

New Frontiers/MCC Joint Task Force Final Report

ABSTRACT

The New Frontiers/MCC Joint Task Force uncovered multiple opportunities to improve both the transparency and effectiveness of the partnership.

While initially convened to address fiscal issues, the Joint Task Force also took the opportunity to identify a number of related operational concerns. New practices have already been implemented that address a number of these issues, such as a new enrollment system and clearer operating policies for NF instructors.

Among the outcomes of the Joint Task Force's work are the following:

- New Practice - New Frontiers will provide newly approved budget submission from the new council in November 2013 by March 1st 2014 to MCC Fiscal to be put into the CFSs system for the new fiscal year 2014.
- Monthly Fiscal Report -Reconciliation of fiscal process will continue for the NFF council - MCC team is working together to create a report for the NFF Council.
- New Practice - Transfer Funds twice a year from NF to MCC Continuing & Community Education Account - Fall, October 1 and Spring, February 1. Fiscal Report –
- Important metric for New Frontiers is Cash Flow - John Moll to provide Report of Actual Cash Flow to NF for July 1 and then the team will show balance each month in the report to council.
- New Practice - Beginning July 1, 2013 a New Frontiers bin will be provided and mail will be charged directly to New Frontiers from IKON.
- Fiscal Training - New Council training orientation in Mid November to NF Council and committee chair Members on Policies & Procedures and Fiscal Processes and specific fiscal training
- Fiscal Access & Training – Treasurer and President have Read Only Access on Web Financials.

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.

1) History and formation of JTF

- a) 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.

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- b) 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.
 - c) 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.
 - d) By 2013, NF had 437 members enrolled. There were 64 classes offered 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 as guides during peak registration periods.
 - e) New Frontiers has been sponsored and supported by Mesa Community College for the past 19 years through the Center for Community Education; the Continuing/Community Education Department; and today the Center for Workforce Development and Continuing Education. There have been seven MCC liaisons appointed by the College over the 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 mission of MCC.
 - f) 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. Gary Kleemann (NF) and Patrick Burkhart (MCC) were asked to co-chair the JTF.
- 2) Membership of JTF
- a) The Task Force was made up of six New Frontiers members and six MCC staff members. The membership list may be found in Appendix A.
- 3) JTF Charge
- a) The first meeting of the JTF was held March 4, 2013 where the conveners of the JTF gave the JTF its charge. (See Appendix B)
- 4) Process of Problem Identification

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- a) On February 11, 2013, Gary Kleemann sent an email to all members of the New Frontiers Governing Council requesting input from them for consideration by the JTF. A similar email was also sent to the most recent four past presidents of New Frontiers. The email and the responses may be found in Appendix C.
- b) During this same timeframe, Patrick Burkhart requested input from MCC staff.
- c) 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.
 - i) The first meeting (March 4, 2013) was designed to begin the exploration of the issues and to begin the process of problem definition. At the first meeting of the JTF there was a discussion about the process to be followed to identify the issues. The co-chairs presented a proposed outline to help clearly identify problems (See Appendix D).

The JTF then developed teams to research each of the issues identified in the outline. Each team had both New Frontiers and MCC members.

- (1) The important documents establishing the relationship between MCC and New Frontiers were identified as the Memo of Understanding between MCC and New Frontiers (see Appendix E), the Operating Procedures (bylaws) of New Frontiers (see Appendix F) and the Mission Statement of Mesa Community College (see Appendix G).
- (2) Another key document for the operations of New Frontiers is the Council Operating Manual updated each year by the Governing Council and President of New Frontiers. See appendix H for the 2012 – 2013 manual.
- ii) The objective for the second meeting of the Task Force (March 18, 2013) was to arrive at a common understanding of the history and evolution of the NFLL-MCC relationship and to understand the “as is” model. The work teams presented the results of their work. It may be found in Appendix I) Patrick Burkhart presented a PowerPoint presentation (see appendix J) summarizing the information from the first meeting. Teams were assigned to develop problem statements. The charge to the Task Force was expanded to include all areas of the relationship between New Frontiers and MCC – not just financial issues.

5) Problems Identified

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- a) Seventy-four different problem statements were developed. The third meeting (April 1, 2013) was devoted to clustering the 74 problem statements (See appendix K for a complete listing) that had been developed by the JTF members into areas that could be addressed. Eight issue clusters were identified:
 - (1) Training issues
 - (2) Process issues
 - (3) New Frontiers cultural issues
 - (4) Communication issues
 - (5) Financial issues
 - (6) Relationship issues
 - (7) Resource issues
 - (8) Policy and goal issues (See appendix L for a complete listing of each cluster)
 - b) 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. Several JTF members submitted written solution statements. They may be found in appendix M. A list of action items – Immediate, Intermediate and Next 12 months was developed (see appendix N).
 - c) A result of the work of Joint Task Force has been the identification of several challenging issues that should be addressed by several participants. The state of the relationship between New Frontiers and Mesa Community College is good but needs to be strengthened.
- 6) Actions taken by MCC
- a) The dues paid by New Frontiers members to MCC have been raised from \$20 per member to \$35 per member effective Fall 2013.
 - b) MCC staff will no longer be involved or handle NF student registrations for classes. MCC staff will continue to handle NF student fee payments.
 - c) MCC staff will schedule room assignments for classes but will not make any changes or adjustments after the classroom has been scheduled.

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- d) MCC has reduced the staff time for the reporting of NF financial information to NF.
 - e) MCC will transfer fee income from the NF account to the College twice a year instead of once a year.
 - f) MCC has developed a plan to track and charge NF for postal expenses.
- 7) Actions taken by NF
- a) NF has developed and implemented an online student registration process for its members.
 - b) NF Governing Council agreed to the increase in student fees.
 - c) NF has agreed to change its budget process to more closely align with the College's.
 - d) NF is in the process of developing and implementing new training and orientation for committee chairs and council.
 - e) NF paid MCC \$3,000 in the 2012-2013 budget year to cover postage costs.
 - f) Task Force co-chair Gary Kleemann addressed the New Frontiers General Membership about the work of the Task Force. His presentation may be found in Appendix O.
- 8) Issues yet to be addressed and Next Steps
- a) A result of the work of Joint Task Force has been the identification of several issues that should be addressed by several participants. The JTF realizes that its work is completed.
 - b) The state of the relationship between New Frontiers and Mesa Community College is good but needs to be strengthened.
 - c) 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.
 - d) 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

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members and will be reorganized with a new mission. This will undoubtedly impact New Frontiers.

Acknowledgements

There are so many people to thank for all of their hard work on this Task Force it is hard to know where to begin.

We thank the members of the Task Force who gave so unselfishly of their time and talents. The effort of each Task Force member was remarkable and very much appreciated.

We would like to thank the staff of MCC and the District for their time and efforts on behalf of the New Frontiers and MCC partnership.

We thank the Office of Workforce Development and Community Education, for their continued support of New Frontiers. We especially thank Michelle Chambers and Neva Hansen for their support of the work of the Task Force. We thank the New Frontiers Governing Council for supporting the work of the Task Force.

Appendix A

Task Force Membership

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NFLL/MCC Joint Task Force on Financial Policies and Procedures

Convening Authorities:

Bruce Reid, President
New Frontiers for Lifelong Learning
bkreid103@cox.net
(480) 962-4469

Patrick Burkhardt, Provost
Red Mountain campus/Downtown Center
patrick.burkhart@mesacc.edu
(480) 654-7700

New Frontiers Members

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480-839-8190

MCC Members

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Updated: March 1, 2013

Appendix B

Task Force Charge

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Charge to the

Joint Task Force to Review NFLL Financial Policies and Procedures

Objective: The Joint Task Force is asked to review the current financial policies and procedures in use by MCC and NFLL with the goal of recommending changes to improve both the efficiency and effectiveness of these policies and procedures.

Task Force Profile: The Task Force shall consist of six to eight voting members. 50% shall be appointed by the NFLL President and 50% shall be appointed by the MCC Provost. Task Force meetings shall be open to anyone who might like to attend.

What should be considered? There are no limitations. Anything and everything that might impact the efficiency and effectiveness of NFLL financial procedures should be considered.

Time Frame: The goal is to complete and present a report by the end of the Spring semester. Recommended changes shall be implemented as soon as possible after being accepted by New Frontiers Council and by the MCC Provost.

Results: The Joint Task Force will present a report to the NFLL President and to the MCC Provost for the Red Mountain/Downtown Center with their recommendations for action. The NFLL President shall forward the Task Force recommendations on to the NFLL Council.

Signed:

Bruce Reid
President
New Frontiers for Lifelong Learning

Signed:

Patrick Burkhart
Provost
Red Mountain Campus/Downtown Center

Appendix C
Emails from Governing Council and Past
Presidents

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On February 11, 2013, Gary Kleemann sent an email to all members of the New Frontiers Governing Council requesting input from them for consideration by the Task Force. A similar email also was sent to the most recent four past presidents of New Frontiers. The email and the responses are below.

Dear NF Governing Council Members:

As you know there has been an NF/MCC Joint Task Force appointed to review current financial policies and procedures with the goal of recommending changes to improve both the efficiency and effectiveness of these policies and procedures. Current written financial policies and procedures may be found in your copy of the NF Council Operating Manual. Every member of Council should have a copy of the Manual. If you don't have a copy and want one, let me know and I will send you a copy.

I am writing to ask for your input to the Joint Task Force. The Joint Task Force would greatly appreciate it if you could take the time and effort to put into writing your definition of any problem(s) you might have had or be having in achieving your NF goals and objectives because of financial issues, policies or procedures. These might be MCC policies and procedures or they might be NF policies and procedures.

Are there any MCC or NF financial policies or procedures that you think might be strengthened, changed, done away with or improved? We are asking you to help the Joint Task Force in defining the problem(s) with our current financial policies and procedures. We are not asking you to come up with solutions to the problem(s) – although if you have a solution to recommend we would welcome hearing about it.

Please send your written comments to the Joint Task Force in care of Gary Kleemann at gary@asu.edu.

We thank you for all of the good work you do on behalf of New Frontiers. With your help, we can make New Frontiers an even better and stronger organization for Life Long Learning.

Sincerely,

Gary

Gary L. Kleemann, Ph.D.
Financial Task Force co-chair, New Frontiers

Hi Gary,

Right off, one of the situations that arises and could easily be corrected is a "slush fund" (as Rose F put it) to use as a quick fix for small things we need to purchase. Ex. Bob Becker would like some black paint and a curtain rod because of his need to make an additional sign holder for Open House as MCC would not let us use the 4th floor counter any longer since their renovation and we need to improvise using tables that need signage. We have to await the

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petty cash and hope there is enough moneys left for Bob's request after we buy what we originally requested petty cash for. This slush fund could be large enough each semester to cover all committee last minute emergency needs.

