

Northland Pioneer College

Strategic Planning and Accreditation Steering Committee (SPASC)

03-06-2009

In attendance: Donna Ashcraft, Eric Bishop, Pat Canary, Russell Dickerson, Blaine Hatch, Eric Henderson, Ann Hess, Cindy Hildebrand, Michael Lawson, Mary Mathias, Mark Vest, Hallie Lucas (recorder)

I. Subcommittee Reports

- a. Criterion 1: Nothing to report.
- b. Criterion 2: The team has not met.
- c. It was noted that according to the shared governance procedure, the criterion teams must meet at least once per semester. It was agreed that it would be best to wait to meet until after Donna gets her comments inserted, in case there are specific changes needed that might involve rewriting part of a chapter. It was noted that last semester it worked well to have a meeting workshop (directive came from higher ups) to guarantee good attendance. Donna will go ahead and get the document out to the whole college and not wait for criterion teams to meet.
- d. Criterion 3: The team does not have a report.
- e. Criterion 4: The team does not have a report.
- f. Criterion 5: The team does not have a report.
- g. Data: The team does not have a report.
- h. Assessment Academy: The team is under the gun to get some revisions in. They need to post version 3.0 in two weeks and hope to circulate drafts next week. At this time, they have abandoned their attempts to do an independent review of student critical thinking. Instead, they have decided to use what different departments are already using to assess critical thinking. Both social sciences and humanities have been using course embedded items (term papers or critiques). Eric H. has provided a draft report and circulated it to the Assessment Committee that analyzes the social behavioral science term papers as scored by faculty on the critical thinking component. They have been able to link the nearly 300 term paper scores (in Social and Behavioral Sciences) to student transcript records. They will submit it as their program level assessment of student learning outcomes for general education this semester. In the past, humanities have not had any student identifiers on the critiques, and there is no way to link these with specific student information. For the future, the department has agreed to place student identifiers on the critiques. Eric H. has talked with Dr. Jacob regarding implementing something similar to the humanities critique in BIO 181, in particular, to help assess both critical thinking and the scientific reasoning component. They are also looking at getting some enrollment and grade distribution data for general education courses for the past three years to help provide a backdrop for the assessment portion. Eric B. is working on a website where we can post some of this data.

- i. Student Focus: Mary said that they would like to meet with students this semester to gather information about how they perceive NPC and its programs. Also, at the beginning of the Fall semester, they will inform students about the accreditation process and what will happen during the HLC visit. Ideas for reaching students are:
 - i. Have the faculty speak with their students.
 - ii. Work through the Student Government Association, although some SGA locations are more active than others and you might not get even spread of information.
 - iii. Use a pamphlet to help spread the word.
- j. Communications: The team does not have a report.
- II. Approval of 02-20-09 Minutes
 - a. Blaine moved to approve the minutes; second by Pat.
 - b. Michael abstained; motion passed with a majority vote.
- III. Strategic Plan: Review and Update the Status of Our Goals
 - a. Goal 1.1.1 – **Continue improvement of distance education delivery systems**
 - i. The decision whether to use Moodle or JICS is up to the faculty member; however, the IS Department is identifying someone outside the college to help faculty make the conversion to JICS, which is really a long-term goal.
 - b. Goal 1.1.2 - **Emphasize advising and course selection based on placement testing**
 - i. Seven of the eight recommended changes made by the Placement Subcommittee were approved. Jake and the Enrollment Management Committee are working on a recommendation for a retention plan by April.
 - c. Goal 1.1.3 - **Improve web-based classes**
 - i. The IC has charged the Learning Technology Subcommittee with developing/revising a set of protocols, and they are currently looking at a draft and will shortly go to the committee for review.
 - ii. There are 199 courses being taught online.
 - d. Goal 1.1.4 - **Improve pedagogical strategies and techniques**
 - i. Should we consider more in-house developmental opportunities similar to what we did at convocation that could be taught by our faculty?
 - ii. Professional Development Subcommittee reported and the budget cuts may alter what we can or cannot implement. They are working on guidelines which will help identify and prioritize types of development activities. (Nursing may be considered separately for Professional Development as their funding is state-based.)
 - e. Goal 1.1.5 - **Improve tutorial support**
 - i. Tutor pay was increased last year, and Janet Critser has seen an increased tutor interest. At this point, we're not sure whether these changes have resulted in increased student participation.
 - f. Goal 1.2.1 - **Expand AAS & Certificate of Applied Science programs & improve/revise existing programs**
 - i. The CTE Division has done a lot of work in this area. The ATO revision is complete and the IMO is almost complete.
 - ii. Fire Science has put through a number of 199s (fire leadership sequence) for Fall semester, and they will bring them to IC to asked to have these classes switched to regular course numbers.

