

Appendix M

Written Preliminary Solution Statements

New Frontiers/MCC Joint Task Force Final Report

Proposer: Patrick Burkhart

1. **Solution Statement:** NFF Fiscal Independence

Addresses Policies and Goals Problem Statements #1, 3, 4, 6, 11, 18, 21, 23, 47, 48, 53, 54, 55, 56, 58, 61, 62, 64, 65, 66, 67, 68, 71, Processes Problem Statements 21, 53, 54, 55, 66, 67, 69, 70, 75, Fiscal-Financial Problem Statement #47, NF Culture Problem Statements #57 and 59, Communications Problem Statements # 13 and 20, and Training Problem Statements # 12, 14, 24, 63, 73, 74, 75, 77 and 78.

The Joint Task Force recommends that the New Frontiers Foundation explore the feasibility of incorporating as a 501-(c)-4 social welfare organization for the purpose of collecting and managing its own funds thus providing maximum flexibility and control over these funds by the NFF Board. Under this model, NFF would deposit all membership dues and event money and deposit directly into this new account (not deposited or received by MCC). Such a solution separates the NFF from the necessarily restrictive cash management procedures of the Maricopa County Community College District while preserving the intent of the NFF membership to serve both its members as well as Mesa Community College.

2. **Solution Statement:** Redefine MCC Staff Support for NFF

Addresses Policies and Goals Problem Statement #22, Processes Problem Statement #17, Relationships Problem Statement #40

The Joint Task Force recommends that MCC staff support from the Office of Workforce and Community Partnerships be limited to registrations, enrollments, facility use scheduling (based on space availability and appropriate instructional support). MCC will continue to partner with NFF to hold events, but this support will be limited to logistical support. Procurement related to these events will be the responsibility of the NFF operating as a fiscally independent organization.

3. **Solution Statement:** Rebalance MCC Support for the NFF

Addresses Resources Problem Statements # 2, 5, 6, 7, 8, 19, 22, 25, 26, 27, 28, 29, 41, 43, 44, and 45

The Joint Task Force recommends that MCC continue to contribute registrations, enrollments, facility use scheduling (based on space availability and appropriate instructional support to the NFF. Other direct costs, such as printings, paper and mailings shall be borne by the NFF.

In addition, due to increased costs and reduced resources of the college, an adjusted revenue model from the membership is needed to compensate for the staff time and resources dedicated to this partnership that is commensurate with other partnerships supported by the college.

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The financial support paid to MCC currently used to offset the staffing, classrooms and other events and services needed by NFF would be adjusted to adequately cover these necessary resources (as mentioned above) to support this growing partnership. Two options should be considered:

- 1) Each registration period (fall and spring) during open house there will be Registration fees of \$15 per member (regardless of the number of classes they sign up for). MCC will invoice NFF each semester (total of \$30 annually per member) similarly as it is for the credit courses at MCC. This is the same model as used by Chandler Gilbert Community College with their Life Long Learning partnership.
- 2) Increase the member cost from \$20 annually to \$35 to share equally the cost of the partnership and program. (RIO lifelong learning model).

4. **Solution Statement:** Empower NF Volunteers/Instructors to Function More Effectively with training services.

Addresses Communications Problem Statements #15, 16, 36, 46, 60, 72, 77, and 78, and Training Problem Statements # 9, 10, 30, 31, 32, 33, 34, 35, 36, 37, 39, 40, 72, 76,

The Joint Task Force recommends an Annual Training and a “Train the Trainers” for an ongoing source for new volunteer instructors, combined with an updated operations manual complete with FAQ’s co-developed between NFF and the Office of Workforce and Community Partnerships should help to alleviate the frequency of miscommunications and misunderstanding concerning the operational aspects of scheduling and delivering courses.

Proposer: Gary Kleemann

5. **Solution statement:** Training of New Frontiers Volunteers

Addresses Training Issues and Problem Statements # 9, 10, 12, 24, 31, 63, 75, 76, and 78.

The Joint Task Force recommends that the Office of Workforce and Community Partnerships working in collaboration with the New Frontiers Executive Leadership and Governing Council develop and implement an annual orientation and training program for the New Frontiers Council.