We are good at following MCC's protocols about financial requests, but when something unforeseen arises, there is no quick resolution. MCC sees NF as one unit. We have individual budgets for each committee and are diligent about that, but, we cannot always project for emergencies unless we have an emergency "quick" fix. We can account for each expenditure we make using the slush fund money so our accounts can be tracked accurately.

One thing that would be helpful is a better way for each committee to receive copies of all invoices when we request anything in any of our budget topics. I do receive most of mine now if I remember to remind Neva, and our caterer. Copying is a mystery as far as trying to determine our specific charges as we do not receive copy charges. Membership makes a minimum of about 3400 copies for Open House, mailings, flyers, New Member Coffee and committee meeting info for participants for the two semesters. The Budget has two areas named for copying/printing: "Ikon/Alpha Graphics" and "Membership Printing." Do not know if copying moneys go in the Ikon and any actual printing goes under "Alpha Graphics" or under "Membership Printing." If copying gets charged to a general fund, then there is no difficulty. If we need to figure an amount per copies, this will not be accurate without a copy invoice or something more specific.

If I think of anything else I will let you know. I'm used to following red tape. The committees that use outside vendors and need quick payments have the most difficulties that need fixing.

My difficulty is having to use the contracted caterer MCC has, which is not too inconvenient because they are one of the only companies that can wait for MCC's payment method. If we had some flexibility we may be able to save money by using other ways of purchasing bulk refreshments. Hope this is not too confusing.

Mary A

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Yes Gary,

I have two thoughts - if we can't disengage from College management, I would like to see the minimum amount for going out to bid doubled to \$5,000 to reflect inflation.

Also, have a question about tuition for new members - \$70 for a full year, but \$50 for a half year??

Could this figure be closer to half?

Thanks,

Pat
.....

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Hi Gary,

I know I have already sent in my problems with regards to money, but I talked to Pat Esparza today and got total clarification on the process. I gave her a copy of the Picnic Catering Confirmation for Sharko's and it's for an estimated people count of 110. We have no way of knowing how many people we will have at the picnic until a week before the picnic when all checks have to be in. At that time we call the caterer with the actual figure. They will fix enough food for the exact count I give them. I guarantee it will never be the exact head count we give to them when getting a proposal. (usually 2 months prior to the event). When MCC receives this Catering Confirmation for the 110 people, they assign a P.O. # for the invoice for 110 people. On the day of the picnic we may have 100 people or we may have 120, we don't know. The final bill has to be dated the day of the picnic and if it's not for 110, this whole P.O. # process has to start over again. We need to somehow come to a better solution on the P.O. process. It's what happened to the Windemere for the Holiday Party.

I considered being on the committee but Bruce said you needed very open and objective people. At this stage I know that wouldn't be me. I wish you guys luck on solving these problems so the next person taking over the Social Committee won't have to deal with this. Thanks for all your help.

Mary Kay

Gary, there was discussion in Monday's Council about the over \$2500 rule for purchase orders. If the request is over \$2500, bids must be obtained. It appeared to me that perhaps Council was making decisions based on staying under the \$2500. Perhaps if we have John Moll, MCC Fiscal Manager, explain the value of the over \$2500 bidding process, members would better understand that there are advantages for us. Of course, MCC staff would then need to help us with the timely process needed to get the best bid. Something to think about Gary.

Barbara

NFL ISSUES WITH MCC STAFF AND PROCEDURES

1. PETTY CASH: The MCC Staff, we are not sure who, changed the amount requested for Petty Cash without telling the Social Committee. When the SC Chairperson asked why she was told that because they did not spend the amount requested last year they felt no need to give them the full amount. This made the SC Comiittee change some of their plans for supplies for the Banquet.
2. Purchase Order Procedure: a. No one in NFL was told that if the cost of an affair exceeded \$2500 that there had to be two more bids. In the past the banquet was always just under the limit. Without telling anyone the MCC

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Staff, Scott and Pat, went out for two more bids. They found that they could not come under the Windemere bid. Pat said that if they had found a bid that was better than the Windemere they would have cancelled the PO for the Windemere and gone with the new one. All of this happened without anyone knowing.

b. Vendors waiting 6-8 weeks for payment in spite of Scott's statement that all invoices are paid within 2 weeks after receiving. Pat has confirmed this policy to me as well. The last Holiday Banquet Invoice was not paid for 8 weeks. The invoice and member checks were submitted to MCC on 12-13 but were held for 7 days before depositing them. The College then closed for the Holidays. On Jan 2nd The Social Committee Chairperson was told the invoice was approved and the check would be mailed in two weeks. The Windemere did not receive their check until either 2-8 or 2-11. The reason given for the delay was that a new PO had to be issued and that takes 10-14 days. Also when the Windemere submitted their invoice and contract for the banquet someone at MCC held it up because it did not include the corrected language that MCC required. No one was told this until the Windemere called about their deposit. This delayed the process several days.

c. We have had vendors say that they cannot wait 6-8 weeks for payment.

3. Failure to communicate when NFLL "Violates" MCC policies. The

MCC staff just make decisions without discussing the issue with any NFLL member, regardless of the impact on NFLL for the vendors.

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Gary, here is the latest "concern" for New Frontiers about the venue MCC felt would solve our growing membership situation.

Mary A

From: [Patricia Esparza](#)

Sent: Thursday, February 21, 2013 2:36 PM

To: [Bruce Reid](#) ; [Mary Adamick](#)

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Subject: Fwd: New Frontiers Room Set Ups

Hello Bruce & Mary,

It has come to our attention from our MCC Facilities Coordinator the capacity we have on furniture (Chairs & Tables) in the Atrium for your events. Please take this into consideration as you move forward with future events.

Kindly read the e-mail below regarding this and I appreciate your consideration.

Thank you,

Pat

----- Forwarded message -----

From: **Angela Cissell** <angela.cissell@mesacc.edu>

Date: Thu, Feb 21, 2013 at 10:28 AM

Subject: New Frontiers Room Set Ups

To: Pat Esparza <patricia.anne.esparza@mesacc.edu>, Michelle Chambers <michelle.chambers@mesacc.edu>

Cc: Facilities and Vehicle Scheduling <facsched@mcmail.maricopa.edu>, Edward Gonzales <edward.gonzales@mesacc.edu>, Richard Cluff <richard.cluff@mesacc.edu>, Dartell Johnson <dartell.johnson@mesacc.edu>

Pat and Michelle,

I am writing with concerns of the set up requests from New Frontiers for their events in the Atrium at the DTC. There is a very limited number of available furniture for events at the DTC:

(71) chairs

(18) 4' square tables

(4) 5' rectangular tables

Will you please relay this information to the New Frontiers group and ask that they build their requested set ups on what is available? Pulling tables, chairs, etc out of classrooms should not be expected as the academic classroom set ups should not change and it is very hard on the furniture (as well as Ed) to attempt to move them in and out of the classrooms.

There is also the issue of possibly requesting that more furniture be purchased, although a storage space must be available which doesn't appear to be available.

We thank you for conveying this message to New Frontiers. Please let us know if you have questions and/or concerns.

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Angela Cissell
Facilities Coordinator & R25 Administrator
Facility & Vehicle Scheduling
Mesa Community College
[\(480\) 461-7457](tel:4804617457)

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Gary,

Here is another “glitch” with finances that makes using procedures tedious. I also cannot find a document that gives these details mentioned. I asked Pat E for a copy of the document having these details. Do you have such a document?

Mary A

From: [Patricia Esparza](#)
Sent: Wednesday, February 27, 2013 4:34 PM
To: [Mary Adamick](#)
Subject: Re: Petty Cash receipts

Hi Mary,

The issue is not the number of days purchased, although it is still important to purchase the day of receipt of petty cash up to the day of the event. It's that the purchase needs to be made in **cash** not visa, check, or any other means....just cash. I will not be able to submit that receipt. MCC Cashier inspects all receipts to ensure dates allowed and how items were purchased.

Pat

On Wed, Feb 27, 2013 at 3:07 PM, Mary Adamick <madamick@cox.net> wrote:

Hello Pat,

When Bob Becker purchased these items it was during the timeframe of 10 days. Since three different people were attempting to purchase items during the period of 10 days and not able to connect with me immediately, we thought we were meeting the criteria of MCC: purchasing the items during the 10 days we had the petty cash. How can this be fixed?

Mary A

From: [Patricia Esparza](#)
Sent: Wednesday, February 27, 2013 8:27 AM

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To: [Mary Adamick](#)

Subject: Petty Cash receipts

Hello Mary,

In reviewing the Petty Cash receipts, I found one receipt for \$9.76 that was made with a visa card. We are unable to accept this as it was not purchased with the cash and can not be reimbursed. Please call or see me today or tomorrow to go over this.

Thanks,

Pat

Pat Esparza

Office of Workforce & Community Partnerships & Adjunct Faculty - Business Dept.

Mesa Community College Downtown Center

165 N. Centennial Way, Ste 208

Mesa, Az 85201

[\(480\) 461-6266](tel:(480)461-6266)

pesparza@mesacc.edu

Gary,

I do not know if the attached information [below] will be of any help to you or not, but it is what was followed when I was President. The greatest help we had during that time was the assistance of Ann Cox, because she knew the policies and also the "politics" of the collage, and would always follow through on any of our requests in a timely manner. As a result we never ended up in a situation that indicated we were not following the rules of the college.

During the time Marie Allen and Barbara Thelander were the liaisons they were always tuned into our needs in advance of a problem happening. As a result we never ended up in a situation that indicated we were not following the rules of the college. This is only from hearsay, but the rumor is that the present staff no longer has that kind of interest in New Frontiers.

Thank you for your continued interest in New Frontiers,

Pat

EXPENDITURES PROCEDURES AND FORMS

MCC/MCCCD fiscal procedures include the following opportunities for NF members to purchase materials: Petty Cash, Open Purchase Orders and Other Vendor Purchase Orders.

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Purchased items may include: materials for class activities, instructional material, registration and enrollment items, marketing material, and contracts for special services.

Petty Cash

The petty cash fund provides ready cash for the payment of various small expenditures not available through a purchase order. It is intended for local purchases only. All purchases must be pre-approved by **MCC Staff ??** prior to the purchases. Requests for petty cash go through the Chair or Co-Chair to **MCC Staff ??**. Please allow up to two weeks for processing.

