

1 **NATIONAL ALLIANCE OF CONCURRENT ENROLLMENT PARTNERSHIPS**
2 **BOARD MEETING MINUTES**
3 **April 25-27, 2013**
4 **Hyatt Regency Chicago, Illinois**

5
6
7 **Strategic Planning – April 25, 2013**
8

9
10 **Executive Committee Members**

11 President: Sandra Gonzalez (Schenectady County Community College)
12 Past President: Lynn Burbank (University of Minnesota, Duluth)
13 President-Elect: Kent Scheffel (Lewis and Clark Community College)
14 Treasurer: Jeannette Carter (Pennsylvania College of Technology)
15 Secretary: Greg Kleinheinz (University of Wisconsin Oshkosh)
16 Member at Large: Linda Allen (Hawkeye Community College)

17
18 **Committee Chairpersons and Representatives**

19 Accreditation Committee: Becky Carter (Indiana University)
20 Communications Committee: Brandon Kowallis (Salt Lake Community College)
21 Governmental Relations Committee: Jaclyn Dumond (Univ. of Southern Indiana)
22 Membership Committee: E.J. E.J. (Rio Salado College)
23 Research Committee: Diana Johnson (NorthWest Arkansas CC)
24 4-Year Private Institutions: Dennis Waller (Northwest Nazarene University)
25 4-Year Public Institutions: Fabiola Juarez-Coca (Boise State University)
26 2-Year Institutions: Karl Madeo (Tompkins CC)
27 Participating: All Executive Committee members, Committee Chairpersons and
28 Representatives; Adam Lowe, Executive Secretary (Ex-officio).
29

30 **Guests (Present for Strategic Planning Only)**

- 31 1. Tracy Kollock, University of Wisconsin Oshkosh
32 2. Tanesha Langhorne, NACEP
33 3. Marsha McCormick, Joliet Junior College
34 4. Randy Mead, Des Moines Area Community College
35 5. Peter Swatsburg, Strategic Planning Facilitator
36 6. Julie Williams, University of Minnesota Twin Cities
37 7. Sue Wilson, Purdue North Central
38

39 Meeting called to order at 9:00 am.

- 40 1) Introductions, Purpose, and Welcome – Sandy
- 41 a. **Dennis motion, Lynn Second** – Additional invitees to strategic planning
- 42 given right to the floor. **Motion carried.**
- 43 2) History of NACEP Strategic Planning – Adam
- 44 a. Brief history of NACEP since the initial meetings in the late 1990s, the
- 45 development of the Accreditation process, and past strategic planning efforts.
- 46 Powerpoint slides on the history and timeline of previous strategic plan
- 47 presented. 2011-13 plan was adopted in October 2010. The current
- 48 strategic plan process was discussed and timeline presented. Goal is to
- 49 adopt a new plan in October 2013. Discussion on how this second plan will
- 50 be more focused than the previous plan.
- 51 3) Introduction to strategic planning – Peter
- 52 a. Goal is to begin outlining Action Steps by the end of the day so action
- 53 teams can move these forward over the summer. Peter emphasized the
- 54 importance of differentiating between operational and strategic planning. We
- 55 need to think strategically, not operationally.
- 56 b. Peter presented a Powerpoint that described the key approaches to strategic
- 57 planning. The presentation set the ground rules and rationale for the
- 58 process that will be followed.
- 59 4) Review of key informant interview report – Peter
- 60 a. Peter presented findings from his key informant interviews with 17 individuals
- 61 familiar with NACEP from both within and external to the organization. He
- 62 reported that the overall quality of the interviews was outstanding and the
- 63 Board should be very happy with the quality of the input they were provided.
- 64 b. Peter referred to the report he and Tanesha prepared for the Board
- 65 summarizing the results of the interviews.
- 66 c. There was a roundtable discussion for everyone to share their thoughts on
- 67 the interviewee findings. Generally, people agreed the interviewees hit the
- 68 major points that they were trying to get across.
- 69 5) Presentation of Executive Committee Recommendations
- 70 a. 2011-2013 Strategic Plan Update – Adam
- 71 i. Adam discussed the structure of the previous strategic plan so the
- 72 group could consider how we want to structure the one under
- 73 development.
- 74 ii. The previous objectives and action steps were discussed, including
- 75 which had been completed and which still needed to be addressed.
- 76 Adam highlighted seven that the Board might consider as still relevant
- 77 for the 2014-2016 plan.
- 78 b. Proposed 2014-2016 Goals, Objectives, Vision, Mission – Lynn
- 79 i. Lynn discussed the process that the Executive Committee used in
- 80 Minneapolis in 2013 to draft Goals, Objectives, Vision, and Mission.
- 81 The objective of the meeting was to begin developing these prior to
- 82 the spring Board meeting.