6. **Solution Statement:** Facilitator training

Addresses Training Issues and Problem Statements # 30, 32, 33, 34, 35, 36, 37, and 39.

The Joint Task Force recommends that the New Frontiers Curriculum Committee in collaboration with the Office of Workforce and Community Partnerships revise and improve the Facilitators Manual and the training program for New Frontiers facilitators in order to address problems identified by the Joint Task Force.

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7. Solution Statement: Curriculum Committee training

Addresses Training Issues and Problem Statements # 3, 9, 10, 12, 14, 15, 17, 29, 31, 32, 35, 40, 46, 56, 57, 59, 63, 66, 68, 72, 74, 75, 76, 77, and 78.

The Joint Task Force recommends that the New Frontiers Curriculum Committee in collaboration with the Office of Workforce and Community Partnerships review and revise, as appropriate, their Operating Procedures and training for Committee members in order to address problems identified by the Joint Task Force.

8. Solution Statement: Communications Committee training

Addresses Training Issues and Problem Statements # 3, 9, 10, 12, 14, 15, 17, 29, 31, 32, 35, 40, 46, 56, 57, 59, 63, 66, 68, 72, 74, 75, 76, 77, and 78.

The Joint Task Force recommends that the New Frontiers Communications Committee in collaboration with the Office of Workforce and Community Partnerships review and revise, as appropriate, their Operating Procedures and training for Committee members in order to address problems identified by the Joint Task Force.

9. Solution Statement: Membership Committee training

Addresses Training Issues and Problem Statements # 3, 9, 10, 12, 14, 15, 17, 29, 31, 32, 35, 40, 46, 56, 57, 59, 63, 66, 68, 72, 74, 75, 76, 77, and 78.

The Joint Task Force recommends that the New Frontiers Membership Committee in collaboration with the Office of Workforce and Community Partnerships review and revise, as appropriate, their Operating Procedures and training for Committee members in order to address problems identified by the Joint Task Force.

10. Solution Statement: Social Committee training

Addresses Training Issues and Problem Statements # 3, 9, 10, 12, 14, 15, 17, 29, 31, 32, 35, 40, 46, 56, 57, 59, 63, 66, 68, 72, 74, 75, 76, 77, and 78.

The Joint Task Force recommends that the New Frontiers Social Committee in collaboration with the Office of Workforce and Community Partnerships review and revise, as appropriate, their Operating Procedures and training for Committee members in order to address problems identified by the Joint Task Force.

11. Solution Statement: Volunteer Committee training

Addresses Training Issues and Problem Statements # 3, 9, 10, 12, 14, 15, 17, 29, 31, 32, 35, 40, 46, 56, 57, 59, 63, 66, 68, 72, 74, 75, 76, 77, and 78.

The Joint Task Force recommends that the New Frontiers Volunteer Committee in collaboration with the Office of Workforce and Community Partnerships review and revise, as appropriate, their Operating Procedures and training for Committee members in order to address problems identified by the Joint Task Force.

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12. Solution Statement: Postage expenses

Addresses Resource Issue and Problem Statement # 26.

The Joint Task Force recommends that postage expenses be billed and paid in accordance with section 4.6.7 of the MOU.

13. Solution Statement: College resources devoted to Lifelong Learning

Addresses Resource, Relationship and Policy Issues and Problem Statements # 2, 5, 6, 8, 19, 22, 27, 28, 29, 40, 41, 44, 45, and 55.

The Joint Task Force recommends that MCC senior administration give serious consideration to increasing resources to help support the college's lifelong learning program to keep pace with increases in student enrollment.

Demographics are clear. As the Baby Boomers retire in larger numbers, the demand for a lifelong learning program aimed at seniors will likely increase. This increase has already begun and has caused an increased need for professional staff support services and it is likely to increase in the future. The current level of professional staffing is stretched quite thin. As enrollment in the lifelong learning program increases additional professional staff support will be needed as outlined in section 4 of the MOU.

The cost for operating the College's current New Frontiers for Lifelong Learning program serving nearly 500 members is estimated at approximately \$121,000 per year. Of this total, the College contributes approximately 25% or \$30,000 towards the operations of the program (with New Frontiers reimbursing the College approximately \$10,000, leaving a cost to the College of \$20,000). New Frontiers student members contribute about 75% or \$91,000 toward the operations of the program. (See Section 1 PowerPoint, slides 11 and 12 for details.)