MCC's general petty cash limit is \$200. Additionally our MCC Community Education (CE) Office Liaison requests that we bundle petty cash purchases together so the CE Office can make one petty cash draw as opposed to several draws. The CE Office is not allowed to reimburse us if we purchase items out of pocket before an approved petty cash draw. Petty cash expenditure must be pre-approved and a draw issued to Ann Cox prior to purchasing goods. The receipt date of the purchase must be on or after the issue date on the *Petty Cash Form*.

Original receipts and/or cash must be returned to **MCC STAFF ??** within ten (10) days after the petty cash is received. Receipts must clearly indicate the items purchased and the name of the vendor/store. All receipts must coincide with the purpose indicated on the *Petty Cash Form*. Receipts must be taped to one side of an 8 ½" x 11" sheet of white paper. Please use multiple sheets of paper if needed.

Personal items should not to be purchased and/or included on petty cash receipts. If a receipt includes combined personal and business-related purchases, **circle** (*do not highlight*) the business-related items and cross out personal items. Please calculate and include proper sales tax for the purchases.

Petty cash for events, decorations, and food must have an *Official Function Form* attached. The *Official Function Form* is prepared by **MCC Staff?** and requires additional time to obtain the required signatures.

Open Purchase Orders

The Center for Community Education creates open purchase orders annually for the convenience of NF members at the following vendors:

Office Depot—Committee Chairs and facilitators may request office supplies, binders, envelopes, and so forth, by calling MCC Staff ??. This should be for substantial amounts of materials. The order is usually delivered within five working days.

Alphagraphics #291 (Baseline & Extension)—PO#381123

AmeriCopy (856 E. Main, Mesa)—PO#391125

IKON Copy Center (Southern & Dobson)—See Committee Chair for Code.

Committee Chairs may submit requests for printing directly to a select print facility. Please identify the MCC department as New Frontiers when signing the receipt. The order may be

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picked up or delivered to the Community Office at the Downtown Center or at Southern & Dobson. The CE Office must receive the delivery receipt. IKON convenience copiers, for limited, self-service copies, are located in department offices at all MCC locations.

Other Vendor Purchase Orders

New Frontiers members may require the purchase of goods and/or services not currently covered with open purchase orders. To place an order for goods or services needed to support New Frontiers activities, contact **MCC Staff?** Activities that necessitate the purchase of food and/or decorations for events require an approved *Official Function Form* signed by the MCC President. Some venues require a contract signed by MCCCCD's legal counsel, a deposit, and a purchase order to reserve the banquet facilities. Please allow up to four weeks for processing. Documentation of approval for the expenditure by the New Frontiers Council should accompany the request.

***NOTE:** The Maricopa Community College District (MCCD) is a publicly funded educational institution subject to public purchasing laws and regulations including State Statutes, Governing Board Policies, and institutional procedures. The MCC Fiscal & Cashiers Offices provide support and assistance to CE on behalf of New Frontiers.*

M C C C O P Y C E N T E R

Digital Copying

IKON is proud to work with Mesa Community College to offer its faculty and staff a digital solution to meet their copying needs. Copying has never been easier and quality never better, as you can now send your copy requests electronically from your desk, home, or anywhere else you have e-mail access. Simply follow the directions below or call a copy center representative for assistance at ext. 17776 or 17688.

- Download and print a copy of our convenient "**Job Ticket**" available here as a [Word .doc](#) file or an [Acrobat.pdf](#) file.
- Open up your e-mail account and address an email to: copycenter@mccmail.maricopa.edu.
- Complete and attach a copy of the **job ticket** as a [Word .doc](#) file or an [Acrobat.pdf](#) file to your email.
- Next attach the file of the document you wish to be copied. (We currently accept Word, Excel, and PowerPoint documents)
- Now simply send your e-mail. That's all there is to it!
- After receiving the document, the Copy Center staff will complete the job as per your instructions and have it ready for pick-up or delivery depending on your request.

Job Ticket Form

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It is recommended once you download and save the job ticket, that you fill in the repetitive information (name, department, account number) and then re-save the document to your hard drive. This will allow you to simply fill in the **job specific** information for your next service request. The IKON Job Ticket Form is attached.

Appendix D

Proposed Outline

New Frontiers/MCC Joint Task Force Final Report

NF/MCC Joint Task Force on Financial Policies and Procedures

Proposed Outline

- I. Background/History
 - a. New Frontiers
 - i. NF Programs and Services provided to the community
 - ii. NF Programs and Services provided to the College
 - iii. New Frontiers/MCC MOU
 - iv. NF as a “hybrid” organization
 1. Part independent student organization
 2. Part College department/operating unit
 - v. Growth of NF over the years
 - b. Mesa Community College
 - i. MCC programs and services provided to NF (organization)
 - ii. MCC programs and services provided to NF members
 - c. MCCC Financial Policies as applied at MCC toward NF
 - d. New Frontiers Operating Procedures (Bylaws)
 - e. New Frontiers/MCC – current financial practices
 - i. Formal written policies and procedures
 1. Petty cash
 2. Requisitions
 3. Purchase orders
 4. Open purchase orders

New Frontiers/MCC Joint Task Force Final Report

5. Social event forms and procedures
 6. Contracts
 - ii. Informal policies and procedures as practiced
 1. Petty cash
 2. Open purchase orders
 3. Social event forms and procedures
 - f. New Frontiers Operating Policies and Procedures Manual
 - i. Role of New Frontiers volunteers in managing New Frontiers programs and finances
 - ii. Role of MCC staff in managing New Frontiers programs and finances
- II. Definition of the Problem(s)
- a. Financial Difficulties/Problems as seen from an MCC staff perspective
 - i. Volunteers lack of understanding of MCCCCD/College financial procedures and the problems occurring when they do innocently violate policy
 - ii. Volunteers needing/wanting financial transactions in a short timeframe
 - b. Financial Difficulties/Problems as seen from a NF volunteer leader perspective
 - i. Timeliness of payments to vendors
 - ii. Contracting for social events costing more than \$2,500
 - iii. Ability to act quickly to take advantage of sales or special deals
 - iv. Cumbersome methods of making small purchases
 - v. Inability to be reimbursed for NF purchases
 - vi. Lack of knowledge of all the many financial rules of a large bureaucracy
 - c. Financial Difficulties/Problems as seen from an MCCCCD perspective
 - i. Students handling “college” funds

New Frontiers/MCC Joint Task Force Final Report

- ii. Maintaining proper accountability with college staff and with student volunteer leaders

- III. Potential solutions/recommendations for change

Appendix E

Memo of Understanding (MOU)

New Frontiers/MCC Joint Task Force Final Report

9/9/10



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2411 West 14th Street, Tempe, AZ 85281-6942

MEMORANDUM OF UNDERSTANDING FOR NEW FRONTIERS FOR LIFELONG LEARNING

This Memorandum of Understanding ("Agreement") is entered into between NEW FRONTIERS FOR LIFELONG LEARNING ("NFLL"), an unincorporated membership learning organization sponsored by THE MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT ("MCCCD"), a political subdivision of the State of Arizona, on-behalf of MESA COMMUNITY COLLEGE ("College").

BACKGROUND

- A. NFLL is a self-governing and self-sustaining community of lifelong learners. It offers education and life-long learning opportunities for the community, including cultural, language and sociological course offerings through the College. The courses are aimed at older adults. Those attending the courses pay a fee to the College as non-credit students.
- B. College has a Center for Community Education Department ("Center") that as part of its outreach to the community in which it is located. The Center fields non-credit courses to the community with one of its goals being to acclimate the community to the College and the educational opportunities that it has to offer. The Center provides a broad range of personal interest and community education programs that meet the diverse needs of the community. College recognizes the educational value of organizations that serve a diverse population.
- C. NFLL and College wish to collaborate to provide non-credit, personal interest educational courses to meet the diverse needs of the community.

OFFICE OF GENERAL COUNSEL
RECEIVED
SEP 09 2010

AGREEMENT

1. **Duration; Termination.** This Agreement will begin when authorized representatives of both parties have signed it, and continue until a party terminates it. Either party may terminate this Agreement by giving a 30-day written notice of intent to terminate to the other party. Termination will not be effective until all of the Courses taught by the College in process on the date that notice is given have been completed.
2. **Courses, Registration and Instruction.**
 - 2.1 Under the laws that establish MCCCD, the authority to determine curriculum and course charges generally reside with MCCCD's elected governing board. Therefore, College will evaluate NFLL courses and instructional services on an on-going basis to assure that they are consistent with the laws and policies that govern MCCCD. NFLL courses that College approves will be offered under this Agreement through the Center as College non-credit courses on College's campus or space that MCCCD leases ("Courses").
 - 2.2 Once the courses become part of the curriculum of the Center, the Courses will be open to the community through membership in NFLL. Community members paying an annual or per semester NFLL membership dues, as applicable, and the Course fee specified in Paragraph 3.1 will have access at no further charge to Courses offered during that time period, other than for technology Courses, which may require payment of an additional minimal fee. Each person desiring to take a Course will become a member of and enroll in the NFLL through College and MCCCD/College's student information system ("SIS") as a non-credit student. To ensure compliance with applicable law and the terms of this Agreement, the NFLL member/student must be registered in SIS before attending the Course.
 - 2.3 NFLL will select facilitators/instructors for the Courses and will be entirely responsible for assuring the availability of instructional services for each Course. NFLL facilitators/ instructors will complete an MCCCD volunteer form and provide it to the appropriate College representative before teaching under this Agreement. If instructors are hired as MCCCD employees, NFLL will follow all MCCCD procedures applicable to the hiring of employees to teach MCCCD non-credit courses. Funds to pay for instructors for the Courses shall derive exclusively from NFLL membership dues.
 - 2.4 College will assign NFLL-recommended facilitators/instructors to teach the Courses. To the extent that NFLL members who are not facilitators/instructors have access to student educational records, the federal Family Educational Rights and Privacy Act of 1974 applies. NFLL will ensure that those members with access comply with that law concerning those

New Frontiers/MCC Joint Task Force Final Report

records. NFLL will ensure that its members understand that they may not provide student roster lists or any other educational records about students to any person unless the student expressly authorizes MCCCDC or College to disclose or permit the disclosure of that information.

3. Membership Dues and Course Charges.

3.1 NFLL will establish membership dues as specified in Paragraph 4.2. For Course charges, MCCCDC's governing board policies require that College assess charges for non-credit courses that include recovery of direct costs and permit College to add, on a limited bases, additional charges. Based on those policies, College, in cooperation with NFLL, will develop a Course charge to be paid by each NFLL member annually or per semester as part of NFLL dues to be paid for access to all Courses during that time period. College will retain that charge for recovery of its direct costs and any additional expenses, with the goal of keeping the charges at a rate that will permit broad enrollment. For purposes of the MCCCDC governing board policies, NFLL membership dues will not be considered part of College's Course charge, and NFLL is responsible for calculating into its membership dues any additional amounts needed to defray NFLL expenses related to Course offerings or other NFLL campus activities.

