

**Northland Pioneer College**  
**Strategic Planning and Accreditation Steering**  
**Committee Meeting Minutes**

Friday, May 30, 2014  
9:00 a.m. – 11:30 a.m.  
WMC LC110

Voting Members Present: Peggy Belknap, Blaine Hatch, Randy Hoskins, Debra Myers, Lauren Sedillo (proxy for John Bremer), Mark Vest

Non-Voting Members Present: Ann Hess

Guests: Tracy Mancuso, Colleen Readell (Recorder)

- I. Approval of Minutes from 5/16/14
  - a. Peggy Belknap **MOVED** to approve the minutes of 5/16/14; **SECOND** by Debbie Myers.
    - i. Motion **APPROVED** by unanimous vote.
- II. SPASC Housekeeping
  - a. Minutes
    - i. Discussion of how minutes were taken in IC when Mark was chair.
      1. Tasks were labeled and emailed out by Hallie Lucas to the entire group as to who was assigned to do those tasks, by next morning.
        - a. Peggy added that is done for Deans' meeting as well.
        - b. Group agreed that they would like to do that.
        - c. Randy asked if they should follow up with an email to Lisa Jayne when task completed.
          - i. Mark stated that a follow up to Lisa with a response as to if they have completed the task, and if they have not why they have not been able to so they can re-agenda the item if needed for the next meeting.
    - ii. Internal Rules
      1. SPASC does not have bylaws or rules about things like proxies.
        - a. What happens when a voting member misses a large number of meetings during academic year? Do we remove that member or ask supervisor or president to replace you?
        - b. Mark stated as someone who has sat on SPASC for the past several years, there has been a high absentee rate the last couple of years during the academic year. He asked the group if they would like to set an acceptable number of absences, and do they want to have proxies.

- c. Tracy stated she feels there should be a little wiggle room in the number of meetings that can be missed due to excused reasons such as needing to attending required state meetings.
- d. Peggy added there should be allowed to have a proxy to report back to member. She stated if you are having a proxy, you are preparing that person for your attendance (if you do it right). She also added if a member misses a large number of meetings without a proxy that is a problem.
- e. Blaine feels having proxies is frustrating. He stated how can you play the role that is helpful in the long run. However, if you set a particular number that can be missed, problems do come up and members have to miss.
- f. Peggy agreed that if a member is always missing a meeting, but at times members must miss due to state mandated meetings. Proxies are prepped for specific meetings and they are not going to have all the background.
- g. Mark referred to a specific IC meeting when 5 of 9 members were represented by proxies. The important topics had to be tabled for the next meeting. Of the 5 proxies that were at the meeting, 4 of them were staff who were proxying for faculty.
  - i. Problematic due to a few reasons: people don't know what they're voting for because they don't have history of what has gone on; you have people serving as proxies that are not in the position that shared governance calls for.
- h. Mark stated that last year there were three faculty members assigned to this committee and only one showed up for more than one meeting.
- i. Randy asked if there was communication such as members notifying the committee chairs when there were not going to make it to a meeting.
  - i. Mark stated in IC and College Council they have to notify the admin assistant they are not going to make it and who their proxy will be. This committee could adopt something similar.
- j. Debbie stated CAB procedure. They set up two proxies for each person from their same function area, and those are the proxies they have to use.
- k. Mark and Peggy both agreed that summer will be a problem with committee members taking leave time and faculty members being off contract.
- l. Tracy asked if there was a way to attend by phone or other ways if they were offsite.

- i. Mark stated if people agree to attend they need to know what the requirements are before agreeing. We need to make clear to faculty who agree to serve on SPASC that we are meeting year-round, we are paying them to meet when they are off contract and they need to attend.
- m. Mark asked if the group wanted to have this discussion or put it on the agenda for a later date.
  - i. Peggy feels it needs to be resolved now due to summer schedule ahead. If we decide not to use proxies we need to know that, and let the chairs know what meetings we can be at, or if we can use proxies we need to arrange for that.
- n. Randy asked if the proxies get the minutes.
  - i. Mark stated that anyone can be allowed to receive the minutes and we can open up the SPASC group on MyNPC to receive them.
  - ii. Blaine added that there is a desire to make this work more transparent. In that case, the minutes would go out to everyone or be available to anyone to see.
- o. Ann asked if you needed a proxy if you didn't vote.
  - i. Mark didn't feel you do. If you don't vote, you don't count as part of the quorum.
- p. Randy suggested have the non-voting member be proxies in the members absences.
  - i. The group was in favor of this suggestion.
  - ii. Mark went through the list of non-voting membership as of today: Dr. Swarthout, Tracy Mancuso, Ann Hess, and Dr. Wasson.
  - iii. Mark read the new membership requirements for SPASC under shared governance.
    - 1. If approved as written, the voting membership will include: VP for Administrative Services (Blaine Hatch), a Dean (Peggy Belknap), Faculty Association President (Gary Mack), 3 faculty members (Kenny Keith, Doug Seely, possibly Eleanore Hempsey), co-chairs VP for Learning & Student Services (Mark Vest) and 1 faculty member (Randy Hoskins) and, 3 classified/exempt staff members (Debbie Myers, John Bremer, 1 vacancy), 1 member of Information Services (Eric Bishop), 1 member of Student Services (Vacant). The