14. Solution Statement: Petty Cash

Addresses Communication, Process and Policy Issues and Problem Statements # 1, 3, 15, 18, 19, 21, 23, 40, 53, 66, 67, 75, and 78.

The Joint Task Force recommends that a small committee (working group) be formed to explore options for improving petty cash processes to address problems identified by the Joint Task Force while maintaining accountability and transparency and following MCCCDC policies. The Fiscal Office, the Office of Workforce and Community Partnerships and New Frontiers should be represented on the work group.

15. Solution Statement: Training for volunteer and professional staff

Addresses Training, Relationship, and Policy Issues and Problem Statements # 16, 17, 20, 40, 46, 57, 59, and 72.

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The Joint Task Force recommends that MCC professional staff who work with student volunteers and New Frontiers Council members be given training on “Working with Volunteers” and “Servant Leadership.”

16. Solution Statement: Roles of Professional Staff and Roles of Volunteers

Addresses Relationship Issues and Problem Statements # 16, 17, 20, 40, 46, 57, 59, and 72.

The Joint Task Force recommends that a small working group made up of representatives from the Fiscal Office, the Office of Workforce and Community Partnerships and New Frontiers meet over the summer to discuss their various roles and to explore ways in which we might better support one another.

17. Solution Statement: Fiscal Office support for New Frontiers

Addresses Relationship and Resource Issues and Problem Statements # 8, 27, 28, 40, and 45.

The Joint Task Force recommends that a small work group comprised of representatives from Provost's Office, the Fiscal Office, the Office of Workforce and Community Partnerships and New Frontiers meet to discuss how to best support the day-to-day and monthly financial and budgetary information needs of each College unit in accordance with section 4.6 of the MOU.

18. Solution Statement: Purchasing Card

Addresses Policy and Process Issues and Problem Statements # 11

The Joint Task Force recommends that an MCC professional staff member be issued a Purchasing Card to be used for New Frontiers purchases. According to MCCCCD policy, purchasing cards are “*designed to authorize employees to make small dollar Purchases of materials and supplies in support of operations, without undue delay.*”

The Purchasing Card is a credit card issued by American Express. It is a flexible purchasing tool that offers an alternative to the existing MCCCCD purchasing processes and provides for an efficient and effective method of payment for items purchased. The card is to be used only for official MCCCCD purchases and must follow MCCCCD purchasing policies and procedures. The Purchasing Card enables cardholders, purchasing, and accounting staff to perform more efficiently and focus on the value-added aspects of their jobs by:

- *Reducing the time needed to purchase and receive supplies.*
- *Reducing the number of requisitions and purchase orders.*
- *Reducing petty cash use and reimbursements.*
- *Reducing the number of checks issued.*
- *Reducing invoicing problems.”*

19. Solution Statement: New Frontiers Bylaws and Operating Manual

Addresses all Issues and all Problem Statements

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The Joint Task Force recommends that the New Frontiers Governing Council review and update its Operating Manual and Bylaws, as may be appropriate, to implement changes deemed necessary to solve problems identified by the Joint Task Force.

20. Solution Statement: Continued Communication

Addresses Communication Issues and Problem Statements # 13, 15, 16, 40, 45, 46, and 72.

The Joint Task Force recommends that the Office of Workforce and Community Partnerships, the Fiscal Office and New Frontiers leadership develop some method(s) for continued communication on matters of mutual concern.

We found the Joint Task Force a valuable exercise and we believe that there is a strong need for continued and increased communication between and among the parties.

Proposer: Bruce Reid

21. Solution number 1

Create a New Frontiers bank account to be used for quick turnaround or very small purchases. The preferred way to access the money is by debit card, perhaps the only way so there would be an instant accounting for the expenditure. The total in the account should always be the initial amount minus receipts. All expenditures must be approved by the appropriate committee chair.