83 ii. She presented the Executive Committee's draft Strategic Goals,
84 Objectives, Vision and Mission.

85 6) Discussion and Consensus Adoption of Strategic Goals – Peter

- 86 a. Peter then organized the participants into smaller groups to discuss the draft
87 Strategic Goals and Objectives. He spent some time outlining the goals of
88 the groups and ground rules for the discussion.
89 b. The full meeting reconvened after lunch and discussed the objectives and
90 goals and any additions or deletions that the smaller groups suggested could
91 be made.
92 c. There was consensus agreeing to one group's recommendation to reorder
93 the objectives under the first goal, to read as follows:
94

95 **Strategic Goal:** Provide a comprehensive program of membership services to
96 anticipate the needs of a changing educational environment
97

98 **Objectives:**

- 99 1. Address the need for services among NACEP members
100 2. Identify and respond to trends in K12 and postsecondary education
101 3. Implement specific actions to engage other educational models and
102 constituencies
103 4. Grow membership by 50% by the end of 2016
104

- 105 d. Peter held informal votes to affirm two changes to the objectives for the
106 second strategic goal, to read as follows:
107

108 **Strategic Goal:** Develop and promote NACEP as the authoritative resource and
109 influential voice for concurrent enrollment policy
110

111 **Objectives:**

- 112 1. Collect and disseminate data and research to strengthen concurrent
113 enrollment
114 2. Build relationships with like-minded organizations and key decision-makers
115 to advance NACEP's agenda
116 3. Create and implement specific public relations actions for the purpose of
117 marketing NACEP to internal and external stakeholders
118 4. Increase engagement by secondary partners in NACEP
119 e. Questions and discussion focused on ways to recognize the
120 accomplishments of participants in NACEP-accredited concurrent enrollment
121 programs (high schools, students, and teachers). A proposed action step
122 created by one group will be forwarded to the Action Step committees.
123

124 **Motion by Kent, second Dennis** to adopt the strategic goals, objectives, vision and
125 mission as revised.
126

127 **Motion carried.**

NACEP Board of Directors Meeting – April 26, 2013

128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167

Executive Committee Members

- President: Sandra Gonzalez (Schenectady County Community College)
- Past President: Lynn Burbank (University of Minnesota, Duluth)
- President-Elect: Kent Scheffel (Lewis and Clark Community College)
- Treasurer: Jeannette Carter (Pennsylvania College of Technology)
- Secretary: Greg Kleinheinz (University of Wisconsin Oshkosh)
- Member at Large: Linda Allen (Hawkeye Community College)

Committee Chairpersons and Representatives

- Accreditation Committee: Becky Carter (Indiana University)
- Communications Committee: Brandon Kowallis (Salt Lake Community College)
- Governmental Relations Committee: Jaclyn Dumond (Univ. of Southern Indiana)
- Membership Committee: E.J. E.J. (Rio Salado College)
- Research Committee: Diana Johnson (NorthWest Arkansas CC)
- 4-Year Private Institutions: Dennis Waller (Northwest Nazarene University)
- 4-Year Public Institutions: Fabiola Juarez-Coca (Boise State University)
- 2-Year Institutions: Karl Madeo (Tompkins CC)
- Participating: All Executive Committee members, Committee Chairpersons and Representatives; Adam Lowe, Executive Secretary (Ex-officio).

8:12 Called to Order

Consent Agenda

- 1. Approve Minutes from the January 29, 2013 Board Conference Call*
- 2. Accept Reports from Committee Chairs and Officers*

E.J. moved to adopt the Consent Agenda, Kent second. Motion carried.

Non-Consent Agenda

- 1. Review Conflict of Interest Policy*
Dennis reviewed the conflict of interest policy to ensure that all Board members were aware of their obligations with regards to recusing themselves from any votes in which they may be perceived as having a conflict of interest, particular on accreditation matters.

- 2. Executive Session: Notification of Accreditation Application Withdrawals*

Jaclyn moved for the Board to enter executive session, Lynn second.