- iii. We have not acquired a facility for ATO at LCC, nor have we constructed a BOC facility.
Task: Place these items on hold due to budget constraints.
- g. **Goal 1.2.2 - Develop new courses in conjunction with the S-STEM grant**
 - i. We are trying to recruit people. To date, no completed applications have been received.
 - ii. An oceanography course is being considered.
- h. **Goal 1.2.3 - Expand short-term curriculum and short turnaround class offerings**
 - i. The CTE dean has developed short term classes in BUS, CIS, and AIS.
- i. **Goal 1.2.4 - Expand internship opportunities**
 - i. The Internship Handbook has been revised, and Kelly Horn has a list of all internships, which she is really pushing.
 - ii. A career guide should be in place by Fall 2009 which will focus on CTE and BIT.
- j. **Goal 1.3.1 - Participate in HLC Assessment Academy**
 - i. The missions have not been aligned; however, it will be addressed in March.
 - ii. Bullet Three – This has been revised.
 - iii. Task: On bullet number four, where it reads “with a sample...” - change it to read “with embedded course level critical inquiry in intensive writing objects”.
- k. **Goal 1.3.2 - Revise and improve program review**
 - i. The deans are at a point of having a shared set of data elements for both annual reports and program review. The deans understand that they have flexibility of how to reach those criteria.
 - ii. Bullet Two – Completed.
 - iii. Bullet Three – Completed.
- l. **Goal 1.3.3 – Donna skipped this number.**
- m. **Goal 1.3.4 - Strengthen departmental assessment of student learning**
 - i. Bullet One - Encourage colleagues to come to dialog day on April 3, 2009, as we would like to see an increase in attendance and more departments involved in the course level assessment of student learning (particularly CTE).
 - ii. Bullet Two – This is being done some with Cosmo.
 - iii. Bullet Three – We really haven’t pushed this and maybe should take it off.
- n. **Goal 1.3.5 - Work more with advisory committees on documenting learning outcomes**
 - i. The CTE Department is creating and working on advisory committees.
 - 1. CIS has an advisory committee in place.
 - 2. Eric B. has been asked to get an AIS and BUS committee together. (Advisory committee may or may not be combined for AIS and BUS.)
 - ii. Bullet Three – Meeting minutes are being archived.
- o. **Goal 2.1.1 - Increase utilization of Community Advisory Council**
 - i. The Community Advisory Council has not met recently and is not presently on the calendar. We probably should set this one aside and reevaluate.
- p. **Goal 2.1.2 - Conduct survey of local business and industry to determine if the college is meeting their present and future needs**
 - i. This has been started by Criterion 5 Team and some of it is done.
- q. **Goal 2.2.1 - Develop FTSE growth strategy**
 - i. The Enrollment Management Committee will report to the College Council in April.