Addresses problem statements 1, 2,3, 4, 7, 9 (as it relates to petty cash), 12, 13,15, 18, 19, 20, 21, 23, 27, 28, 40, 41, 42, 49, 51, 54, 61, 64, 65, 66, 67, 68, 69, 70, 71, 74, 75, 78, 79

It addresses the usual petty cash requirements and in addition decreases negative statements about turnaround time. The best benefit is that it reduces the workload on the financial staff because it reduces the number of transactions significantly.

22. Solution #2

Create a Director of Training in New Frontiers whose responsibility is to determine and prioritize training needs to be done, identify the resources to do the training and write the training materials, determine a method to administrate it and coordinate the training activity.

Addresses problem statements on all training issues. Prioritization is needed because it will take some time to complete.

This activity should be visible to the council at all times.

23. Solution statement #3

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Allow certain qualified purchase orders to be written as "not to exceed?" orders, allowing the total cost to vary higher if necessary. Identify the proper wording for these types of orders. We understand that this is already permitted.

Addresses problem statement 54,

24. Solution statement #4

Create a code of conduct for NFLL members

Addresses all behavior problems and helps with communication and mutual respect.

Proposer: Jerry Rumley

25. Solution statement: The NF organization should retain members of the executive council to 2, possibly 3 year terms. This would allow New Frontiers and the Office of Workforce and Community Partnership to a reach higher standard of communications and personal understanding of the needs of each organization.

26. Solution statement: New Frontiers should establish a training program for all Committee Chairs on how their committee relates to MCC and the procedures that need to be followed to avoid conflict.

27. Solution statement: New Frontiers establish a training program for all Facilitators on how to carry out their function and responsibilities for smooth class presentations.

28. Solution statement: Communication between MCC's CE Department and NF Council is necessary for the continued health of both organizations.

29. Solution statement: Fiscal guidelines need to be confirmed, documented and understood by both MCC's CE and NF. There have been mixed messages that have now been resolved through this process.

30. Solution statement: NF members are capable of better organization before requests for fiscal action, classroom scheduling and restrictions, use of College equipment, NF member communication issues and other issues go to MCC CE staff.

31. Solution statement: It would be useful if a chart was prepared so that MCC's CE staff and NF's Council members know who is responsible for what activity. (Who to call list) But NF members need to know who to call within NF before and not burden CE staff.

32. Solution statement: Staff resources most probably will be reduced as the Maricopa Colleges face reduced revenue with the downturn in enrollment. There are, of course, support functions

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that only MCC staff can perform for NF. NFs can and will pick up the support functions such as training and orientation activities that benefit the organization leadership.

33. Solution statement: New Frontiers is not only fulfilling the District and College's mission to provide lifelong learning to the Community. NF's is telling MCC's story throughout the Community. There is no better marketing and PR for MCC that comes at such a low expense for the College.

Proposer: Marlin Fried

Training Issues

General recommendations for all NFLL Training Issues:

34. NFLL may need to develop a culture of developing, maintaining and following accepted procedures.
35. Written procedures in a common format should be developed. This would make them easily recognizable and possibly easier to understand.
36. Where the procedures affect relations with MCC, they should either be taken directly from MCC procedures or approved by the affected MCC group.
37. Where needed procedures might include check sheets to assure that all necessary steps are completed.
38. Training modules and procedures should be for specific activities rather than being too general.
39. A feedback process should be developed so that any systemic problems are immediately reported to NFLL Council or the responsible committee. This could possibly be done at monthly NFLL Council meetings.
40. NFLL might utilize Volgistics to disseminate feedback or reinforce training.

Recommendations for NFLL Council training:

41. NFLL written financial procedures should be written in cooperation with and approved by MCC Financial Office.
42. Recommendations for NFLL facilitator training:
43. Consider breaking up instructions into smaller modules or create checklists.

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44. Consider different instructions / checklists for different types of classes, different locations, etc.
45. Consider sending a Facilitator packet to prior to their first class.
46. Consider one or more NFLL volunteer for each location to become “AV experts” to help facilitators who may be uncomfortable with the equipment.
47. Specific recommendations for microphones (in BP building, problem #33): investigate purchasing NFLL microphones that are compatible and can be kept at each campus / location.