168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211

3. Executive Session: Recommendations from Accreditation Committee for Accreditation and Denials

Becky Carter presented results from cycle. She reported that was disappointed with overall caliber of applications received this year; two applicants withdrew after an initial screening identified problems and nine additional applicants withdrew after receiving feedback from their peer review teams. Reviewers reported that that clarity provided in the accreditation guide has been helpful. One institution up for reaccreditation withdrew, the first unsuccessful reaccreditation so far. The Board discussed the benefits of the reaccreditation process for ensuring that programs continue to adhere to high standards.

Reaccreditation

1. Concurrent Credit Program at Northwest Nazarene University in Idaho, (Dennis and Fabiola recused themselves) Becky moved to approve, Lynn second. Carried.
2. College Achievement Program (CAP) at University of Southern Indiana in Indiana, (Becky and Jaclyn recused themselves) Sandy moved to approve, Kent second. Carried.
3. College Now at Johnson County Community College in Kansas, Becky moved to approve, Lynn second. Carried.
4. College Now at Herkimer County Community College in New York (Sandy and Karl recused themselves), Becky moved to approve, Jaclyn second. Carried.
5. Onondaga College Credit Now at Onondaga Community College in New York, (Sandy and Karl recused themselves) Becky moved to approve, Jeanette second. Carried.
6. College in the High School at Schenectady County Community College in New York, (Sandy and Karl recused themselves) Becky moved to approve, Dennis second. Carried.

Accreditation

1. College Challenge at Indiana State University in Indiana (Becky and Jaclyn recused themselves), Sandy moved to approve, Lynn second. Carried.
2. Concurrent Enrollment Program at Purdue University North Central in Indiana, (Becky and Jaclyn recused themselves) Sandy moved to approve, Lynn second. Carried.
3. Secondary Programs at Iowa Western Community College in Iowa (Linda recused herself), Becky moved to approve, Lynn second. Carried.
4. JumpStart at Southeastern Community College in Iowa (Linda recused herself), Becky moved to approve, E.J. second. Carried.
5. Connect 2 College (C2C) at Minnesota State College-Southeast Technical in Minnesota, (Lynn recused herself) Becky moved to approve, E.J. second. Carried.
6. Ridgewater Academy at Ridgewater College in Minnesota (Lynn recused herself), Becky moved to approve, E.J. second. Carried.

- 212 7. College Advancement Program at Clinton Community College in New York (Sandy
213 and Karl recused themselves), Becky moved to approve, Kent second. Carried.

214
215 **Lynn move to leave executive session, second Kent. Motion carried**

216
217
218 *4. Announce Programs Newly Receiving Accreditation*

219
220 Becky announced that the Board of Directors had awarded NACEP accreditation of the
221 following programs:

222 Reaccreditation:

- 223 1. Concurrent Credit Program at Northwest Nazarene University in Idaho
224 2. College Achievement Program (CAP) at University of Southern Indiana in Indiana
225 3. College Now at Johnson County Community College in Kansas
226 4. College Now at Herkimer County Community College in New York
227 5. Onondaga College Credit Now at Onondaga Community College in New York
228 6. College in the High School at Schenectady County Community College in New York
229

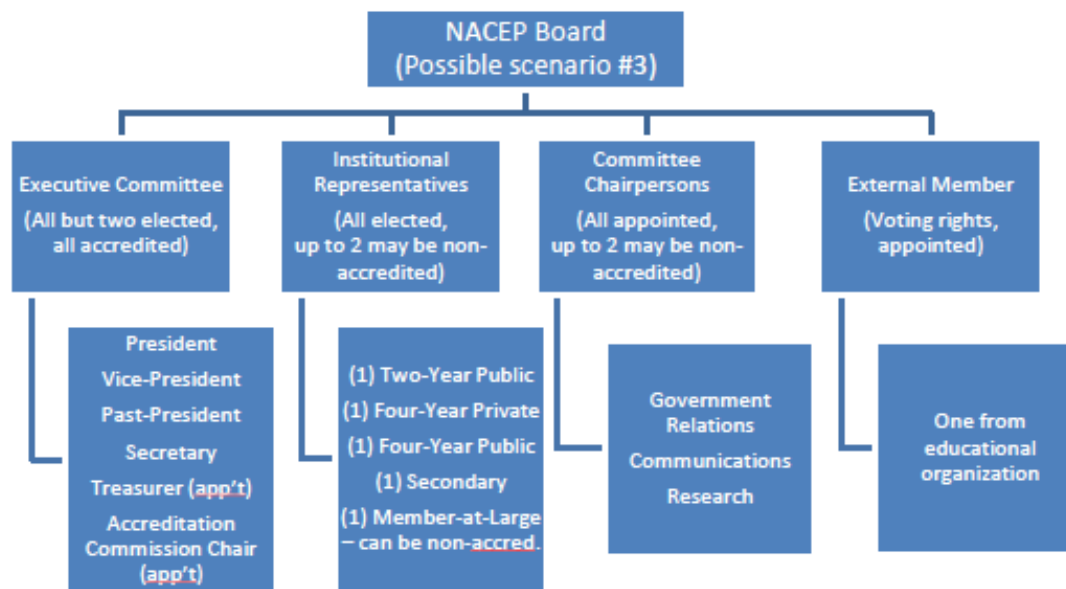
230 Initial Accreditation:

- 231 1. College Challenge at Indiana State University in Indiana
232 2. Concurrent Enrollment Program at Purdue University North Central in Indiana
233 3. Secondary Programs at Iowa Western Community College in Iowa
234 4. JumpStart at Southeastern Community College in Iowa
235 5. Connect 2 College (C2C) at Minnesota State College-Southeast Technical in
236 Minnesota
237 6. Ridgewater Academy at Ridgewater College in Minnesota
238 7. College Advancement Program at Clinton Community College in New York
239

240 Adam reported that there are now 89 programs accredited by NACEP and summarized the
241 numbers of accredited programs by state, institution type, and regional institutional
242 accreditor.

243
244
245 *5. Progress Report on the Task Force on Board Restructuring*

246
247 Sandy presented an update from the 9 member Task Force on Board Restructuring that
248 had been engaged in phone and electronic discussions over the past few months. The
249 majority favored the below scenario.
250



251
252

253 Features of the preferred scenario:

- 254
- 255 • 15 total members
 - 256 • 9 elected/6 appointed
 - 257 • 10 of 15 members must be from accredited postsecondary programs
 - 258 • 2 will not be from accredited postsecondary programs (secondary and external)
 - 259 • Up to 3 more (member-at-large and two chairs) could be from a non-accredited postsecondary program or a partner member
 - 260 • Institutional representatives (except for member-at-large and secondary) must be elected from accredited postsecondary institutions
 - 261 • 6 of 15 members on the Executive Committee

262
263
264

265 Discussion started on the topic of individuals from non-accredited programs on the board.
266 The Member-at-large position was discussed with respect to membership on the Executive
267 Committee, as well as the proposal to remove the Membership Committee Chair as a
268 Board position. The Board discussed the proposed timeline for the Board restructuring
269 process and the pros and cons of waiting versus moving forward rapidly. The Board
270 conducted a straw vote on when to hold a membership vote on Board restructuring.

271

272 Three options were discussed:

- 273
- 274 1. During the October 2013 Business meeting
 - 275 2. During the October 2014 Business meeting
 - 276 3. In Summer 2014 via email (unanimous selection)

276

277 The Board will bring the following questions to the fall conference and host a listening
278 session for discussion purposes:

279

- 280 1. Should individuals from non-accredited postsecondary institutions hold positions on
281 the Board? Other membership classes (Secondary Partners, State Partners,
282 Individuals)?
- 283 2. Should the Board continue with the current postsecondary representational
284 configuration – one two-year public, one four-year public, one four-year private?
- 285 3. Is it acceptable to include a Secondary representative on the Board?
- 286 4. Is it acceptable to include a voting external representative on the Board?
287

288 The Board will ask the Task Force members to participate in the listening sessions at the
289 fall meeting.

290 *6. Review the Treasurer's Report*

291
292
293 Jeanette presented the Treasurer's first quarter report. She reported that we have
294 successfully transitioned most accounts and financial systems from Kent to her, Adam,
295 and Tanesha. Approximately 80% of 2013 membership dues have been received already,
296 which is typical. Short questions were posed by Board members and answered by
297 Jeannette and Adam.

298
299 There was discussion of shifting NACEP's Fiscal Year from the current January –
300 December year to a July – June or other calendar. For the moment, there is limited benefit
301 since so many different calendars are used by NACEP members. Jeannette and Adam
302 are exploring shifting our bookkeeping from a Cash Basis to an Accrual Basis, so that our
303 large revenue and expenses (e.g. membership dues and conference fees/expenses) no
304 longer cross multiple fiscal years.