- r. **Goal 2.2.2 - Identify resources needed to achieve departmental annual goals based on strategic plan**
 - i. The faculty and staff have been involved in the budget process.
- s. **Goal 2.2.3 - Set annual FTSE goals**
 - i. Task: Since FTSE has changed and is driven by state funding, we need to reevaluate this one with Dr. Swarthout.
 - ii. Bullet Five – Summer schedule has been moved to one session with the ability for faculty to offer variable length courses.
- t. **Goal 2.2.4 - Increase pool of qualified adjunct faculty**
 - i. Deans continue to hunt for adjunct faculty. Often times they are not qualified for what they want to teach.
 - ii. Bullet Three – There is a push for department chairs to get out and meet their Dual Enrollment faculty. These visits should be coordinated through the Vice President for Learning’s office.
- u. **Goal 2.3.1 - Create a competitive, informative, industry standard web presence at www.npc.edu**
 - i. Bullet One – Completed.
 - ii. Bullet Two – Completed.
- v. **Goal 2.3.2 - Work to increase enrollment in transfer degree courses**
 - i. Marketing and Public Relations (M & PR) Department has placed an advertising emphasis on transfer degrees.
 - ii. Bullet One – Completed.
 - iii. Bullet Two – Completed.
 - iv. Bullet Three – Not much work done in this area.
 - v. Bullet Four – Completed.
 - vi. Bullet Five – Again, not much work done here.
 - vii. Bullet Six – There has been a lot accomplished in this area.
- w. **Goal 2.3.3 - Work to increase numbers of Native American students**
 - i. M & PR has done postcard mailings and increased the number of visits to the Reservation sites.
- x. **Goal 2.3.4 - Create dual enrollment campaign for parents of area high school students**
 - i. Ann Hess and Jennifer Harris met regarding sending a post card or a letter. Jennifer is not yet ready to proceed with this.
- y. **Goal 2.3.5 - Increase marketing for area vocational skills programs, job retraining, and skills enhancement**
 - i. M & PR has photos on the website and is developing a career guide. The lifeline scholarship also ties in with this goal.
- z. **Goal 2.3.6 - Increase community awareness of NPC locations and offerings**
 - i. Bullet One – Completed.
 - ii. M & PR has completed a blanket postcard mailing which increases community presence.
 - iii. Bullet Three – M & PR has promoted PAC events to help people understand that we are involved in the community.
 - iv. Bullet Four – Completed.

- v. Bullet Five – We are going to purchase time this Spring on radio stations to have deans and faculty speak.
 - vi. Bullet Six – Completed.
 - vii. Bullet Seven – A general information brochure has been written and needs to be produced.
 - viii. Bullet Eight – Completed.
 - ix. Bullet Nine – Completed.
 - x. Bullet Ten – Completed.
- aa. Goal 3.1.1 - **Enhance technology resources and infrastructure to increase and improve support for college operations while reducing the college's impact on the environment**
- i. We will wait on John Velat to help answer questions regarding this goal.
 - ii. We have document imaging machines being installed.
 - iii. Bullet One – We are done everywhere except Heber (decision will be made regarding the facility), St. Johns (delayed due to the weather and trees), Whiteriver (delayed due to weather conditions) and Snowflake (delay due to the Greens Peak issue).
- bb. Goal 3.2.1 - **Enhance technology resources and infrastructure to increase and improve support for classroom instruction, including all areas of distance learning**
- i. Some things such as laptops may need to be removed due to funding.
- cc. Goal 3.2.2 - **Provide administrative and student services with increased efficiency, scope and reach through technology**
- i. Bullet two – Completed.
 - ii. Bullet four – Completed.
 - iii. Bullet five – We are well on the way. The 3D maps are three-quarters done.
- dd. Goal 3.2.3 - **Establish, develop and deliver training**
- i. This area needs a lot of work.
- ee. Goal 4.1.1 - **Develop a master plan to transition from Personnel to Human Resources services**
- i. This goal is in process. The document is not yet developed.
- ff. Goal 4.2.1 - **Update policies and procedures**
- i. Bullet Three – We do not currently review all policies and procedures annually; however, they are evaluated at least every three years. We have some new policies and procedures. Several have been updated and a few are in review with the lawyer.
 - ii. Bullet Two – College Council is looking at this policy.
- gg. Goal 4.2.2 - **Create employee orientation program**
- i. Troy did a one full day orientation in the Fall for new teachers.
- hh. Goal 4.2.3 - **Create an employee mentoring program**
- i. Department chairs are talking about having a new faculty mentoring program. CASO has currently tabled their mentoring plan.
- ii. Goal 4.2.4 - **Provide training appropriate for all employees**
- i. We have a new faculty handbook.
 - ii. Bullet One – Jenzabar and JICS trainings are completed. Some training has been done for Outlook, and Drupal training has not yet been done.
- jj. Goal 4.2.5 - **Present college-wide symposia on compliance with legal issues**
- i. We have done one session with the attorney at convocation.