New Frontiers Cultural Issues

Recommendation for NFLL Cultural Issues (Problem Statements 57 & 59):

48. Cover NFLL involvement with vendors in written instructions and training.

Communication Issues

Recommendations for Communication Issues:

49. See recommendations for Training Issues
50. Develop feedback methods to avoid surprises.

Relationship Issues

Recommendation for relationship issues:

51. Develop communication recommendations: office hours, preferred communication (e-mail, phone, etc.)
52. Funnel communication through fewer NFLL people.

Resource Issues

Recommendation for Resource Issues:

53. Define / propose what resources are available to NFLL: number of classrooms, personnel hours, reports, etc.
54. Consider ways that NFLL members can reduce Office of Workforce and Community Partnerships workload.
55. Review and update NFLL charges.
56. Consider MCC charges and NFLL dues increase.
57. Consider ways that NFLL can promote other Office of Workforce and Community Partnerships programs.

Policy and Goal Issues

Recommendation for Policy and Goal Issues:

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58. Investigate how other similar relationships are organized and operate.

Proposer: Scott Olsen

59. Solution Statement: Policy Acceptance

Addresses Problem Statements # 1, 3, 4, 6, 11, 21, 23, 47, 48, 53, 54, 56, 62, 64, 65, 66, 67, 68 and 69.

The problem statement items listed above are all related to policy or disagreement/dissatisfaction with policy. The Joint Task Force recommends that the New Frontiers for Lifelong Learning accept Maricopa Community College District policy as required in the "Memorandum of Understanding for New Frontiers for Lifelong Learning". Acceptance of MCCCDCD policy will improve ease of processing and relations in general with the Office of Workforce and Community Partnerships.

60. Solution Statement: Vendor Relations

Addresses Problem Statements # 54, 55, 56, 57, 58, 59, 60 and 61.

The problem statement items listed above stem primarily from non-employees (New Frontiers members) attempting to perform employee functions. The Joint Task Force recommends that the New Frontiers for Lifelong Learning members rely completely on the New Frontiers liaison to perform employee functions. Examples where the New Frontiers liaison or other MCCCDCD employees will work solely on behalf of New Frontiers are: managing all vendor relationships/contact and insuring the following of MCCCDCD procurement policies/processes.

61. Solution Statement: Resources-Direct Costs

Addresses Problem Statements # 7.

The Joint Task Force recommends that the New Frontiers for Lifelong Learning program agree to an increase in the non-credit course fee (MCC's portion) to a point where MCC can recover their direct costs as required in the "Memorandum of Understanding for New Frontiers for Lifelong Learning".

Proposer: Barbara Thelander

62. Communication between MCC's CE Department and NF Council is necessary for the continued health of both organizations.

63. Fiscal guidelines need to be confirmed, documented and understood by both MCC's CE and NF. There have been mixed messages that have now been resolved through this process.

64. NF members are capable of better organization before requests for fiscal action, classroom scheduling and restrictions, use of College equipment, NF member communication issues and other issues go to MCC CE staff.

65. It would be useful if a chart was prepared so that MCC's CE staff and NF's Council members know who is responsible for what activity. (who to call list) But NF members need to know

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who to call within NF before and not burden CE staff.

66. Staff resources most probably will be reduced as the Maricopa Colleges face reduced revenue with the downturn in enrollment. There are, of course, support functions that only MCC staff can perform for NF. NFs can and will pick up the support functions such as training and orientation activities that benefit the organization leadership.

67. New Frontiers is not only fulfilling the District and College's mission to provide lifelong learning to the Community. NF's is telling MCC's story through out the Community. There is no better marketing and PR for MCC that comes at such a low expense for the College.

Proposer: Steve Pierson

All of the recommended solution statements seem to have real merit. I won't restate them, but wish to address implementation concerns.

A significant number of the solutions cluster under 1) the need for a handbook for purchasing; 2) the need for required training and 3) the need for improved communications between MCC and NFLL.

Considerations:

68. I heartily endorse Jerry's recommendation that NF consider extending key leadership roles to a period of 2 or 3 years. Entry into such a plan should be in stages, to ensure that NF always has experienced folks in key positions.