President and Director of Institutional Effectiveness are non-voting members.

2. Blaine added we need to have representation from the CASO group.
- q. We can look at the non-voting member as a proxy pool.
  - i. The group agreed on a proxy pool from the non-voting members.
  - ii. The group did not want to identify a specific number of meetings that a member can miss and they are out. If there is someone who is not attending then the group needs to decide whether or not that person should stay on the committee.
    1. Peggy stated we have to come up with a number.
    2. Mark asked the group, more than 3 consecutive meetings?
    3. Randy feels they need to contact Mark or Randy.
    4. Blaine likes the idea of excused absences. If we want to put a number to unexcused absences that's fine. There shouldn't ever be an unexcused absence.
  - iii. Mark reiterated that he is hearing from the group, if somebody needs to miss a meeting they'll call into one of the co-chairs, if the co-chairs have a concern about membership they'll present it to the group. We will allow people to use proxies, and we have to draw from the proxy pool which is non-voting members, we will try to keep the non-voting membership to five.
- r. **TASK** Mark will write up and add to the agenda for next meeting that SPASC will have a pool of proxy members from Non-voting members.

### III. SPASC Membership and Structure

#### a. Term limits

- i. Debbie Myers stated there should be term limits. We shouldn't have the same group here for 10 years and not have other input from the college. Possibly have the voting member move to non-voting members after 3-years.
  1. Mark stated that the way that Shared Governance is written, people are assigned to the committee based on their position and people are assigned because they fill a position.
  2. Peggy stated we need to stagger the terms so that we don't have all new people all at once.

3. Ann stated that she has been on SPASC for six years and has never been a voting member. She would like to be a voting member.
4. Mark agreed with Peggy, that if we don't stagger the terms and we give everyone a 2-year term starting today we would need to assign different term limits to different groups so that people step off and different times. He doesn't feel we can do it until the new shared governance gets approved.
  - ii. We will table this until share governance gets approved, and we assign membership, then we can assign term limits.
- b. IC requires agenda items to be to administrative assistant to be in by the end of business Tuesday prior to meeting on Friday. Is that far enough in advance?
  - i. The group agreed with meeting every two weeks this is the most reasonable.
  - ii. **TASK** Mark will add to next meeting for internal rules agenda items must be submitted to administrative assistant for SPASC by Tuesday just prior to Friday meeting.
- c. Meeting locations
  - i. We will alternate between live and distance.
    1. During the summer the Support Center has already told us there is no video or model classroom availability on the 3<sup>th</sup> Fridays.
    2. The meeting on the 1<sup>st</sup> Friday will be live during summer.
    3. End of the month will be on video.
  - ii. Last meeting it was discussed that we would alternate between PDC and WMC. It has also been discussed that we shouldn't limit it to PDC and WMC if we want to encourage college participation we should move around the district.
    1. Blaine feels that people will only attend if they are interested in a particular agenda item no matter where the location is.
    2. Peggy stated that doing it on video or the model classroom does allow people to come from their campus. She feels if people travel to SPASC live they can get nothing else done. They have no way to work at another campus.
    3. Blaine added if we cannot attend a live meeting, we also need to have an option to attend remotely.
    4. Randy felt that by having the live meeting, the administrators also have the option to get out and talk to people on the campus before or after the SPASC meeting.
    5. Mark added there is no point in having live meetings if only three people regularly attend live and the rest attend remotely. You lose all the value you would have gained by having a live meeting.
    6. Blaine asked how quickly we will be moving to multiple model classroom options.
      - a. Mark stated that by the end of July the second one should be set up at all of the campuses.