- kk. Goal 4.3.1 - **Create and maintain an equitable and transparent compensation structure**
 - i. Bullet Two – Not done.
- ll. Goal 4.3.2 - **Create plan to enhance procedures that foster the hiring of quality personnel**
 - i. Even though we have a hiring freeze, we need to move forward with this.
- mm. Goal 4.3.3 - **Revamp adjunct faculty employment standards, hiring procedures and compensation**
 - i. This is not done.
- nn. Goal 4.3.4 - **Evaluate and assess job performance**
 - i. We perform annual performance reviews. Evaluation tools and procedures are online.
- oo. Goal 4.4.1 - **Develop programs that recognize individual and group achievement**
 - i. Bullet One – Completed.
 - ii. Bullet Two – We have implemented an alumni award.
- pp. Goal 4.4.2 - **Promote professional development opportunities for staff and faculty**
 - i. We are establishing criteria for a funding formula for use of professional development funding.
- qq. Goal 4.4.3 - **Enhance and maintain employee reference resources**
 - i. Bullet One – Completed.
 - ii. Bullet Two – We are working on E-mail addresses for adjunct faculty.
 - iii. Bullet Three – Web based vehicle scheduling is in the works.
- rr. Goal 5.1.1 - **Seek grant opportunities**
 - i. We are checking into opportunities related to the stimulus funding. We can apply for the Title III grant and a BOC grant.
- ss. Goal 5.1.2 - **Enhance awareness and effectiveness of NPC Foundation**
 - i. E-mails have gone out regarding the auction and Lance Chugg has mentioned letters possibly going out, as well.
 - ii. Bullet Two – An E-mail went out regarding possible membership.
- tt. Goal 5.1.3 - **Support community development to maximize assessed valuation**
 - i. Some development work has been started. Property evaluations will be a critical factor these next few years.
- uu. Goal 5.1.4 - **Expand operating and capital state aid through enrollment growth**
 - i. This point is currently irrelevant, so this should be taken out or addressed with state aid.
- vv. Goal 5.1.5 - **Seek support for capital funding**
 - i. The Master Facilities Plan is on hold, as is all capital funding.
- ww. Goal 5.1.6 - **Protect equalization aid**
 - i. Bullet One – We are in good shape.
 - ii. Bullet Two – In this area, we are moving forward.
 - iii. Bullet Three – We are doing well.
- xx. Goal 5.1.7 - **Develop a revenue resource analysis**
 - i. Bullet One – We have a technology plan.
 - ii. Bullet Two – We are developing a cost resource analysis.
- yy. Goal 5.2.1 - **Strengthen linkage between the budget process and strategic planning**
 - i. This was done in budget development.
- zz. Goal 5.2.2 - **Provide budget managers the ability to track expenditures through the financial management system**