69. An official handbook is needed, to eliminate the "I didn't know..." argument. All policies and procedures that impinge on NF operations should be included. The handbook should be provided on line, but be available in print copies (for check out). The handbook should be in "loose leaf" format, so it can be amended as needed. The official process for amending it must be stated. Changes should be documented, dated and signed within the handbook.

The handbook should include:

- A list of who must receive training on sections of the handbook.
- MCC and NFLL missions
- A list of current leadership positions, with contact information
- A description of how the two organizations interface, communicate, and resolve concerns/questions.
- A clear definition of responsibilities of specific personnel in each organization
- A section specifically on Purchasing
- A section specifically on Equipment procurement and use
- A section on general logistics

I agree with those who feel this approach could solve a significant portion of our "transaction errors."

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70. The training need may have tremendous unforeseen consequences. Just looking at the list of specific trainings that Gary lists, finding time and personnel to accomplish them will be a challenge. We could probably do an initial "mega-training," with all those who need it invited for pertinent segments of training.

We should expect concerns about required attendance. Within our volunteer structure, we would have to take the stand that the training is required; persons who aren't trained should not be allowed to do purchasing.

Proposer: John Moll

71. Solution statement: Process Issues and New Frontiers Cultural IssuesAddresses Process Issues # 21, 53, 54, 55, 57, 59 66, 67, 69, 70, 75,

Recommendation: That the New Frontiers organization forms a 501--c(6) organization **with the IRS** and **maintains** its own bank account and financial system. This would remove almost all of New Frontiers' frustrations about transactions having to be subject to MCC's cumbersome bureaucratic regulations, policies and procedures. This would enable New Frontiers to move quickly and agilely to procure whatever is needed and to choose whatever vendor **desired**.

Furthermore, MCC staff would be freed up to better serve the educational needs of students during a period of reduced MCC funding. Furthermore, this recommendation would clear up a potential public relations issue of a public/private partnership that could be perceived by Maricopa stakeholders as a potential gifting of public resources.

Statement to Joint Task Force

By Gary Kleemann

April 15, 2013

Because time is limited and because I have a strong emotional attachment to New Frontiers and because I wish to work with every member of this Task Force in reaching common understandings and positive solutions for moving the College's lifelong learning program forward, I have decided that it would be best if I wrote my comments rather than trying to offer them extemporaneously.

"A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty."

– Winston Churchill

I would like to make it very clear that while I might disagree – and even disagree quite strongly – with some of my Task Force colleagues, I hold every member of this Task Force in high regard.

First, I would like to briefly comment on those items where I believe that we have large agreement, then comment on those issues which we might have some small differences and then conclude with a discussion about those areas where I see major differences. I would also like to offer some suggestions on how we might reach common cause.

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COMMON AGREEMENT

When reading over the Proposed Solution Statements, there is almost unanimous agreement on the need for more and better orientation and training for the hard working and eager-to-contribute volunteers that make up both the membership and leadership of New Frontiers. The specifics of what kinds of orientations and trainings and who should provide the leadership in offering these are matters to be determined but there is widespread agreement that this is an area where we can and should improve.

There is wide agreement that we should do a better job of writing down and documenting the various policies, processes and procedures so that volunteers unfamiliar with the bureaucracy can do a better job.

There is common agreement that communication has not been what it should be between the New Frontiers volunteers and MCC professional staff. I am not pointing fingers or assessing blame for this failure to anyone or anything. I believe that we all (New Frontiers volunteers and MCC professional staff) have been guilty of this and we all need to work on communicating better.

There is common agreement that New Frontiers, as a unit of the College, needs to follow all the rules and regulations (especially including the financial rules and regulations) of MCCCC. New Frontiers has agreed to this as a part of sponsorship by the College. Everyone agrees that we would like to learn how to work as efficiently as possible *within the rules*.

There is a feeling, especially among the New Frontiers members of the Task Force, that the New Frontiers Council should take a hard look toward the future and plan for how it might need to adjust to deal with the increasing enrollments caused by the maturing of the Baby Boomer generation. Some long term strategic planning might be prudent.

There is common agreement that New Frontiers is the primary organization of the College fulfilling the District and College's mission to provide lifelong learning to the community. New Frontiers plays a huge positive role in presenting a positive marketing and public relations image for MCC that comes at very low expense to the College.