3.2 College will be responsible for collecting the NFLL membership dues, which will include the College Course charges. College must receive a completed registration and the membership dues for each student before student will be permitted access to any Course

4. Responsibilities

4.1 NFLL is governed by a set of operating procedures approved by NFLL membership and College. As a program of MCCCDC, NFLL is also subject to all applicable policies and administrative regulations of MCCCDC, as well as the laws under which MCCCDC must operate.

4.2 NFLL membership dues, exclusive of the Course charge, are used to provide for all out-of-pocket costs of NFLL operations NFLL will calculate the next fiscal year's membership dues well in advance of the July 1 start date, and submit a yearly budget to College for approval.

4.3 By no later than July 1, NFLL will submit an annual report to NFLL members and to College covering activities for the subsequent fiscal year. NFLL will provide copies of all NFLL advisory board meeting minutes to the College administration through the College liaison.

4.4 NFLL will determine curriculum, provide facilitators for study groups, and secure presenters and instructors as specified in more detail in Paragraph 2. NFLL will also plan and conduct member social activities, provide speakers to promote NFLL programs, and provide for publicity through available media resources. NFLL will comply with the standards for the use of MCCCDC names and logos specified at: http://www.maricopa.edu/publicstewardship/governance/adminregs/auxiliary/4_19.php

4.5 NFLL will provide volunteer assistance to College for all NFLL-membership College programs. NFLL will provide volunteer assistance as available for other College programs.

4.6 College will provide assistance and cooperation through the Center's office staff in planning, organizing and operating of NFLL Courses and programs, such as:

4.6.1 Financial services including collection and disbursement of all NFLL funds as authorized by NFLL and MCCCDC's and College's established administrative rules and procedures (NFLL members are students of College and as such are covered under the Student Accident Insurance Plan);

4.6.2 Space on the campuses for use by NFLL; classroom space for the study groups, with the proviso that use of classrooms by NFLL will not conflict with normal college operation; activity space for social and open house events sponsored by NFLL; congregating and work space for members, including computer access and use, when this becomes an essential need of NFLL and if such space becomes available for such purpose.

4.6.3 Use of College's audio-visual equipment subject to availability;

4.6.4 Registration services for NFLL membership and study groups.

4.6.5 Use of College's printing and copying resources but not the cost of paper or other materials.

New Frontiers/MCC Joint Task Force Final Report

4.6.6 Support from the College for publicity, including press releases, as well as study group listings, invitations and outreach information through College publications.

4.6.7 Provide use of College's mailing facilities but not the cost of the mailings.

4.6.8 Utilization of College's library, subject to MCCCCD regulations

4.6.9 College bookstore services for materials required for NFLL study groups.

NEW FRONTIERS FOR LIFELONG LEARNING:

By: Patricia De Blake

Title: President

Address: 2333 E. Southern[#] 1057
Tempe 85282

Date: 9-2-10

MESA COMMUNITY COLLEGE

By: Shouan Pan
Dr. Shouan Pan
President

MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT:

By: Margaret E. McConnell
Margaret E. McConnell, Assistant General Counsel

Date: 9-13-10

Appendix F

New Frontiers Operating Procedures (bylaws)

New Frontiers/MCC Joint Task Force Final Report

OPERATING PROCEDURES New Frontiers for Lifelong Learning (NFLL) Revision as of July 2012*

Preamble

New Frontiers for Lifelong Learning is a membership learning organization and program designed to help meet the educational needs and interests of the growing number of retired, and semi-retired active adult men and women through non-credit courses and other lifelong learning activities. The organization seeks to meet its goals by recognizing and utilizing the unique experience, capabilities, and diversity of active adult students and, thereby, to build a self-governing and self-sustaining community of students that becomes an integral part of the College and the community. New Frontiers for Lifelong Learning is sponsored by Mesa Community College (MCC) and the Maricopa County Community College District (MCCCD).

Article I. Name

The name of the organization is New Frontiers for Lifelong Learning (NFLL).

Article II. Purpose

The purpose of NFLL is to provide opportunities for the intellectual and cultural growth of its members in a pleasant, social atmosphere. It offers a comprehensive array of stimulating activities, including classes, workshops, study groups, social events, leadership and civic engagement opportunities. Classes may be held on or off the campuses. Members should be committed to exploring ideas, developing new skills, and enjoying the camaraderie of a community of active adults who come from diverse educational, social, ethnic, economic and career backgrounds.

Article III. Membership

Section 1

Membership is open to individuals interested in lifelong learning.

Section 2

Membership is contingent upon payment of a membership fee. The Council shall set the fee amount and term. NFLL pays the College an annual membership fee. Refunds may be determined at the discretion of the President or Treasurer. All refund requests must be submitted in writing.

Section 3

A meeting of the current general membership shall be held at least once each calendar year to elect members of the Council and to conduct business. This general membership meeting will be held during October/November. At any general membership meeting New Frontiers business may be conducted.

* Approved at June 2012 Council Meeting and approved by MCCCD Legal Counsel July 2012. Not binding until approved by a majority of the Membership attending the November 2012 General Meeting.

New Frontiers/MCC Joint Task Force Final Report

Section 4

Members shall be notified of each general membership meeting at least two weeks prior to the date of the meeting.

Article IV. Governance

Section 1

The activities of NFLL shall be coordinated by a governing council. The Council shall consist of Council President, Vice President, Secretary, Treasurer, the Chair and Vice Chair for each NFLL standing committee, two members at large and the most recent Past President. The NFLL liaison designated by MCC shall be an ex-officio member of the Council without vote. A parliamentarian with no voting rights may be appointed by the President.

Section 2

The Council shall, subject to the policies of MCCCCD and the College, determine policies and procedure, direct activities and administer all the affairs of NFLL. All decisions relating to the expenditure of NFLL funds or receipt of grants or donations are subject to compliance with the financial, accounting, procurement, management and other procedures of MCCCCD including, where applicable, approval of its governing body.

Section 3

The officers of the Council: President, Vice President, Secretary, Treasurer and two Members-at-Large shall be elected to one year terms by the NFLL membership at the Fall General Membership Meeting. No elected member of Council shall serve more than three consecutive terms in any one office.

Section 4

No member of the Council shall serve in more than one position on Council at the same time.

Section 5

The Council shall meet a minimum of six times a fiscal year. Regular council meetings will be open to all members of NFLL.

Section 6

A majority of the Council shall constitute a quorum for conducting business. *Robert's Rules of Order* shall be used in the conduct of the Council meetings. A copy of *Robert's Rules of Order* will be available for reference.

Section 7

The President may establish ad-hoc committees and appoint individuals to those committees to carry out functions of the Council.

Section 8

New Frontiers/MCC Joint Task Force Final Report

The President, or a council member designated by the Council, shall serve as liaison from NFLL to the College and shall work directly with the College liaison to help further the mission of NFLL and coordinate communications between NFLL and the College.

Section 9

Council vacancies can occur by resignation or extended absence. The Council shall fill vacancies on the Council from members of NFLL until the next regular election. In the case of the President, the Vice President shall succeed. In extenuating circumstances, a special election may be held.

Article V. Nomination and Election

Section 1

Election of Council Officers shall be conducted at the Fall General Membership Meeting.

Section 2

The President shall ask the Past President of New Frontiers to serve as the Nominating Committee Chair. Should the Past President be unwilling to serve, the President shall select a Nominating Committee Chair. The Nominating Committee Chair shall then select four additional members. No more than one additional member of the current Council may serve on the Nominating Committee. The remainder will be selected from the membership at large.

Section 3

The Nominating Committee shall propose candidates for council officers and members at large. Candidates must have agreed to be members of NFLL for the term of office.

Section 4

Names of candidates shall be mailed at least two (2) weeks in advance of the General Membership Meeting.

Section 5

Additional nominations may be taken from the floor at the General Membership Meeting. Floor nominations must have the consent of the individuals nominated and their commitment to be members of NFLL for the term of office.

Section 6

Voting for Council members shall be by either written ballot or voice vote as recommended by the Council.

Article VI. Committees

Section 1

The primary activities and functions of NFLL shall be planned and implemented by Five Standing Committees: (1) Curriculum, (2) Membership, (3) Social, (4) Volunteer, (5) Communications.

New Frontiers/MCC Joint Task Force Final Report

Section 2

Committee membership shall be open to any member of NFLL, and all members shall be encouraged to participate in one of the Standing Committees.

Section 3

Prior to February 1, each Standing Committee shall elect committee officers of Chair, Vice Chair, and Recorder, for one-year terms, beginning February 1. No current Council officer or Council Member at Large shall serve.

Section 4

The Chair and Vice Chair of Standing Committees shall represent their committees on the NFLL Council. If unable to attend, the Chair and Vice Chair of a standing committee may designate in advance of a Council meeting other committee members to represent the committee and vote.

Section 5

Chairs of standing committees may establish subcommittees and appoint members of NFLL to those committees to carry out specific functions belonging to the committees.

Section 6

All committees shall hold regular meetings at a time and place agreed upon by the committee members. All committee meetings will be held, if possible, prior to Council Meeting. Regular committee meetings will be open to all members of NFLL.

Section 7

In lieu of Chair and Vice Chair, the elected incumbents may choose to operate as Co-Chairs.

Article VII. Finance and Administration

Section 1

Budget

NFLL shall develop and adopt an annual budget in accordance with College and MCCC Finance Policies and Procedures. The NFLL Council shall approve and submit the budget to the membership. The Council may amend this budget during the year. Announcement of all amendments shall be given to all members after Council approval. The current annual budget shall be posted on the NFLL website.

Section 2

Monthly Finance Reports

Monthly finance reports showing all revenues, expenditures, and fund balances shall be prepared by the Council Treasurer. Reports shall be presented and approved as part of the NFLL Council regular monthly meetings. Reports shall be posted on the NFLL website and made available to NFLL members upon request.

New Frontiers/MCC Joint Task Force Final Report

Section 3

Protection of Information

Membership lists, NFLL documents, financial data and other related information, will be used only for NFLL purposes, and will not be shared with other organizations, subject to public records law requirements.

Section 4

Publications and Communications

All NFLL publications, including newsletter mailings, correspondence and other documents shall be reviewed and approved by a representative of the Council. All publications and communications shall contain primarily information about NFLL/College, activities, programs and events. Articles may be edited according to NFLL policy, College policy and available space. New Frontiers shall strive to work cooperatively and collaboratively with other lifelong learning organizations. While the focus of the communications committee should be on activities sponsored by NFLL, the communications committee shall endeavor to make NFLL members aware of other lifelong learning opportunities available to them. NFLL may actively publicize lifelong learning opportunities offered by others and may ask others to publicize NFLL opportunities open to non-members.

