

## Appendix O

Interdependence PowerPoint

Address to General Membership



# Interdependence

The New Frontiers/Mesa  
Community College Joint Task  
Force

# Interdependence

**Interdependence is a fact, it's not an opinion.**

**-- Peter Coyote**

*Peter Coyote is an American actor, author, director, screenwriter and narrator of films, theatre, television and audio books.*

## History of New Frontiers

- The concept for New Frontiers for Lifelong Learning at Mesa Community College grew from meetings and discussions among College administrators and members of the community in the Fall of 1994 at the Mesa Community College Advisory Council for Lifelong Learning and Retired Professionals.

New Frontiers grew from meetings and discussions among MCC administrators and members of the community in the Fall of 1994 at the MCC Advisory Council for Lifelong Learning and Retired Professionals.

## History of New Frontiers

- New Frontiers held their first open house in September 1995 and had 70 charter members. New Frontiers Charter members met to elect NF officers at the first annual meeting of the group. By-Laws were accepted and submitted to MCC. The Memo of Understanding (MOU) was agreed on and signed.

In the Spring of 1995, the 70 member New Frontiers charter group was organized with the support of MCC's Center for Community Education. Details for a Memo of Understanding with MCC were finalized. Seed money was provided by MCC for the initial start-up with the agreement that a percentage of each New Frontiers student registration would be returned to MCC.

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By 2013, NF had more than 425 members enrolled. There were more than 60 classes offered each semester at the three MCC campuses as well as at the Mesa Active Adult Center and other locations in the community.

New Frontiers members supported MCC students with annual scholarships of \$3,000, and volunteered as student guides during peak registration periods.

## History of New Frontiers

- New Frontiers is an important part of the College and of the MCC mission.

New Frontiers has been sponsored and supported by Mesa Community College for the past 19 years through the Continuing Ed department which has had several different names: Center for Community Education; the Continuing/Community Education Department; and the Center for Workforce Development and Continuing Education.

There have been seven MCC liaisons appointed by the College over the past 19 years to support and assist New Frontiers and help it grow into the relevant and supportive organization it is today.

New Frontiers is an important part of the College and the mission of MCC.

## Formation of Joint Task Force

- The Joint Task Force (JTF) was formed in the early spring of 2013 by MCC Provost Patrick Burkhart and New Frontiers President Bruce Reid to address several concerns in the operations of New Frontiers in the area of financial policies and procedures.

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## Membership of JTF

### New Frontiers

Gary Kleemann co-chair

Marlin Fried

Steve Pierson

Jerry Rumley

Rose Frankfort

Barbara Thelander

**Alternate:**  
Ewin Trapp

### Mesa Community College

Patrick Burkhardt co-chair

Jeanette Cernetic

John Moll

Scott Olson

Pat Esparza

Leah Palmer

**Task Force Staff Support:**  
Neva Hansen

The Task Force was made up of six New Frontiers members and six MCC staff members.

Would the members of the Task Force who are here today please stand and be recognized.



# Process of Problem Identification



THERE'S A FACE IN HERE. CAN YOU SEE IT?

I put this picture up on the screen to try to make the point that we often see things differently depending on how we look at them.

All too often we try to solve problems before we take the time and effort to clearly define the problem.

The Task Force spent time trying to define the problems.

On February 11, 2013, an email was sent to all members of the New Frontiers Governing Council requesting input for consideration by the JTF.

A similar email was also sent to the most recent four past presidents of New Frontiers requesting their input.

The Provost requested similar input from MCC staff.

The New Frontiers/Mesa Community College Joint Task Force on Financial Policies and Procedures met face-to-face four times and conducted many online conversations.

The first meeting (March 4, 2013) was designed to begin the exploration of the issues and to begin the process of problem or issue definition.