MOSTLY AGREEMENT

There is broad agreement that many of the financial processes are cumbersome and not designed to meet the needs of those who fail to plan ahead. I think that there is also agreement that these problems fall more into the "inconvenience" category rather than the

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“big problem” category and they can be dealt with by better training, better communication and better planning. Some, however, believe that more radical approaches are needed.

There is agreement that the Petty Cash procedures, while a bit cumbersome, can be made to work to meet the needs of the lifelong learning program. Training and communication will go a long way in solving the problems.

There is agreement by many (but certainly not all) on the Task Force that the use of a Purchasing Card by MCC professional staff would be a helpful addition to meeting the purchasing needs of the lifelong learning program.

AREAS OF DIFFERENCE

Some on the Task Force believe that the College’s lifelong learning program should be run on a financially self-supporting basis and not be supported by tax revenues. Others on the Task Force strongly disagree with this point of view. Whether to run the lifelong learning program as a business enterprise that is financially self sufficient and paying for all services received from the College or as an educational enterprise supported in part by tax dollars is not only a philosophical distinction but a critically important consideration in determining how the College wants to move forward with its lifelong learning program for the community.

The relationship between New Frontiers, the volunteer organization assisting and supporting the College in the delivery of the College’s lifelong learning program, and the College will be determined in large measure by the answer to the distinction raised above. Is the relationship to be simply a transactional one? Is it to be a business relationship built upon transactions between unequal partners on a fee-for-service basis to provide a service to the senior citizens of the community who can afford it? Or is it to be a supportive sponsorship relationship working toward a common goal of providing a high quality low cost educational program to the senior citizens of the community?

The resolution of the issues related to the level of professional staff support and the appropriate roles of the different actors will depend upon the answers to these fundamental questions.

SUGGESTIONS ON MOVING FORWARD

Those of you who know me know that I do have my own strong opinions about the best course of action going forward. In the spirit of providing a different point of view and being honest and clear about how I think we should proceed, I offer the following amendments to the first

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four Solution Statements listed on our Master List. Word additions are highlighted and word deletions are shown with ~~cross-outs~~

5. **Solution Statement:** ~~NFF~~ NFLL Fiscal Independence

Addresses Policies and Goals Problem Statements #1, 3, 4, 6, 11, 18, 21, 23, 47, 48, 53, 54, 55, 56, 58, 61, 62, 64, 65, 66, 67, 68, 71, Processes Problem Statements 21, 53, 54, 55, 66, 67, 69, 70, 75, Fiscal-Financial Problem Statement #47, NF Culture Problem Statements #57 and 59, Communications Problem Statements # 13 and 20, and Training Problem Statements # 12, 14, 24, 63, 73, 74, 75, 77 and 78.

The Joint Task Force recommends that ~~the New Frontiers Foundation~~ for Lifelong Learning, the Office of Workforce and Community Partnerships, and the Fiscal Office each independently explore the feasibility pros and cons of NFLL incorporating as a 501-(c)-4 social welfare organization for the purpose of collecting and managing its own funds. ~~thus providing maximum flexibility and control over these funds by the NFF Board. Under this model, NFF would deposit all membership dues and event money and deposit directly into this new account (not deposited or received by MCC). Such a solution separates the NFF from the necessarily restrictive cash management procedures of the Maricopa County Community College District while preserving the intent of the NFF membership to serve both its members as well as Mesa Community College.~~ Each unit is asked to submit a report of its findings to the MCC Provost and the President of NFLL no later than March 1, 2014.

6. **Solution Statement:** Redefine Reinforce and Strengthen MCC Staff Support for ~~NFF~~ NFLL

Addresses Policies and Goals Problem Statement #22, Processes Problem Statement #17, Relationships Problem Statement #40

The Joint Task Force recommends that MCC staff support from the Office of Workforce and Community Partnerships be limited to registrations, enrollments, facility use scheduling (based on space availability and appropriate instructional support). MCC will continue to partner with NFF to hold events, but this support will be limited to logistical support. Procurement related to these events will be the responsibility of the NFF operating as a fiscally independent organization. reinforced and strengthened to handle the increases in enrollment expected from the Baby Boomer generation of new retirees.