- iii. Meeting schedule for summer as follows:
  1. 1<sup>st</sup> Friday June meeting on video
  2. 3<sup>rd</sup> Friday June meeting live at PDC
  3. 1<sup>st</sup> Friday July meeting on video
  4. 3<sup>rd</sup> Friday July live meeting at WMC
  5. 1<sup>st</sup> Friday August meeting on video
  6. 3<sup>rd</sup> Friday meeting live at PDC
  7. The question was asked if we are dropping Winslow.
    - a. Mark stated that is what he heard from the group.
  8. Mark will have Lisa send out a meeting calendar for the entire year to all SPASC members
  9. **TASK** Lisa will send out Outlook appointment for entire year to all SPASC members for both in person and video meetings.
  10. Mark asked if the group would rather be in the video room, audio room, or the model classroom?
    - a. The majority of the group preferred video.
  11. **TASK** Mark to contact Support Center regarding summer meetings

IV. HLC Quality Initiative

- a. Colleen Readel gave a brief summary of the Quality Initiative Proposal that was submitted to Dr. Swarthout by the Quality Initiative Design Team.
  - i. Academic Success and Advising Program (ASAP)
    1. New process for advising that consists of both professional and faculty advisers.
    2. Hire Director/Dean of Advisement/Academic Success to oversee.
    3. See students when they come through the door and start advising process, start degree plan.
    4. Includes training for both advisers and faculty to work together throughout process.
    5. Enhance SOAR.
  - ii. Mark asked if there were recommendations for a Writing Team.
    1. Most members of the Design Team showed interest in either moving forward onto the Writing Team or at least being consultants for the Writing Team to keep consistency in the project.
- b. Mark stated that Dr. Swarthout will review the proposal and he will discuss it with her, and it will come to SPASC to decide how we move forward.
- c. As of when Dr. Swarthout left for her vacation, we still have not heard back from HLC regarding our participation in the Retention Program.
  - i. There is also a Retention and Completion Workshop coming up in July.

V. HLC Assurance

- a. Do we want to leave this as a standing agenda item?
- b. Randy asked Mark to explain what this is.
  - i. Under the changes that have been made to how we receive accreditation from the HLC, we now have two jobs we need to do:

1. Compliance and assurance process
  - a. Proof, documentation and evidence that we are meeting all the different parts of the criteria.
    - i. There is a data site where we upload information.
    - ii. SPASC uploads information along with Dr. Wasson and the Assurance Team to make sure we are completing all of those different documentation portions of the assurance argument.
    - iii. Dr. Wasson is working on view access for the SPASC group.
2. Quality Initiative to show we are trying to move the institution forward.

VI. Strategic Planning & Budgeting

a. Draft Planning Calendar

- i. Mark brought up the draft calendar beginning in January as a 12-month calendar. Beginning of the cycle is at the top, and then the end of the cycle is in italics at the bottom.
  1. Ann asked Mark to designate year 2.
- ii. Mark went through each month's plan
  1. By the end of April SPASC will have received input from the entire college, including all five criterion teams and Primary Responsibility Groups toward the strategic plan.
  2. May-July SPASC will develop a draft strategic plan.
  3. Mark asked if this captured correctly what they proposed.
  4. Peggy stated this will be getting people used to the changes.
  5. Blaine stated we are 6 months out on the operational side, and we are a year out on the strategic side.
  6. Tracy stated when we were looking at shifting from removing the pillars to the criterion teams, the criterion leads were to assign the responsibilities.
    - a. Mark rolled back to criterion team reporting to SPASC.
      - i. Tracy stated that the objective they were trying to achieve was that they didn't want to have person responsible being everyone at NPC. We need one person responsible to oversee each criteria.
      - ii. Mark showed bullet that he felt answered Tracy's concern: Identifies major strategic priorities. SPASC assigns person responsible to each strategic priority.
- b. **TASK** Mark will change calendar to "CT reporting and recommendation"
- c. We will need to tell the CT's to focus on the criteria that they are responsible for and tell us whether or not they have met the criteria and the level of importance.

