i. How much do we want to recruit adjunct faculty when we have reduced the number of course offerings by about 10%?

1. What we have tried to do on the Instructional side is continue to work in key areas like Biology and Chemistry, especially remote areas like Kayenta where we know we need instructors; we pursue the adjunct faculty issue. When it comes to high school faculty, Mark has asked the dual enrollment subcommittee to put forward recommendations to IC this Fall on what we can do to work more closely with our dual enrollment adjuncts to have a much more clearer sense of what they are and are not doing in the classroom, but also give them a stronger sense that they are college faculty. The CTE Division has started to work on this as well. Peggy met with the CTE faculty as well as the NATIVE faculty this week, and Mark has heard that it was extremely positive.
 - a. Peggy – Yes, it was extremely positive, we had our faculty and their instructors and they really appreciated being able to network with each other. We’re going to do NAVIT on November 29th. Those are the two cohorts we want to be good partners with.
7. 2.2.6 – Improve data integrity in student database and Autopackaging (implement auto processes for Financial Aid)
 - a. We are going to implement first in Financial Aid is an automatic Satisfactory Academic Progress report.
 - b. We are hoping to implement Autopackaging for Fall
 - i. The stumbling block that we are running into is the lack of data integrity in the student database
 - ii. The Jenzabar reps are working with various departments right now and are going to making some fairly strong recommendations which will involve the college looking at its processes and everybody that works at NPC being willing to compromise a little bit on the way that we’ve always done things.
 - iii. Mark met with the Jenzabar rep that was here with Financial Aid and she said they cannot do anything for us with Autopackaging until we clean up our data. Issues are with number of persons who are able to

handle student data. The timeline is still to be determined. In the Financial Aid and Registrar's areas we are starting to get a sense of what can be accomplished in the next few months and some things outside of Student Services or in cooperation with other departments that are going to have to be done first.

- iv. Eric added that Financial Services started first and they have made a lot more progress. Overall the general comment about the Jenzabar consulting process has been very positive reviews from people; they think it is more of a process issue than a system issue.

- 1. Mark has not heard a negative word from anyone who has met with the Jenzabar reps. We're working with people who are not just system experts but content area experts and know the Jenzabar system as well.

- ii. Priority 3

- 1. 2.3.1 Marketing and PR: most is in process or been completed

- a. We are continuing to roll out new parts of the website

- i. Nursing & Allied Health Division pages are already out

- ii. CTE is about to be rolled out

- 1. Peggy stated that Ann and Rose Kreher met with the CTE chairs on how their Department Chair pages are going to roll out – they are making good progress

- iii. Arts & Sciences will be next

- 2. 2.3.2 – work to increase enrollment in transfer degree courses

- a. It's tough for us to measure this because class sizes are going up, but we've done so many things at once that we have a lot of conflating variables and we don't know what is driving the class sizes up.

- i. We've updated and maintained the transfer guide

- ii. On the website you'll see the growing pool of student success stories, which we've received very positive responses on.

- iii. We've already signed new transfer articulation agreements with Prescott and ASU this Fall and we're working on more agreements with ASU and a similar set with NAU. We're going to be talking with Prescott in the coming months to broaden out more 90/30 transfer articulation and probably the first one we're going to

work on is the Associate of Applied Science in AIS and Business and how they would transfer to Prescott.

3. 2.3.3 Work to increase numbers of Native American students
 - a. We've done a lot here in the Early Childhood area
 - b. The first thing is to Survey Native American Students – this needs to be part of that overall effort to get a better handle of needs of students throughout the college
 - c. We're working through the first Title III grant
 - d. Ann stated we do have a Native American brochure
 4. 2.3.4 – This goal was recommended for deletion by the Pillar team last time. It was a recommendation that came out of the Welding Program. It was a good idea, but we felt it was something that we shouldn't focus on right now given our budgetary status so we wanted to hold it out as something to consider for the future. Mark apologized for the oversight.
 5. 2.3.5 Increase marketing for area vocational skills programs, job retraining and skills enhancement and 2.3.6 Increase community awareness of NPC locations and offerings: both goals are completed for the most part
 - a. The key issue here is that this is not just a Marketing issue. How we contact our recent grads, not just CTE grads but grads in general and employers and evaluate the success and knowledge base of our graduates so that we can demonstrate program effectiveness. We're not doing that very well right now institutionally, but we're doing it in some programs. Welding does a very good job. Cosmetology deserves a big pat on the back for the work they've done through Facebook, for example, to contact their recent graduates. But, it is not something that is being done institutionally and systematically.
 - d. Eric asked if there were any questions, comments or concerns regarding Pillar 2 and the progress to date.
 - e. Mark – To sum up the challenges and the successes have been piecemeal. The challenge is to get a handle systematically on what the community needs and then start addressing those. Also to clean up our data and get a handle on some of the things we need for data reporting.
 - i. Debbie suggested to get a good survey tool
- III. Other
- a. Debbie asked if we could go over the Portfolio Content Group and get started now that Dr. Wasson is here. The meeting before last we talked about who was on this group and that we need to get started.

- i. Eric stated that we do have the Portfolio Content Group and the folks that will focus on what needs to be placed into the Portfolio. We did mention that Jeanne was going to kick off the group but that Dr. Wasson would need to be involved.
 - 1. Eric asked if Jeanne had any update on that process. Jeanne stated nothing has been started and was waiting for Leslie to arrive.
 - a. Eric stated the group list is posted on the SPASC MyNPC site and he can also email it out if anyone would like to see it. Jeanne would also leave it up to Leslie if we want to wait a couple weeks to get settled or if we want to schedule something now.
 - i. Leslie said we can schedule something now
 - ii. Eric said we can make efforts to get the group running and update SPASC with any status updates as this group moves forward. Is there anything that SPASC would like to discuss as far as recommendations to this group to get them started?
 - 1. Jeanne would like to remind SPASC that everything that goes in that Portfolio has to be linked to an HLC criteria and component as examples of evidence. As we look at that as a group we need to not be helter-skelter but to look at what we did for the self-study and examine that first and see what pieces of that move forward. Then begin to look at what other pieces we already generate that link to those criteria as evidence or new ones. Jeanne sees this as a 3-phase approach, what we did for self-study, what we currently do and what we might want to do for the future.
 - ii. Eric asked if there were any other topics for the "Other" item.
 - 1. There were none.

IV. Adjourn

- a. Motion to adjourn by Andrew Hassard; second by Peggy Belknap
 - i. Unanimously approved