Section 5

General Membership Meeting

A meeting of the current members shall be conducted at least once each calendar year to elect members of the Council, to hear committee reports and to conduct other business. Members shall be notified of each general membership meeting at least two weeks prior to the date of the meeting. Notice shall include proposed meeting agenda and other appropriate documents.

Section 6

Meeting Rules and Procedures

All meetings of the NFLL Council, committees, sub-committees and other administrative groups shall use *Robert's Rules of Order, Revised* to conduct business. All meetings are open to NFLL members.

Section 7

Council Manual

A Council Manual shall be written and maintained by the Council. Copies of the Council Manual are to be made available to all members upon request and by posting on the NFLL website. The Council will conduct an annual review of the Manual and recommend appropriate changes.

Section 8

Operating Procedures

Copies of the Operating Procedures are to be made available to all members upon request and by posting on the NFLL website. The Council shall review the Operating Procedures at least once every three (3) years and recommend appropriate changes.

New Frontiers/MCC Joint Task Force Final Report

Section 9

MCCCD/NFLF Memorandum of Understanding

There shall be a written Memorandum of Understanding between MCCCD and NFLF. It shall set forth the duties and responsibilities of MCCCD, the College and NFLF. It will be reviewed and approved as needed by the College and the Council. The Memorandum of Understanding with MCCCD will be posted on the NFLF website.

Section 10

Non-Discrimination

In accordance with Policies of MCCCD and the College, NFLF does not discriminate on the basis of race, color, religion, gender, sexual orientation, national origin, age, disability and veteran status.

Article VIII. Amendments

Section 1

Proposed Amendments

Operating Procedure amendments may be proposed by the Council or by written petition signed by at least 25 percent of the NFLF members.

Section 2

Procedure

Amendments must be reviewed and recommended by the Council. In the case of amendments offered by written petition, the Council shall review the petition and make a recommendation to the membership. Proposed amendments, including those by written petition, must be sent to all members at least two weeks prior to the General Membership Meeting Date.

Section 3

Approval

Amendments must be approved by the College and approved by a majority vote of NFLF members attending the General Membership Meeting.

Article IX. Adoption

These Operating Procedures shall become effective upon approval by the NFLF membership, the College and MCCCD.

Appendix G

MCC Mission Statement

New Frontiers/MCC Joint Task Force Final Report

[Home](#) / [About MCC](#) / Vision, Mission, & Values

Vision

MCC - leading the way to success in our local and global community.

Mission

MCC excels in teaching, learning, and empowering individuals to succeed in our local and global community. We serve as a resource for college and career readiness, transfer education, workforce development, and life-long learning.

Values

Learning - MCC champions individual student success that reflects the highest academic standards.

Innovation - MCC delivers cutting-edge instruction and service.

Service Excellence - MCC makes a positive difference in the lives of our students, community members, and each other through meaningful relationships.

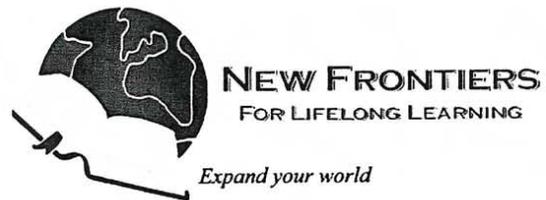
Integrity - MCC upholds the highest standards of ethics and public stewardship.

Individuals & Community - MCC encourages active citizenship and embraces the diversity of people and ideas.

<http://www.mesacc.edu/about/vision-mission-values>

Appendix H
New Frontiers Council Manual
2012 - 2013

New Frontiers/MCC Joint Task Force Final Report



New Frontiers for Lifelong Learning

Council Manual 2012-2013

Prepared by Rose Frankfort
November, 2012

New Frontiers/MCC Joint Task Force Final Report

New Frontiers Relationship with Mesa Community College (MCC) and the
Maricopa County Community College District (MCCCD.)

MCC Staff Directory

MCCCD Calendar by Semester

The Status of New Frontiers

Memorandum of Understanding among New Frontiers, MCC and MCCCD

New Frontiers/MCC Joint Task Force Final Report

MCC Staff Directory

Center for Workforce Development and Community Partnerships
Continuing and Community Education Department, Leah Palmer, Director
Downtown Campus, Suite 208

NFLL Registration	461-7497	
Pat Esparza, NFLL Liaison	461-6266	pesparza@mesacc.edu
Leah Palmer	461-6141	lpalmer@mesacc.edu
Scott Olson, Fiscal (at Dobson campus)	461-6115	scott.olson@mccmail.maricopa.edu
Michelle Chambers	461-7413	michelle.chambers@mesacc.edu
Diane Piorkowski	461-7493	diana.piorkowski@mesacc.edu
Neva Hansen	461-6330	neva.hansen@mesacc.edu

Please copy Pat Esparza on email requests to Staff.

11/5/12

New Frontiers/MCC Joint Task Force Final Report

MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2012-2013 ACADEMIC CALENDAR¹
APPROVED SEPTEMBER 21, 2011 • AMENDED DECEMBER 6, 2011

Colleges/Centers may modify start dates in order to meet special needs. Dates listed below which are directly related to instruction refer to the traditional academic year. Some courses may be offered over time periods for which these dates are not applicable.

SUMMER SEMESTER – 2012 Note: Subject to the 2012-2013 Catalog

Tues	May 29	First 5-Week/8-Week Sessions Begin
Thur	Jun 28	First 5-Week Session Ends
Mon	Jul 2	Second 5-Week Session Begins
Wed	Jul 4	Observance of Independence Day
Thur	Jul 19	8-Week Session Ends
Thur	Aug 2	Second 5-Week Session Ends

FALL SEMESTER – 2012

*		Registration*	ASU
Sat	Aug 18	Classes Begin	Thur. Aug 23
Mon	Sept 3	Observance of Labor Day	
*		Application for December 2012 Graduation*	
+		Last Day for Withdrawal without Instructor's Signature	
Mon	Nov 12	Observance of Veterans' Day	
Thur-Sun	Nov 22-25	Thanksgiving Holiday	
++		Last Day Student Initiated Withdrawal Accepted	
Sun	Dec 9	Last Day of Regular Classes	
Mon-Thu	Dec 10-13	**Final Exams	
Fri	Dec 14	Mid-Year Recess Begins for Students	
Fri	Dec 14	Fall Semester Ends	Wed. Dec. 19
		Winter Break (Campus Closed) Dec 25 through Jan 1	

SPRING SEMESTER - 2013

*		Registration*	
Sat	Jan 12	Classes Begin	Mon. Jan. 7
Mon	Jan 21	Observance of Martin Luther King Day	
Mon	Feb 18	Observance of Presidents' Day	
*		Application for May 2013 Graduation*	
+		Last Day for Withdrawal without Instructor's Signature	
Mon-Sun	Mar 11-17	Spring Break	March 18-24
++		Last Day Student Initiated Withdrawal Accepted	
Sun	May 5	Last Day of Regular Classes	
Mon-Thu	May 6-9	**Final Exams	
Fri	May 10	Commencement	
Fri	May 10	Spring Semester Ends	Wed. May 8
Mon	May 27	Observance of Memorial Day	

-
- * For specific information concerning registration dates, class start dates, application for graduation dates, and final exam dates, consult the class schedule for the college of intended enrollment.
 - ** Classes meeting on Friday evening only, Saturday only or Sunday only will have final examinations during their last regular class meeting.
 - + See your student schedule in *my.maricopa.edu* for the Last Day to Withdraw without an Instructor Signature for each class in which you are enrolled.
 - ++ Refer to the Important Deadlines for Students to determine the Last Day Student Initiated Withdrawal will be accepted.

New Frontiers/MCC Joint Task Force Final Report

**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2013-2014 ACADEMIC CALENDAR¹
APPROVED SEPTEMBER 21, 2011 • DECEMBER 6, 2011**

Colleges/Centers may modify start dates in order to meet special needs. Dates listed below which are directly related to instruction refer to the traditional academic year. Some courses may be offered over time periods for which these dates are not applicable.

SUMMER SEMESTER – 2013 **Note: Subject to the 2013-2014 Catalog**

Tues	May 28	First 5-Week/8-Week Sessions Begin
Thur	Jun 27	First 5-Week Session Ends
Thur	Jul 4	Observance of Independence Day
Mon	Jul 1	Second 5-Week Session Begins
Thur	Jul 18	8-Week Session Ends
Thur	Aug 1	Second 5-Week Session Ends

FALL SEMESTER – 2013

*		Registration*	<u>ASU</u>
Sat	Aug 17	Classes Begin	Thur. Aug 22
Mon	Sept 2	Observance of Labor Day	
*		Application for December 2013 Graduation*	
+		Last Day for Withdrawal without Instructor's Signature	
Mon	Nov 11	Observance of Veterans' Day	
Thur-Sun	Nov 28-Dec 1	Thanksgiving Holiday	
++		Last Day Student Initiated Withdrawal Accepted	
Sun	Dec 8	Last Day of Regular Classes	
Mon-Thu	Dec 9-12	**Final Exams	
Fri	Dec 13	Mid-Year Recess Begins for Students	
Fri	Dec 13	Fall Semester Ends.	Wed. Dec 18
	Winter Break (Campus Closed) Dec 25 through Jan 1		