- d. **TASK** Mark will gen up an operational plan from the criterion 1 for the next meeting.
7. SPASC will train over the summer/fall so that this group is consistent on their information, then will go out and train all groups within the college. We will need to go to department meetings, Student Services meetings, Campus & Center Manager meetings, Faculty Association meeting, CASO meeting and explain what we are doing.
  - a. Randy suggested creating a video or DVD so we have consistency.
  - b. Mark added we could also post it online.
8. Plan is to be ready to go by the first of August to be able to start in January.
  - a. Blaine asked if we are planning to do the operational plan piece for the upcoming current cycle – that would have to start in October.
    - i. Mark agreed it would be a good dry run.
    - ii. Peggy stated she thought we agreed we were going to try and incorporate some of this.
9. Present draft strategic plan at August convocation in break-out sessions along with video to explain new plan.
  - a. SPASC would break up into pairs and run those sessions.
  - b. Randy asked if we could get the video out before then.
10. October we would present the plan to the DGB for review, and ask to begin Operational Plans.
11. Discussion regarding budget hearings in February
  - a. Who should run the budget hearings?
    - i. In the past financial department has run the budget hearings.
    - ii. This year SPASC co-chair ran them but we didn't have operational plans.
    - iii. Should we run them in SPASC meeting based on this cycle?
    - iv. The group expressed frustrations with the current process.
    - v. Blaine added that Ann's suggestion of defining Year 1 and Year 2 activities will assist in this process, and the budget is relating to the strategic plan that was just approved by the board – not the new ideas that we're starting to develop for the upcoming year – we've got to make that delineation particularly in the budget hearings.
      1. Mark agreed and added that budget planning follows strategic planning.

12. Operational Plans

- a. Blaine stated we are planning to do this following the budget hearings because that's when the decisions will be made. This should be moved to March
  - i. **TASK** Mark will move Operational Plan to March on calendar.
  - ii. **TASK** Mark will change font for items happening in the background through the end of the calendar.

13. Peggy Belknap **MOVED** to table the decision regarding the Planning Calendar; **SECOND** by Randy Hoskins.

- a. Motion **APPROVED** by unanimous vote.

b. Draft SPASC Visual Structure

- i. Mark went through chart which shows calendar in circular visual structure.
- ii. Group feels that this visual will assist in making the strategic plan more understandable to the college, as well as opening up the MyNPC SPASC page.
  1. Peggy stated this is what we should show the college when we are ready in August.
  2. Randy added that if we make it more transparent and people can start to understand maybe they will be more willing to sit on the team.
  3. Add a key for abbreviations.
  4. Suggestion to highlight the areas where the college provides input.
  5. Tracy feels we need to define that the purpose of this is to keep the college HLC accredited.
    - a. Mark feels stated we don't just do the strategic planning to stay accredited; we do this to advance the mission of the college, and if we do that well we don't have any issues with accreditation.
    - b. Ann added that this could lead us to revamp our mission and become a little more focused.
- iii. Mark asked if we need to create a version of this for convocation.
  1. He feels we need to tell the college where we are and what we are doing.
  2. Blaine added we need to help the college understand why this process is beneficial to each individual person, not why it's beneficial to accreditation, not why it's beneficial to the mission of the college, why does this process benefit you and how can you get involved. He feels the whole college doesn't need to know about criterion team reports or the background stuff that SPASC does, they need to know where their input goes and how this moves the college forward and moves their individual goals forward and how they can get involved.

3. Randy added that there are a lot of people who do not understand how it works, so a simple presentation would be helpful. He would like to see it so that the newest hire that just gets announced at convocation can understand it.
- iv. Debbie added that when people give input we need a way for them to see where their input went and receive feedback.
  1. Mark stated that in January he wanted to let people know that we are reporting out separately on everything done last year. We need to be honest with people regarding why we didn't do things.
    - a. Blaine added that we need to differentiate when ideas are good and we will keep working toward them; or these ideas are not good and we cannot work on them.
  2. Mark stated that on the SPASC side we need to do a short paper on ideas that are given and how they can or cannot be completed. The reasons for why they cannot be completed can be listed. We can also state, "This can be revisited as of xx/xx/xxxx." SPASC can review the barriers and/or costs.
    - a. **TASK** SPASC will create space for ongoing opportunity board on MyNPC.
    - b. **Agenda items for Next meeting:**
      - i. Finalize and vote on Draft Planning Calendar and Draft Visual Structure and Mark will make edits to them
    - c. **Agenda items for End of June:**
      - i. Start working on information we will be give to college
      - ii. Start working on external documents
- c. Draft Operational Plan Proposal
  - i. Step 1 Primary person responsible needs to be a person not a group
    1. Primary Responsible – Overall Responsible sounds better to group as one person has the responsibility.
    2. **TASK** Mark change references of PR to OR in calendar
  - ii. Mark asked for concerns or questions
    1. Randy has questions in Steps 2, 3, and 4
      - a. Randy suggested taking one of the Pillars and try it ourselves.
      - b. Mark suggested in June or July try it – train ourselves.
        - i. Take current strategic plan and plug into chart and see if we can do it.
  - iii. Blaine added we want to use the term "goal" instead of Pillar.
  - iv. Mark asked if we are comfortable having Blaine clean up the document as discussed.
    1. The group agreed.
  - v. Randy Hoskins **MOVED** to adopt the Operational Plan proposal once Blaine has amended and cleaned up the document; **SECOND** by Peggy Belknap.
    1. Motion **APPROVED** by unanimous vote.