305
306 **Kent motion to approve Treasurer's Report, Becky second. No discussion. Motion**
307 **carried.**

308 309 *7. Update on Adam's Temporary Relocation to Malawi*

310
311 Adam mentioned this possibility at the October 2012 Board meeting, and his wife recently
312 learned that she will receive a NIH fellowship to spend the next academic year conducting
313 research in Lilongwe, Malawi. He plans to continue to serve in his position on a full-time
314 basis from abroad August 2013 to June of 2014. Sandy summarized the discussion on
315 this topic at the recent Executive Committee meeting. Adam addressed the Board and
316 discussed his plans for this endeavor and thanked the Board for its understanding. Adam
317 and Sandy shared the following set of expectations he and the Executive Committee
318 agreed upon to make the transition as seamless as possible:

- 319
320 1. Adam will be responsible for any expenses of conducting business beyond the level
321 that NACEP ordinarily funds. He will cover the costs of flights to and from North
322 America, as well as the cost of telecommunications that exceeds the
323 telecommunications expenses that NACEP currently pays for him.
324

- 325 2. Adam will return to the U.S. quarterly (three trips and a fourth if necessary) to attend
 326 our most critical events. This will include the October national conference and
 327 accompanying Board Meeting, April Board and Accreditation Commission meetings,
 328 the Washington Policy Seminar and Congressional visits, and additional meetings
 329 he arranges in the weeks immediately preceding or following those events.
 330
 331 3. Adam will be reachable via a US telephone number; and will ensure that he has
 332 reliable internet access.
 333
 334 4. Adam will be available during at least 10 hours during the Monday-Friday workweek
 335 between the hours of 9am-5pm, Eastern time. Malawi is 6 hours ahead of the East
 336 coast during daylight time; 7 hours during standard time. He plans to be available at
 337 the start and end of the U.S. workday. Below is a chart showing the times he would
 338 generally expect to be available:
 339

New York	Chicago	Lilongwe
9-10 AM	8-9 AM	3-4 PM
10-11 AM	9-10 AM	4-5 PM
11-Noon	10-11 AM	5-6 PM
Noon-1 PM	11-Noon	6-7 PM
1-2 PM	Noon-1 PM	7-8 PM
2-3 PM	1-2 PM	8-9 PM
3-4 PM	2-3 PM	9-10 PM
4-5 PM	3-4 PM	10-11 PM

- 340
 341
 342 5. Adam will continue to cultivate our Ambassadors to take on speaking engagements,
 343 attend conferences, and represent NACEP at meetings that he is unable to attend.
 344
 345 6. The Executive Committee will, as always, monitor Adam's job performance. In
 346 January 2014 we will evaluate how successfully the arrangement is working.
 347

348 Questions and discussion followed.

349
 350
 351 *8. Proposal to Hire a Director of Communications and Member Services*

352
 353 **E.J. moved to open for discussion, Lynn seconded. Motion carried.**

354
 355 Adam led a discussion about staffing needs, and provided a breakdown of how he and
 356 Tanesha spend their time on different NACEP activities. He provided a history of staffing
 357 and described some of the unmet needs that additional staffing could address.
 358

359 Adam reviewed financial resources available for staffing growth. NACEP's annual revenue
 360 is approximately \$350,000, though once conference expenses are removed, net revenue

361 is roughly \$140,000. It was noted that we make about \$30 per conference attendee.
362 Discussion focused on how rapidly revenue is already growing, and additional options for
363 increasing revenue to support staffing growth. The benefits and cost of office space was
364 also discussed. Some alternatives discussed included combining communications duties
365 with the existing Administrative Assistant position as well as hiring a part-time
366 communication and membership services position instead of the proposed full-time
367 position. The Environmental Scan done by Peter was referenced as it pointed out the need
368 for this position.

369
370 **Greg motioned, Kent second to hire a full-time Director of Communication and**
371 **Member Services.**

372
373 Discussion focused primarily on whether or not this should be half, or full-time.

374
375 **Motion carried.**

376
377 Kent discussed the timeline for the search. The subject of office space was discussed and
378 Adam indicated that it was not feasible to locate the office at his house.

379
380 **Karl motioned, second by Jeannette to authorize Adam to find office space in the**
381 **Chapel Hill metropolitan area.**

382
383
384 *9. Proposal on Executive Secretary/Director*

385
386 E.J. moved, Diana second to change the Executive Secretary title to Executive Director.