- i. We are using the budget module to the full capacity.
 - ii. Bullet One – Completed.
 - iii. Bullet Three – It is in process.
- aaa. Goal 5.2.3 - **Develop multiple year capital budget plans linked to technology and facility plans**
 - i. This goal is not completed.
 - ii. Next year’s agenda will include working on other areas.
- bbb. Goal 5.2.4 - **Link program review and assessment to budget development**
 - i. Not much has been done in this area.
 - ii. Bullet Six – It is underway.
- ccc. Goal 5.3.1 - **Define and document policies and procedures for a comprehensive system of internal controls**
 - i. Bullet One – Completed.
 - ii. Bullet Two – Completed.
 - iii. Bullet Three – Completed.
 - iv. Bullet Four – We are working on this.
- ddd. Goal 5.3.2 - **Enhance disclosures, including a report on the effectiveness of internal controls and procedures for financial reporting along with the external auditor attestation of that report**
 - i. Bullet One – Completed.
 - ii. Bullet Two – This bullet is referring to Maderia’s report to NPC’s District Governing Board and communication with auditors.
- eee. Goal 5.3.3 - **Develop community and management reports and a reporting calendar**
 - i. No input.
- fff. Goal 5.3.4 - **Develop procedures for the Audit Committee to address risk management and financial report monitoring**
 - i. Bullet One – Completed.
- ggg. Goal 5.3.5 - **Post all public data for access to statistics**
 - i. The HLC site has moved along a lot.
- hhh. Goal 6.1.1 - **DGB, President, Foundation reach consensus on a capital campaign for construction of CTE facilities in two district locations**
 - i. This is currently on hold.
- iii. Goal 6.2.1 - **Develop and implement Master Facilities Plan that responds to current needs and provides capacity for growth**
 - i. This is currently on hold.
- jjj. Goal 6.2.2 - **Establish a preventative maintenance cycle for consumable equipment**
 - i. This process has begun. Initially we had some hope, with the stimulus plan, to provide for some facility infrastructure; however, there will probably not be money available for this.
- kkk. Note: We probably need one bullet for existing facilities and the Master Facilities Plan should have its own bullet point.
- lll. Goal 6.2.3 - **Expand storage space for existing programs as needed**
 - i. Nothing has been done.
- mmm. Goal 6.2.4 - **Develop Construction Trades program focused on hands-on experience through construction of college facilities**

- i. This is on hold; however, we may apply for an ASU Del Webb grant for house construction.
 - nnn. Goal 6.3.1 - **Utilize existing draft crisis plan as basis for broader plan**
 - i. The hazard material's plan is completed and we are providing some training in this area.
 - ooo. Goal 6.4.1 - **Develop a plan to move the college toward climate neutrality**
 - i. We have a Sustainability Committee.
 - ii. Bullet Three – Nothing has been done.
 - ppp. Goal 6.4.2 - **Develop methods of dissemination**
 - i. Bullet One – This is not done.
 - ii. Bullet Two – We will need to speak with Jeanne Swarthout about this.
- IV. Self Study: Discussion
 - a. Chapter 6 and 7 needs more depth.
 - i. They could be viewed as an unsupported assertion.
 - ii. We need documentation and evidence to support that the things in the chapter are true.
 - iii. We might apply the “so what” question to some of the points in these chapters. An example is that we had Discover NPC nights:
 - 1. How many people showed up?
 - 2. What was the impact?
 - 3. Are we planning on doing this type of event again?
 - iv. Criterion 5 deals with relationships with the communities and there is a list of different entities that use our facilities.
 - 1. Law force trainings are well attended.
 - 2. Campus managers may be able to provide the information including what facilities were used, dates and enrollment information.
 - v. There are interesting things in these chapters; however, documentation is needed. Instead of having tables in the chapter, we could just have a link to the information.
 - vi. It would be good to focus on our strong areas.
 - vii. Since some of the links are not valid at this point, it is hard to know what the link is trying to show. Some of them refer to a website we dropped two years ago and some are no longer active.
 - viii. We need to get all critiques in for Chapters 6 and 7.
 - ix. Bobette Welch has agreed to be an editor and Donna would like two more people to help go through the document with a fine tooth comb. Cindy agreed to assist.
- V. Motion by Pat and second by Eric H. to table the last two agenda items.
 - a. Unanimously approved.
 - b. Eric B. will place these items on the next meeting agenda.
- VI. Other
 - a. Motion made by Pat to adjourn; second by Eric H.
 - b. Unanimously approved.