## Process of Problem Identification

- Important documents establishing the relationship between MCC and New Frontiers:
  - The Memo of Understanding between MCC and New Frontiers
  - The Operating Procedures (bylaws) of New Frontiers
  - The Mission Statement of Mesa Community College
  - The NF Council Operating Manual updated each year by the Governing Council and President of New Frontiers

•4 Important documents establishing the relationship between MCC and New Frontiers were identified:

- The Memo of Understanding between MCC and New Frontiers
- The Operating Procedures (bylaws) of New Frontiers
- The Mission Statement of Mesa Community College
- The NF Council Operating Manual updated each year by the Governing Council and President of New Frontiers

–If you want to understand how NF works (or is supposed to work) you need to read these four documents.

## Process of Problem Identification

- The second meeting of the Task Force was devoted to developing common understandings of the history and evolution of the NFLL-MCC relationship and to understand the “as it really is” model.

The objective for the second meeting of the Task Force (March 18, 2013) was to arrive at common understandings of the history and evolution of the NFLL-MCC relationship and to understand the “as it really is” model.

It quickly became apparent that there was NOT a common understanding of the history nor of the reality of how NF really worked among the NF and MCC Task Force members. Much of the rest of the Task Force’s work was an effort to develop common understandings.

Teams were assigned to develop issue statements.

The charge to the Task Force was expanded to include all areas of the relationship – not just financial issues.

## Issues Identified

- More than 70 Issue statements were developed and placed in eight clusters.
  - Training
  - Process
  - New Frontiers & MCC cultures
  - Communication
  - Financial
  - Relationship
  - Resource
  - Policy and goal

–Seventy-four issue statements were developed. The third meeting (April 1, 2013) was devoted to clustering the statements into areas that could be addressed. Eight issue clusters were identified:

- Training issues
- Process issues
- New Frontiers cultural issues
- Communication issues
- Financial issues
- Relationship issues
- Resource issues
- Policy and goal issues

## Solution Statements

- A result of the work of Joint Task Force has been the identification of several challenging issues that either have been or should be addressed by several participants.
- *The state of the relationship between New Frontiers and Mesa Community College is strong but needs to be strengthened.*

The fourth meeting (April 15, 2013) was for the purpose of developing solution statements for the problems identified.

This was to be the last meeting of the JTF before several members were to leave the area for the summer.

A list of action items – Immediate, Intermediate and Next 12 months was developed as past on to the appropriate authorities for implementation.

A result of the work of Joint Task Force has been the identification of several challenging issues that either have been or should be addressed by both MCC and NF.

*The state of the relationship between New Frontiers and Mesa Community College is strong but needs to be strengthened.*

## Actions taken by MCC

- The dues paid by New Frontiers members to Mesa Community College have been raised from \$20 per member to \$35 per member.
- MCC staff no longer are involved or handle NF student registrations for classes. MCC staff continue to handle NF student fee payments.
- MCC staff schedule room assignments for classes but will not make any changes or adjustments after the classroom has been scheduled.

### SO WHAT HAS COME FROM ALL OF THIS?

The dues paid by New Frontiers members to Mesa Community College have been raised from \$20 per member to \$35 per member.

MCC staff no longer are involved or handle NF student registrations for classes saving about 420 staff hours per year. MCC staff continue to handle NF student fee payments.

MCC staff schedule room assignments for classes but will not make any changes or adjustments after the classroom has been scheduled.

## Actions taken by MCC

- MCC has reduced the staff time for the reporting of NF financial information to NF.
- MCC will transfer fee income from the NF account to the College twice a year instead of once a year.
- MCC has developed and implemented a plan to track and charge NF for postal expenses (about \$3,000 per year).

MCC has reduced the staff time for the reporting of NF financial information to NF.

MCC will transfer fee income from the NF account to the College twice a year instead of once a year.

MCC has developed and implemented a plan to track and charge NF for postal expenses (about \$3,000 per year).

## Actions taken by NF

- NF has developed and implemented an online student registration process for its members.
- NF Governing Council agreed to the 75% increase in student fees from \$20 per student to \$35 per student.
- NF agreed to change its budget process timeline to more closely align with the College's.

### WHAT HAS NEW FRONTIERS DONE?

NF has developed and implemented an online student registration process for its members reducing MCC staff time devoted to NF by about 420 hours per year.