- d. Draft Priority Worksheet
  - i. Mark showed the Initiative & Priority Worksheet
    - 1. Blaine explained this is for the person who has been identified as the **Goal Responsible (GR)** and they would use this worksheet.
      - a. List all the things they have been given as responsibility to do in the strategic plan.
      - b. Determine all the things they can do in year 1, resources, how much budget required, any challenges related, and anything related to the strategic plan that cannot be done in year 1 gets put into year 2 or year 3.
      - c. This is the GR worksheet.
  - ii. Discussion of how the process works from assigning goal responsibility from **Overall Responsibility (OR)** to Goal Responsibility person.
    - 1. Mark stated from the last meeting he understood the process to be as he wrote it in the calendar he presented earlier as follows: SPASC will develop the strategic plan and will identify people called OR's; SPASC and the OR's will work together to identify goals and people who have goal responsibly (GR's), those people with work with the people with OR and SPASC using worksheets, to define how we are going to accomplish goals. SPASC and the people with OR are going to define the goals starting in August through September or October, then Operational Planning can begin once the goals have been defined.
  - iii. Mark used the example of the Quality Initiative for how to use the Initiative & Priority Worksheet.
    - 1. The OR works with SPASC to set the goals from the Strategic Plan, and then goes to the GR to fill out the Initiative & Priority Worksheet.
      - a. There can be an Initiative & Priority Worksheet for each of the areas involved with the Quality Initiative. Ex. Advising, Records & Registration, etc.
  - iv. **TASK** Blaine change first column under goals to read : "Type Assigned Goals in Priority Order"
  - v. **TASK** Blaine Add "Attach brief rationale of deletion" and box on right in gray area for unexpected barriers.
  - vi. Randy asked when will SPASC see this form again.
    - 1. Mark stated when they report out twice a year.
    - 2. OR will see this on regular basis.
      - a. If OR is not on SPASC, this group will require them to be on SPASC agenda on regular basis.
  - vii. Blaine wants to clarify that this document is not the funnel. This document is for planning purposes.
    - 1. The Initiative & Priority Worksheet is going to be used by people with OR and SPASC for planning purposes and for identifying if we are meeting our strategic priorities.

- viii. The Operational Plan is the report back form.
  - 1. This would be the form that would be used for the budget hearing and go to the board.
  - 2. Mark stated this would be used for individual departments where they have things coming in from multiple areas.
- ix. Peggy Belknap **MOVED** to adopt the Initiative & Priority Worksheet and Operational Plan charts; **SECOND** by Randy Hoskins.
  - 1. Motion **APPROVED** by unanimous vote.
- e. Recommendation to the president on how SPASC changes can be reported to the college.
  - i. Mark asked the group if we should table this discussion until the next meeting when the president is in attendance.
  - ii. Blaine Hatch **MOVED** to table the recommendation until the president is present in the meeting; **SECOND** by Randy Hoskins.
    - a. Motion **APPROVED** by unanimous vote.

VII. Discussion

- a. Randy suggestions/ideas that he sees may help move the college along:
  - i. Have faculty/staff/administrators become more involved in advising.
    - 1. The Quality Initiative has met that.
    - 2. Expand ISW concept to include Advising, orientation, MyNPC to tie into financial reward to motivate our NPC team.
    - 3. Idea is cross-training to have people understand what NPC is.
  - ii. Learning curve of what old and new employees know and don't know.
    - 1. MyNPC, Moodle, Sandbox
    - 2. Suggestion of NPC YouTube or knowledge database
  - iii. SOAR for all NPC employees
    - 1. He attended a NAVIT presentation to see what is expected from NAVIT students.
  - iv. Windshield time
    - 1. NPC could develop audio books for the things employees need to learn.
    - 2. Using convocation as a teaching tool.
  - v. Committees
    - 1. Are they productive, are they a waste of time, are they too big?
    - 2. Heard from many people that they are a waste of time.
    - 3. Be sure we have a charge, an action plan, and deadlines.
  - vi. Suggestions flowing up the ladder
    - 1. Proposal for an electronic suggestion box.
    - 2. Employees could submit suggestions or problems that they or their students are seeing, and what they would do to solve it.
      - a. Mark suggested to Blaine that this may be a College Council issue.
    - 3. Every month one of those suggestions would be selected as a winner. NPC would provide some kind of reward or recognition.
  - vii. Faculty meeting NPC needs
    - 1. Open the lines of communication.
    - 2. Network with fellow groups and try to build synergy.