387
388 Discussion supported this name change given the increase in supervisory duties with
389 hiring and managing staff. There was no salary change associated with the change.

390
391 **Motion carried.**

392
393
394 *10. Review Preliminary Bid Proposals for Hosting the 2015 Conference and Select One or*
395 *More Bids to Develop a Formal Hosting Proposal*

396
397 **Fabiola moved to open for discussion, Diana second.**

398
399 Adam and Sandy discussed the history of the conference selection process and the
400 purpose of the two-step process. Two bids were received (1) from a consortium of
401 Colorado community colleges and (2) from Central New Mexico Community College. The
402 Colorado consortium submitted a preliminary bid last year as well.

403
404 The discussion on Colorado focused on Colorado Springs versus Denver. A number of
405 concerns were raised about Colorado Springs, including airport connections, limited

406 number of hotel options, and the capacity of hotels in Colorado Springs to accommodate
407 the entire group, especially as the conference grows.

408
409 The discussion then shifted to Albuquerque and the pros and cons of the proposal.

410
411 **Fabiola moved, Karl second to ask the Colorado committee to submit a new and full**
412 **bid proposal for Denver area.**

413
414
415 **Motion carried.**

416
417
418 *11. Proposed Financial Investment Policy*

419
420 Jeanette discussed the current Certificates of Deposit that NACEP has much of its
421 reserves in, and indicated that many are coming due and the decision is what to do with
422 these at that time. She and Adam have been conducting a cash flow analysis for several
423 months. In most months there are minimal cash flow needs, allowing us strategically
424 invest our reserves while keeping flexibility for cash flow needs. Jeannette suggested
425 starting a Finance Committee (already authorized by the bylaws, but never implemented)
426 that would look at the long-term (>3years) investment of \$150-200K of NACEP reserve
427 funds. Jeanette provided a handout that highlighted the role of the Finance Committee
428 with objectives, articulated a possible investment philosophy, and proposed asset
429 allocations for NACEP's long-term assets.

430
431 Adam discussed the management costs of these funds if a professional firm was hired to
432 manage funds. The cost was 1.15-1.75% of assets and returns under a conservative
433 investment strategy have typically been 4% after these costs.

434
435 **Lynn moved, E.J. second to approve the Proposed Financial Investment Policy.**

436
437 Discussion focused on how the money would be invested and making sure that the
438 investments are consistent with NACEP philosophy. Additional topics included the cost of
439 hiring a financial advisor. The discussion then shifted to how conservative the investments
440 should be. There was a general consensus that a finance committee is needed to guide
441 this decision, and should refine the policy and investment strategy before the Board adopts
442 it.

443
444 **Dennis motioned, second by Becky to table the motion and asked Jeanette to revise**
445 **the proposed document. Motion carried.**

446
447 **Dennis moved, E.J. second to approve the formation of a Finance Committee as**
448 **authorized by the bylaws. Motion carried.**

449

450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492

12. Spring Meeting Discussion

Jaclyn moved to open discussion on holding the 2014 Spring Board Meeting in Washington, D.C., Jeanette second. Motion carried.

Jaclyn discussed some pros and cons of holding the meeting in Washington. Pros were ability to hold Congressional briefings and other events where the full Board can meet with national policy-makers. Cons were that it would extend the length of time for Board members who participate in both the D.C.-focused events and the Board meeting and the increase in cost due to it occurring during peak D.C. tourist season.

Some mentioned that the lack of visiting the site of the next national conference which has always been a benefit to the host areas.

Some people suggested that perhaps the national conference be held in Washington. The 2005 conference was held in D.C. and was very productive. The discussion concluded without a motion to change the current practice.

13. Good and Welfare

- a. A followup discussion was held on the schedule for developing action plans for the Strategic Plan. July is target for action steps to be drafted for initial discussion by the full Board.
- b. Karl announced that he is likely to retire from his position at Tompkins Cortland Community College in March 2014 and plans to continue volunteer service with NACEP.
- c. Diana presented a brief report on Research Committee projects, including a multi-institutional evaluation.
- d. Adam discussed the migration of NACEP's website to a new hosting company. One of the benefits is greater security necessary for implementing the Integrated Evaluation System for NACEP member survey results..

Meeting adjourned 11:35 pm. 4-27-13.