NF Governing Council agreed to the 75% increase in student fees from \$20 per student to \$35 per student.

NF agreed to change its budget process timeline to more closely align with the College's.



## Actions taken by NF

- NF is in the process of developing and implementing new training and orientation for committee chairs and council members.
- NF paid MCC \$3,000 in the 2012-2013 budget year to reimburse postage costs.

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NF agreed to pay MCC \$3,000 in the 2012-2013 budget year to reimburse postage costs.

## Issues Yet To Be Addressed and Next Steps

- *The Joint Task Force has resulted in a new level of collaborative dialogue between New Frontiers and Mesa Community College that can and should be extended for continuous improvement and the continued enhancement of this partnership.*

A result of the work of Joint Task Force has been the identification of several issues that should be addressed by several participants.

*The Joint Task Force has resulted in a new level of collaborative dialogue between New Frontiers and Mesa Community College that can and should be extended for continuous improvement and the continued enhancement of this partnership.*

## Issues Yet To Be Addressed and Next Steps

- The JTF recommends that small working groups with representatives from the Provost of MCC, from New Frontiers Governing Council, from the MCC Chief Fiscal Officer and from such other stakeholders as may be appropriate be formed to work on developing Solution Statements for the Problem Statements still outstanding and on how to best move forward towards the end of strengthening the relationships and improving the processes and procedures of the parties.

### **The JTF recommends that small working groups work on developing Solution Statements for the Problem Statements still outstanding**

MCC recently announced that due to reorganization at the District level, the Office of Workforce Development and Community Education at MCC will lose two key staff members who supported New Frontiers and will be reorganized with a new name and new mission.

This will undoubtedly impact New Frontiers in ways that are currently unclear.

## Personal Thoughts

- The ideas that follow are NOT those of the Task Force but my personal thoughts.
- I offer them because I care about New Frontiers and want it to grow and prosper for at least another 20 years.

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I offer them because I care about New Frontiers and want it to grow and prosper for at least another 20 years.

## Volunteerism

- New Frontiers is a self sustaining volunteer organization designed by the College to support the College in the delivery of a high quality low cost lifelong learning program.
- A key strength of New Frontiers is its volunteers.

As someone who spent more than three decades in academia studying organizations and how they function and who has closely observed and worked with lifelong learning programs at a number of colleges and universities, I have been impressed with two things that, in my considered opinion, make New Frontiers an especially strong and unique organization.

The first is the VERY strong sense of volunteerism that goes throughout the organization.

New Frontiers would not be as successful as it is today if it were not for the literally thousands of volunteer hours members contribute each year.

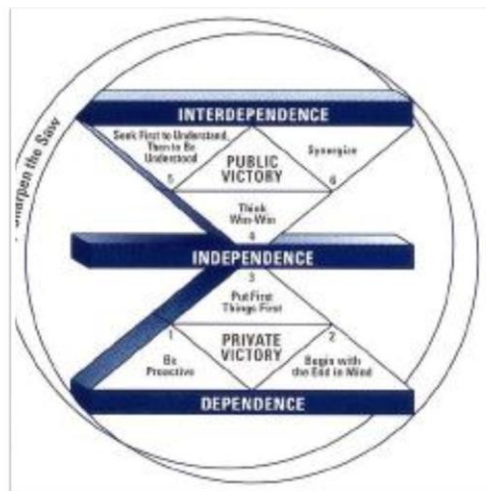
**Vision:** New Frontiers is a self sustaining volunteer organization designed to support the College in the delivery of a high quality low cost lifelong learning program.

## Strong MCC Staff Support

- Since the inception of New Frontiers, MCC has served as a proud “parent” providing support and discipline when needed.
- MCC staff have provided long term continuity to New Frontiers supporting the organization in good times and in tough times.

The second characteristic of New Frontiers as an organization that stands out is the continuity of support NF has enjoyed from the College. NF was originally a creation of the College that has been nurtured by a caring and supportive administrative staff for almost two decades.

This has contributed immensely to the NF’s success.