7. **Solution Statement:** Rebalance and Increase MCC Support for ~~the NFF~~ NFLL

Addresses Resources Problem Statements # 2, 5, 6, 7, 8, 19, 22, 25, 26, 27, 28, 29, 41, 43, 44, and 45

The Joint Task Force recommends that MCC continue to contribute registrations, enrollments, facility use scheduling (based on space availability) and appropriate

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instructional support to ~~the NFF~~ NFLL. Other direct costs, such as printings, paper and mailings shall be borne ~~by the NFF~~ as described in the MOU.

~~In addition, due to increased costs and reduced resources of the college, an adjusted revenue model from the membership is needed to compensate for the staff time and resources dedicated to this partnership that is commensurate with other partnerships supported by the college.~~

The financial support paid ~~by students~~ to MCC currently used to offset the ~~staffing, classrooms and other events and services needed by NFF~~ direct costs of NFLL ~~would be adjusted to adequately cover these necessary resources (as mentioned above)~~ should be reviewed by the NFLL Governing Council and the Provost's Office to determine if they are adequate to support this growing partnership enrollment. ~~Two options should be considered:~~

~~3) Each registration period (fall and spring) during open house there will be Registration fees of \$15 per member (regardless of the number of classes they sign up for). MCC will invoice NFF each semester (total of \$30 annually per member) similarly as it is for the credit courses at MCC. This is the same model as used by Chandler Gilbert Community College with their Life-Long Learning partnership.~~

~~4) Increase the member cost from \$20 annually to \$35 to share equally the cost of the partnership and program. (RIO lifelong learning model).~~

If the tuition paid by NFLL student members is determined not to be adequate, then the New Frontiers Governing Council in collaboration with MCC staff should develop a recommendation for a tuition fee increase in accordance with the MOU and NFLL Operating Procedures (bylaws).

8. **Solution Statement:** Empower NF Volunteers/Instructors to Function More Effectively with training services.

Addresses Communications Problem Statements #15, 16, 36, 46, 60, 72, 77, and 78, and Training Problem Statements # 9, 10, 30, 31, 32, 33, 34, 35, 36, 37, 39, 40, 72, 76,

The Joint Task Force recommends an Annual ~~Training~~ Orientation for the New Frontiers Governing Council and a periodic "Train the Trainers" orientations organized and lead by the MCC professional staff in consultation with the NFLL leadership for an ongoing source for new volunteer instructors. These orientation sessions combined with an updated operations manuals complete with FAQ's co-developed between ~~NFF~~ NFLL and the Office of Workforce and Community Partnerships should help to alleviate the frequency of miscommunications and misunderstanding concerning the operational aspects of scheduling and delivering courses.

New Frontiers/MCC Joint Task Force Final Report

I speak only for myself. I do not speak for any other member of this Task Force, the New Frontiers Governing Council or anyone else. It appears to me that the status quo might not be viable. The question then becomes “What are the options available to the parties going forward?”

Options for New Frontiers/Mesa Community College Relationship

Below are five possible options arranged in priority order:

- Option 1. The President and the Provost declare New Frontiers an important and unique program of the College supporting the College Missions of Lifelong Learning and Community Involvement. The President and the Provost pledge to provide appropriate financial and staff support to the program.
- Option 2. The Office of Workforce and Community Partnerships is directed by higher administration to provide strengthened staff and financial support to New Frontiers. The mission and goals of the Office are adjusted to more closely align with the Lifelong Learning and Community Involvement goals of New Frontiers. Training on working with community volunteers is provided to Office professional staff.
- Option 3. New Frontiers is administratively moved from the Office of Workforce and Community Partnerships to a different MCC administrative unit whose mission and goals more closely align with that of New Frontiers and the College’s lifelong learning mission statements.
- Option 4. Mesa Community College and the Office of Workforce and Community Partnerships divorce themselves from responsibility for the success of the New Frontiers for Lifelong Learning educational program establishing a strictly contractual transactional business relationship between the parties.
- Option 5. New Frontiers is forced to seek new sponsorship and leaves Mesa Community College.

As I see it, we (the College’s President and senior administration and New Frontiers) need to reach a common understanding about the answers to the fundamental questions raised above.