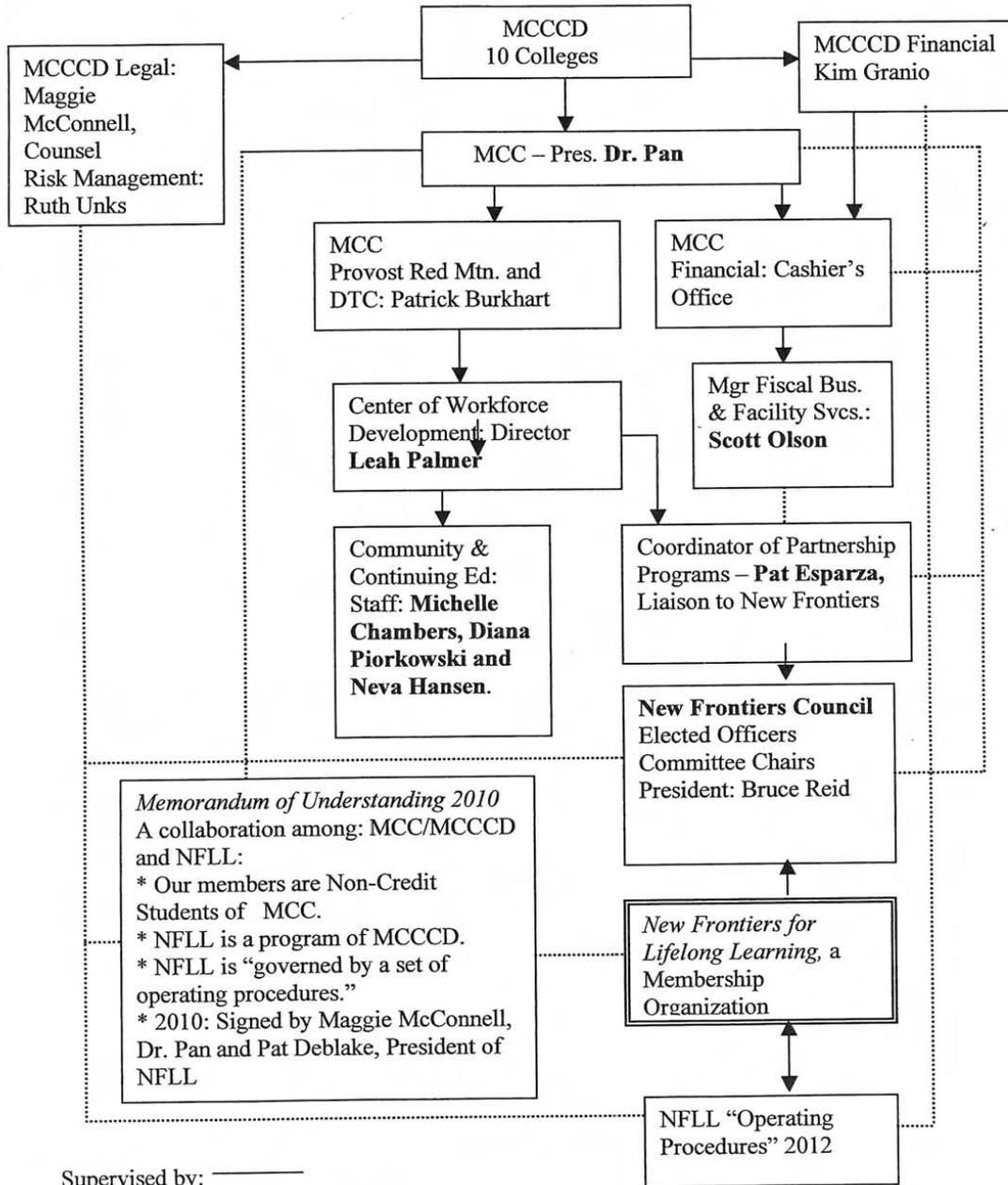
SPRING SEMESTER - 2014

*		Registration*	
Sat	Jan 11	Classes Begin	Tues. Jan 6
Mon	Jan 20	Observance of ML King Birthday	
Mon	Feb 17	Observance of Presidents' Day	
*		Application for May 2014 Graduation*	
+		Last Day for Withdrawal without Instructor's Signature	
Mon-Sun	Mar 10-16	Spring Break	March 17-23
++		Last Day Student Initiated Withdrawal Accepted	
Sun	May 04	Last Day of Regular Classes	
Mon-Thu	May 5-8	**Final Exams	Wed. May 7
Fri	May 9	Commencement	
Fri	May 9	Spring Semester Ends	
Mon	May 26	Observance of Memorial Day	

* For specific information concerning registration dates, class start dates, application for graduation dates, and final exam dates, consult the class schedule for the college of intended enrollment.
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New Frontiers/MCC Joint Task Force Final Report

The Status of New Frontiers



New Frontiers/MCC Joint Task Force Final Report

Operating Procedures New Frontiers for Lifelong Learning

Approved by the Membership on November 8, 2012

New Frontiers/MCC Joint Task Force Final Report

OPERATING PROCEDURES New Frontiers for Lifelong Learning (NFLL) Revision as of July 2012*

Preamble

New Frontiers for Lifelong Learning is a membership learning organization and program designed to help meet the educational needs and interests of the growing number of retired, and semi-retired active adult men and women through non-credit courses and other lifelong learning activities. The organization seeks to meet its goals by recognizing and utilizing the unique experience, capabilities, and diversity of active adult students and, thereby, to build a self-governing and self-sustaining community of students that becomes an integral part of the College and the community. New Frontiers for Lifelong Learning is sponsored by Mesa Community College (MCC) and the Maricopa County Community College District (MCCCD).

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Section 1

Membership is open to individuals interested in lifelong learning.

Section 2

Membership is contingent upon payment of a membership fee. The Council shall set the fee amount and term. NFLL pays the College an annual membership fee. Refunds may be determined at the discretion of the President or Treasurer. All refund requests must be submitted in writing.

Section 3

A meeting of the current general membership shall be held at least once each calendar year to elect members of the Council and to conduct business. This general membership meeting will be held during October/November. At any general membership meeting New Frontiers business may be conducted.

* Approved at June 2012 Council Meeting and approved by MCCCD Legal Counsel July 2012. Not binding until approved by a majority of the Membership attending the November 2012 General Meeting.

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Section 4

Members shall be notified of each general membership meeting at least two weeks prior to the date of the meeting.

Article IV. Governance

Section 1

The activities of NFLL shall be coordinated by a governing council. The Council shall consist of Council President, Vice President, Secretary, Treasurer, the Chair and Vice Chair for each NFLL standing committee, two members at large and the most recent Past President. The NFLL liaison designated by MCC shall be an ex-officio member of the Council without vote. A parliamentarian with no voting rights may be appointed by the President.

Section 2

The Council shall, subject to the policies of MCCCCD and the College, determine policies and procedure, direct activities and administer all the affairs of NFLL. All decisions relating to the expenditure of NFLL funds or receipt of grants or donations are subject to compliance with the financial, accounting, procurement, management and other procedures of MCCCCD including, where applicable, approval of its governing body.

Section 3

The officers of the Council: President, Vice President, Secretary, Treasurer and two Members-at-Large shall be elected to one year terms by the NFLL membership at the Fall General Membership Meeting. No elected member of Council shall serve more than three consecutive terms in any one office.

Section 4

No member of the Council shall serve in more than one position on Council at the same time.

Section 5

The Council shall meet a minimum of six times a fiscal year. Regular council meetings will be open to all members of NFLL.

Section 6

A majority of the Council shall constitute a quorum for conducting business. *Robert's Rules of Order* shall be used in the conduct of the Council meetings. A copy of *Robert's Rules of Order* will be available for reference.

Section 7

The President may establish ad-hoc committees and appoint individuals to those committees to carry out functions of the Council.

Section 8

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The President, or a council member designated by the Council, shall serve as liaison from NFLL to the College and shall work directly with the College liaison to help further the mission of NFLL and coordinate communications between NFLL and the College.

Section 9

Council vacancies can occur by resignation or extended absence. The Council shall fill vacancies on the Council from members of NFLL until the next regular election. In the case of the President, the Vice President shall succeed. In extenuating circumstances, a special election may be held.

Article V. Nomination and Election

Section 1

Election of Council Officers shall be conducted at the Fall General Membership Meeting.

Section 2

The President shall ask the Past President of New Frontiers to serve as the Nominating Committee Chair. Should the Past President be unwilling to serve, the President shall select a Nominating Committee Chair. The Nominating Committee Chair shall then select four additional members. No more than one additional member of the current Council may serve on the Nominating Committee. The remainder will be selected from the membership at large.

Section 3

The Nominating Committee shall propose candidates for council officers and members at large. Candidates must have agreed to be members of NFLL for the term of office.

Section 4

Names of candidates shall be mailed at least two (2) weeks in advance of the General Membership Meeting.

Section 5

Additional nominations may be taken from the floor at the General Membership Meeting. Floor nominations must have the consent of the individuals nominated and their commitment to be members of NFLL for the term of office.

Section 6

Voting for Council members shall be by either written ballot or voice vote as recommended by the Council.

Article VI. Committees

Section 1

The primary activities and functions of NFLL shall be planned and implemented by Five Standing Committees: (1) Curriculum, (2) Membership, (3) Social, (4) Volunteer, (5) Communications.

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Section 2

Committee membership shall be open to any member of NFLL, and all members shall be encouraged to participate in one of the Standing Committees.

Section 3

Prior to February 1, each Standing Committee shall elect committee officers of Chair, Vice Chair, and Recorder, for one-year terms, beginning February 1. No current Council officer or Council Member at Large shall serve.

Section 4

The Chair and Vice Chair of Standing Committees shall represent their committees on the NFLL Council. If unable to attend, the Chair and Vice Chair of a standing committee may designate in advance of a Council meeting other committee members to represent the committee and vote.

Section 5

Chairs of standing committees may establish subcommittees and appoint members of NFLL to those committees to carry out specific functions belonging to the committees.

Section 6

All committees shall hold regular meetings at a time and place agreed upon by the committee members. All committee meetings will be held, if possible, prior to Council Meeting. Regular committee meetings will be open to all members of NFLL.

Section 7

In lieu of Chair and Vice Chair, the elected incumbents may choose to operate as Co-Chairs.

Article VII. Finance and Administration

Section 1

Budget

NFLL shall develop and adopt an annual budget in accordance with College and MCCCCD Finance Policies and Procedures. The NFLL Council shall approve and submit the budget to the membership. The Council may amend this budget during the year. Announcement of all amendments shall be given to all members after Council approval. The current annual budget shall be posted on the NFLL website.

Section 2

Monthly Finance Reports

Monthly finance reports showing all revenues, expenditures, and fund balances shall be prepared by the Council Treasurer. Reports shall be presented and approved as part of the NFLL Council regular monthly meetings. Reports shall be posted on the NFLL website and made available to NFLL members upon request.

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Section 3

Protection of Information

Membership lists, NFLL documents, financial data and other related information, will be used only for NFLL purposes, and will not be shared with other organizations, subject to public records law requirements.

Section 4

Publications and Communications

All NFLL publications, including newsletter mailings, correspondence and other documents shall be reviewed and approved by a representative of the Council. All publications and communications shall contain primarily information about NFLL/College, activities, programs and events. Articles may be edited according to NFLL policy, College policy and available space. New Frontiers shall strive to work cooperatively and collaboratively with other lifelong learning organizations. While the focus of the communications committee should be on activities sponsored by NFLL, the communications committee shall endeavor to make NFLL members aware of other lifelong learning opportunities available to them. NFLL may actively publicize lifelong learning opportunities offered by others and may ask others to publicize NFLL opportunities open to non-members.