**Covey Maturity Continuum**  
Maturity: the balance between courage and consideration

Even though organizations are not people, organizations do go through similar growth and developmental stages as they mature.

NF is now a teenager. The organization has tried to assert its independence over the past few years. I believe that it is now time to move toward the next stage of maturity in Covey's Maturity Continuum – to the level of Interdependence.

**Dependent:** needing others to get what you want. This is the lowest level where we all begin at birth.

**Independent:** Relying upon oneself to get what one wants and needs.

**Interdependent:** Relying upon cooperation with others to get what you want and help others get what they want.

## Financial Interdependence

Expressed in ***purely financial*** terms, what does interdependency look like?

We know that NF is a true asset to MCC in terms of MCC accomplishing its stated Mission.

We know that NF is a true asset to MCC in terms of Public Relations and helping get bond issues supported by the community.

We know that MCC is a true asset to NF in supporting the organization and allowing us to use their facilities.

But... in ONLY financial terms, what does interdependency look like?



## MCC Investment 2012

Major Task Category	Estimated Staff Time/Year 2012
NFL Open House	68
Program Management	28
Events	349
Class Scheduling	80
Class Registration	<u>420</u>
Total	945

The roughly estimated staff time expense for MCC is ~ **\$25,000**.  
Removing Class Registration time reduces the amount  
to around **\$14,000**.

So what does MCC invest in NF? This is according to their own estimates.

With the implementation of the new NF managed registration system, the 420 hours is now transferred from MCC to NF.

$420/945 = 44\%$  leaving staff expense at 56% of \$25k or \$14,000

## NFLL Investment 2013 - 14

Major Category	Estimated Time/Year 2012	Dollar Equivalent
Volunteer Hours in Support of College	1,000	\$7,800
Volunteer Hours in Support of NFLL	7,000	\$54,600
Membership Dues to Support College	~400 x \$35	\$14,000
Membership Dues to Support NFLL	~350 x \$45 + 50 x \$25	\$18,000
NFLL Scholarships to MCC students	\$3,000	\$3,000
Total		<b><u>\$97,400</u></b>

The dollar equivalent for volunteer hours is based upon the Arizona minimum wage rate of \$7.80 per hour. Membership dues are based upon approximately 400 members paying \$35 each to MCC.



New Frontiers Council

# Coordinating Council or Governing Council

Who/How do we want to govern (make important decisions) New Frontiers?

Do we want a Council that simply coordinates 5 different committees or do we want one that acts as the decision making body for the organization and sets policy?

Do we want a Council that seldom takes votes on difficult issues and when they do, the votes are unanimous or nearly unanimous?

Or do we want a Council that seriously debates the difficult issues and takes votes where honest differences of opinion are openly shared and valued?

## Historian

- New Frontiers has a rich history.
- We have now been around for long enough that some of our early history is being lost.
- The appointment of an Historian and committee to compile and write the history of New Frontiers would be a positive development.

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The appointment of a volunteer Historian and committee to compile and write the history of New Frontiers would be a positive development.

## Leadership Development

- New Frontiers needs a more purposeful and thoughtful way of identifying, recruiting and developing its future leaders.

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We have grown beyond the point of “happenstance” recruiting volunteers for New Frontiers leadership positions being sufficient.

## Purposeful Planning Process

- New Frontiers has grown to the point where we need to develop an ongoing planning process for the organization.
- We need to develop both a vision statement and a mission statement.
- We need to develop annual program goals and plans to achieve those goals.

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## A Call to Action

*Sometimes good things fall apart  
so better things can fall together.*

While we have many challenges ahead of us, I believe that we are entering a time of Hopeful Change for New Frontiers.

The New Frontiers of tomorrow will depend upon what YOU and all of us do today. I strongly encourage you to take an active role in New Frontiers and to encourage your friends to do the same.

The Best is Yet to Come.

## For Further Information

For a copy of this presentation or  
a copy of the full JTF Final Report or  
any questions or comments

Email: [gary@asu.edu](mailto:gary@asu.edu)