Section 5

General Membership Meeting

A meeting of the current members shall be conducted at least once each calendar year to elect members of the Council, to hear committee reports and to conduct other business. Members shall be notified of each general membership meeting at least two weeks prior to the date of the meeting. Notice shall include proposed meeting agenda and other appropriate documents.

Section 6

Meeting Rules and Procedures

All meetings of the NFLL Council, committees, sub-committees and other administrative groups shall use *Robert's Rules of Order, Revised* to conduct business. All meetings are open to NFLL members.

Section 7

Council Manual

A Council Manual shall be written and maintained by the Council. Copies of the Council Manual are to be made available to all members upon request and by posting on the NFLL website. The Council will conduct an annual review of the Manual and recommend appropriate changes.

Section 8

Operating Procedures

Copies of the Operating Procedures are to be made available to all members upon request and by posting on the NFLL website. The Council shall review the Operating Procedures at least once every three (3) years and recommend appropriate changes.

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Section 9

MCCCD/NFLF Memorandum of Understanding

There shall be a written Memorandum of Understanding between MCCCD and NFLF. It shall set forth the duties and responsibilities of MCCCD, the College and NFLF. It will be reviewed and approved as needed by the College and the Council. The Memorandum of Understanding with MCCCD will be posted on the NFLF website.

Section 10

Non-Discrimination

In accordance with Policies of MCCCD and the College, NFLF does not discriminate on the basis of race, color, religion, gender, sexual orientation, national origin, age, disability and veteran status.

Article VIII. Amendments

Section 1

Proposed Amendments

Operating Procedure amendments may be proposed by the Council or by written petition signed by at least 25 percent of the NFLF members.

Section 2

Procedure

Amendments must be reviewed and recommended by the Council. In the case of amendments offered by written petition, the Council shall review the petition and make a recommendation to the membership. Proposed amendments, including those by written petition, must be sent to all members at least two weeks prior to the General Membership Meeting Date.

Section 3

Approval

Amendments must be approved by the College and approved by a majority vote of NFLF members attending the General Membership Meeting.

Article IX. Adoption

These Operating Procedures shall become effective upon approval by the NFLF membership, the College and MCCCD.

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9/9/10



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2411 West 14th Street, Tempe, AZ 85281-6942

MEMORANDUM OF UNDERSTANDING FOR NEW FRONTIERS FOR LIFELONG LEARNING

This Memorandum of Understanding ("Agreement") is entered into between NEW FRONTIERS FOR LIFELONG LEARNING ("NFLI"), an unincorporated membership learning organization sponsored by THE MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT ("MCCCD"), a political subdivision of the State of Arizona, on-behalf of MESA COMMUNITY COLLEGE ("College").

BACKGROUND

- A. NFLI is a self-governing and self-sustaining community of lifelong learners. It offers education and life-long learning opportunities for the community, including cultural, language and sociological course offerings through the College. The courses are aimed at older adults. Those attending the courses pay a fee to the College as non-credit students.
- B. College has a Center for Community Education Department ("Center") that as part of its outreach to the community in which it is located. The Center fields non-credit courses to the community with one of its goals being to acclimate the community to the College and the educational opportunities that it has to offer. The Center provides a broad range of personal interest and community education programs that meet the diverse needs of the community. College recognizes the educational value of organizations that serve a diverse population.
- C. NFLI and College wish to collaborate to provide non-credit, personal interest educational courses to meet the diverse needs of the community.

OFFICE OF GENERAL COUNSEL
RECEIVED
SEP 09 2010

AGREEMENT

1. **Duration; Termination.** This Agreement will begin when authorized representatives of both parties have signed it, and continue until a party terminates it. Either party may terminate this Agreement by giving a 30-day written notice of intent to terminate to the other party. Termination will not be effective until all of the Courses taught by the College in process on the date that notice is given have been completed.
2. **Courses, Registration and Instruction.**
 - 2.1 Under the laws that establish MCCCD, the authority to determine curriculum and course charges generally reside with MCCCD's elected governing board. Therefore, College will evaluate NFLI courses and instructional services on an on-going basis to assure that they are consistent with the laws and policies that govern MCCCD. NFLI courses that College approves will be offered under this Agreement through the Center as College non-credit courses on College's campus or space that MCCCD leases ("Courses").
 - 2.2 Once the courses become part of the curriculum of the Center, the Courses will be open to the community through membership in NFLI. Community members paying an annual or per semester NFLI membership dues, as applicable, and the Course fee specified in Paragraph 3.1 will have access at no further charge to Courses offered during that time period, other than for technology Courses, which may require payment of an additional minimal fee. Each person desiring to take a Course will become a member of and enroll in the NFLI through College and MCCCD/College's student information system ("SIS") as a non-credit student. To ensure compliance with applicable law and the terms of this Agreement, the NFLI member/student must be registered in SIS before attending the Course.
 - 2.3 NFLI will select facilitators/instructors for the Courses and will be entirely responsible for assuring the availability of instructional services for each Course. NFLI facilitators/ instructors will complete an MCCCD volunteer form and provide it to the appropriate College representative before teaching under this Agreement. If instructors are hired as MCCCD employees, NFLI will follow all MCCCD procedures applicable to the hiring of employees to teach MCCCD non-credit courses. Funds to pay for instructors for the Courses shall derive exclusively from NFLI membership dues.
 - 2.4 College will assign NFLI-recommended facilitators/instructors to teach the Courses. To the extent that NFLI members who are not facilitators/instructors have access to student educational records, the federal Family Educational Rights and Privacy Act of 1974 applies. NFLI will ensure that those members with access comply with that law concerning those

New Frontiers/MCC Joint Task Force Final Report

records. NFLL will ensure that its members understand that they may not provide student roster lists or any other educational records about students to any person unless the student expressly authorizes MCCCC or College to disclose or permit the disclosure of that information.

3. Membership Dues and Course Charges.

3.1 NFLL will establish membership dues as specified in Paragraph 4.2. For Course charges, MCCCC's governing board policies require that College assess charges for non-credit courses that include recovery of direct costs and permit College to add, on a limited bases, additional charges. Based on those policies, College, in cooperation with NFLL, will develop a Course charge to be paid by each NFLL member annually or per semester as part of NFLL dues to be paid for access to all Courses during that time period. College will retain that charge for recovery of its direct costs and any additional expenses, with the goal of keeping the charges at a rate that will permit broad enrollment. For purposes of the MCCCC governing board policies, NFLL membership dues will not be considered part of College's Course charge, and NFLL is responsible for calculating into its membership dues any additional amounts needed to defray NFLL expenses related to Course offerings or other NFLL campus activities.

3.2 College will be responsible for collecting the NFLL membership dues, which will include the College Course charges. College must receive a completed registration and the membership dues for each student before student will be permitted access to any Course

4. Responsibilities

4.1 NFLL is governed by a set of operating procedures approved by NFLL membership and College. As a program of MCCCC, NFLL is also subject to all applicable policies and administrative regulations of MCCCC, as well as the laws under which MCCCC must operate.

4.2 NFLL membership dues, exclusive of the Course charge, are used to provide for all out-of-pocket costs of NFLL operations NFLL will calculate the next fiscal year's membership dues well in advance of the July 1 start date, and submit a yearly budget to College for approval.

4.3 By no later than July 1, NFLL will submit an annual report to NFLL members and to College covering activities for the subsequent fiscal year. NFLL will provide copies of all NFLL advisory board meeting minutes to the College administration through the College liaison.

4.4 NFLL will determine curriculum, provide facilitators for study groups, and secure presenters and instructors as specified in more detail in Paragraph 2. NFLL will also plan and conduct member social activities, provide speakers to promote NFLL programs, and provide for publicity through available media resources. NFLL will comply with the standards for the use of MCCCC names and logos specified at: http://www.maricopa.edu/publicstewardship/governance/adminregs/auxiliary/4_19.php

4.5 NFLL will provide volunteer assistance to College for all NFLL-membership College programs. NFLL will provide volunteer assistance as available for other College programs.

4.6 College will provide assistance and cooperation through the Center's office staff in planning, organizing and operating of NFLL Courses and programs, such as:

4.6.1 Financial services including collection and disbursement of all NFLL funds as authorized by NFLL and MCCCC's and College's established administrative rules and procedures (NFLL members are students of College and as such are covered under the Student Accident Insurance Plan);

4.6.2 Space on the campuses for use by NFLL; classroom space for the study groups, with the proviso that use of classrooms by NFLL will not conflict with normal college operation; activity space for social and open house events sponsored by NFLL; congregating and work space for members, including computer access and use, when this becomes an essential need of NFLL and if such space becomes available for such purpose.

4.6.3 Use of College's audio-visual equipment subject to availability;

4.6.4 Registration services for NFLL membership and study groups.

4.6.5 Use of College's printing and copying resources but not the cost of paper or other materials.

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4.6.6 Support from the College for publicity, including press releases, as well as study group listings, invitations and outreach information through College publications.

4.6.7 Provide use of College's mailing facilities but not the cost of the mailings.

4.6.8 Utilization of College's library, subject to MCCCDC regulations

4.6.9 College bookstore services for materials required for NFLL study groups.

NEW FRONTIERS FOR LIFELONG LEARNING:

By: Patricia A. Blake

Title: President

Address: 2333 E. Southernth 1057
Tempe 85582

Date: 9-2-10

MESA COMMUNITY COLLEGE

By: Shouan Pan
Dr. Shouan Pan
President

MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT:

By: Margaret E. McConnell
Margaret E. McConnell, Assistant General Counsel

Date: 9-13-10

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General Information Useful for Council Members

Council Member phone numbers and emails

Major Responsibilities of Council Members

New Frontiers Year: Activities and Events

Calendar of Meeting Dates and Events

Instructions on sending *Infolist* Messages via *Volgistics*

Available on our web site: newfrontiers.mesacc.edu

Current and archived Newsletters

Class Schedule

Facilitator's Handbook

Class Proposal Form

Risk Forms

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Position	Council Member	Home	Email
Membership	Adamick, Mary	(480) 892-7298	madamick@cox.net
Communications	Cline, Caroline	(480) 964-7128	ccline4@mindspring.com
Treasurer	Dodds, Helen	(480) 281-4727	grandmadodds@hotmail.com
Curriculum	Dukelow, Bob	(480) 699-4824	ace1bob@gmail.com
Curriculum	Dukelow, Rose	(480) 699-4824	rosedukelow@hotmail.com
Past President	Frankfort, Rose	(480) 460-8980	rlaganella@aol.com
Vice President	Fried, Marlin	(480) 820-6126	mfried5751@cox.net
Volunteer	Jones, Helen	(480) 496-8553	heljo7001@msn.com
Membership	Kohnke, Rosemary	(480) 892-3091	kjkohnke@cox.net
Member At Large	Kozlo, Sharon	(480) 892-2636	slkozlo@gmail.com
Social	Owen, Mary Kay	(480) 834-5908	marykayowen@hotmail.com
Volunteer	Petty, Lou	(480) 981-7135	louispetty@gmail.com
President	Reid, Bruce	(480) 962-4469	bkreid103@cox.net
Social	Schaffer, Lois	(480) 833-1672	ljsnaz@q.com
Member At Large	Thelander, Barbara	(480) 890-8386	bthelander@cox.net
Communications	Whitworth, Kathy	(480) 981-3673	gwhitworth1@cox.net
Secretary	Wira, Pat	(480) 855-4206	pwira34@yahoo.com
Newsletter	Susan Lehr	(602) 76-8336	slehraz@gmail.com
Web Master	Susan Lehr	(602) 76-8336	slehraz@gmail.com
Scholarship	Suzanee Steadman	(480) 966-9483	ssteadman@asu.edu
	Diana Pearce	(480) 663-3384	dianapearce@cox.net
Sunshine	Diana Pearce	(480) 663-3384	dianapearce@cox.net
Volgistics	Kathy Whitworth	(480) 981-3673	gwhitworth1@cox.net
	Shirley Epp	(480)969-6967	gsepp@cox.net

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New Frontiers Council

This overview is intended to provide information on the major responsibilities of Officers and Committees.* There are 17 Members of Council as follows:

Six Council Officers: Elected November 8, 2012

President – Bruce Reid

Vice President – Marlin Fried

Treasurer – Helen Dodds

Secretary – Pat Wira

Two Members at Large – Barbara Thelander, Sharon Kozlo

These six Council Member are elected for one-year terms; an Officer can serve for three years in one position. Elections to Council are held in the Fall General Membership Meeting.

Past President – Rose Frankfort

10 Committee Chairs: Five Standing Committees as created under the Operating Procedures:

Curriculum: Bob and Rose Dukelow

Membership: Mary Adamick and Rosemary Kohnke

Social: Mary Kay Owen and Lois Schaffer

Communications: Caroline Cline and Kathy Whitworth

Volunteer: Lou Petty and Helen Jones

(There is no term limit on Committee Chairs—they are appointed by their Committees; or if no appointment by a Committee, the President of Council can appoint.)

General Duties of Council Members:

The President

Liaison with the College Representative (or can delegate that task to another Council Member)

Presides over Council Meetings

Coordinates activities managed by two or more committees

Open House

Volgistics Database

In charge of two general membership meetings, Fall and Spring

Coordinates the Spring Volunteer Luncheon

Prepares end-of-the-year Annual Report to the College

Provides support to Officers and Committee Chairs as they perform their tasks

Answers questions from Members and outsiders

Vice President

The President keeps the Vice President informed so the Vice President can step in when needed.

* Detailed lists of Committee Responsibilities are maintained by Committee Chairs.

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The President can designate certain tasks to the Vice President.

The Vice President is in charge when the President requests or in the absence of the President.

Treasurer

Works with the College liaison and with the fiscal representative of the College
Prepares the Budget in consultation with the President and Committee Chairs
Prepares and distributes monthly financial reports to the Council
Keeps a record of expenditures from data received from the College
Alerts Committee Chairs when their expenditures are likely to exceed their budgets

Secretary

Takes Minutes at Council Meetings
The Minutes of the last Council Meeting are presented to and approved by the Council at the following meeting.
Maintains copies of the Minutes

Members-At-Large

The Members at Large represent the Membership to the Council. They gather information from the Membership to present to the Council.
Focus Groups: Members at Large select a number of Members to function in their Focus Group by gathering information from members.

Past President

A voting member of Council
Performs duties at the request of the President of Council.

Committee Chairs:

Curriculum:

Chairs Curriculum Committee Meetings
Recruits members for leadership positions
Responsible for creating and scheduling classes each semester and for recruiting and instructing facilitators.
Liaison with CCE Staff for class-related issues.
Works with Membership Committee on two Open Houses
Publishes the Class Schedule.
Manages problems concerning classes and facilitators on a regular basis.
Risk Form Procedures—liaison with Ruth Unks of MCCCCD
Creates Facilitator Handbook
Prepares and gives committee reports at:
 Council Meetings
 Fall membership Meeting
 Spring membership Meeting

Membership

Chairs Membership Committee Meetings
Recruits members for leadership positions
Communicates with continuing and potential members.
Manages membership mailings

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- Plans and manages two Open House events
- Plans and manages two New-Member Coffees
- Liaison with CCE Staff for membership-related issues.
- Publishes two Telephone Directories
- Signs in members at events.
- Manages problems concerning membership on a regular basis
- Prepares and gives committee reports at:
 - Council Meetings
 - New Member Coffees
 - Fall membership Meeting
 - Spring membership Meeting

Social Committee

- Chairs Social Committee Meetings
- Plans Social Events including:
 - December Holiday Party
 - April Picnic
 - Other social events
- Prepares and distributes flyers about social events.
- Liaison with MCC regarding booking, deposits and final payment for Social events.
- Communicates with members regarding attendance and payments for social events.
- Prepares and gives committee reports at:
 - Council Meetings
 - Fall membership Meeting
 - Spring membership Meeting

Communications Committee

- Chairs Communication Committee Meetings
- Publishes Newsletter 5 times a year
 - President and Committee Chairs send an article for the Newsletter (5 times a year) upon request of the Newsletter Publisher.
- Maintains the web site
 - President and Committee Chairs answer sent to them via the web site.
- Maintains the database of emails for the *Infolist*
 - President and Committee Chairs utilize the *Infolist* to send messages to all members.
- Prepares and distributes publicity for New Frontiers to the East Valley
- Manages the Speaker's Bureau
- Prepares and gives committee reports at:
 - Council Meetings
 - Fall membership Meeting
 - Spring membership Meeting

Volunteer Committee

- Chairs Volunteer Committee Meetings

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Liaison with the College regarding Volunteering
Establishes programs of volunteering to the College or other entities
Manages NFLL Volunteer events”

MCC Registration

Empty Bowls

GED Instruction

MCC Open House

Other activities and events at the request of MCC

Prepares and gives committee reports at:

Council Meetings

Fall membership Meeting

Spring membership Meeting

Ad-hoc Committees

Scholarship Committee

Manages the New Frontiers Scholarship Program with assistance from the
Development Office of MCC.

Nominating Committee appointed in June

The Committee nominates a Slate of Offices to be approved by the
Membership at the Fall General Membership Meeting.

Budget Committee: Treasurer, President and Committee Chairs

See Section on Finance for Budget Timeline and Tasks

New Frontiers/MCC Joint Task Force Final Report

New Frontiers Year

November 2012

Annual Meeting

Election of Council Officers

Approval of Operating Procedure Revision

Classes Continue

Council receives new Manual

Members received new Telephone Directory at Annual Meeting.

Check with Michelle about Meeting Space for Committee Meetings and General Membership Meetings in Spring of 2013 (Red Mountain) and Fall of 2013 (venue not yet selected.)

December 2012

Social Committee: Holiday Party, December 13, 2012

At end of month the Fall Semi-Annual Membership ends.

Planning for Spring All Member Meeting held in March.

January

New Members can begin to register for Spring/Summer Semester

Membership and Curriculum plan and implement the Open House that takes place in January

Membership Mentor Program welcomes new members

February

New Committee Chairs appointed

Spring Classes begin

Membership Committee plans and implements the New Member Coffee

Budget: Treasurer prepares interim Budget with President of Council

March

The President and Vice President are in charge of the Spring All Member Meeting.

Venue: Community Room at Red Mountain

Members receive new Telephone Directory at Spring Meeting

April

The Social Committee in charge of the Annual Picnic

Curriculum: Summer Class Proposals due

May

Final Issue of Newsletter for the year; next one in August.

Decision as to whether to revise the Operating Procedures

If Council decides to revise, then an Operating Procedures Committee is appointed.

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June

The New Frontiers *Fiscal Year ends on June 30th. This is the year the College and District use.*

Early Bird Registration June 1 – 30th

Nominating Committee formed to nominate Officers

Volgistics Contract needs to be renewed via request for Purchase Order from Scott Olson

The official start and end of the year according to the College:

July 1st 2013 to June 30 2014

Note: The College does not like us to make purchases in June—they want to close the books

July

Regular NFLL Registration starts.

Summer Semester begins

Fall Class Proposals Due

No Council Meeting

August

The Curriculum Committee prepares the Class Schedule.

Class Schedule prepared and printed.

At the end of the month, all prior year memberships expire.

Nominating Committee reports to Council on a Slate of Officers

If Operating Procedures revised, send to MCCC legal department via our MCC liaison.

August/September

1st Issue of new Volume of Newsletter (published 5 times a year.)

The Membership and Curriculum Committee are in charge of the Fall Open House

The President plans the Fall General Membership Meeting (formerly, the Annual Meeting)

If the Operating Procedures have been revised, they have to be printed for the entire membership.

October

Fall Classes Begin

Slate of Officers and Invitations to Fall Membership Meeting mailed out at least two weeks prior to the meeting.

November

President and Vice President are in charge of the Fall General Membership Meeting

If Operating Procedures are revised, then membership votes.

Election of Officers for the period: November 2013 to November 2014

Note:

New Frontiers uses a variety of “calendar years:”

Membership Year: September 1 – August 31st

Newsletter Year: August/September - May

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Council Year: November 8 –Date of next Annual Meeting
Volunteer Hour collection year: June 1 to May 31

Class Semesters:

Fall: October – December

Spring: February – June

Summer: July – August

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New Frontiers Calendars

Standard Meetings:	Calendar*	Time	Location
Council	2 nd Monday	9:30	DTC
Committees			
Curriculum	2 nd Thursday	9:30	Kirk Center, Kiva Room
Membership	1 st Thursday	9:30	DTC
Social	1 st Monday	9:30	DTC
Communications	No fixed dates	9:30	DTC
Volunteer	1 st Wednesday	9:30	DTC

* Meeting times and locations may change; they are posted on the Calendar on our web site. Please contact Chris Dugandzic to revise the input or revise the information when necessary.

New Frontiers Major Events

Event	Calendar	Time	Venue
Holiday Party	December 13	11:30	Windemere
Spring Open House	January 18	1:00	DTC
Spring New Member Coffee	February 22	9:30	DTC
Spring All Member Meeting	March 1+		Red Mountain
Picnic	April		TBA
Volunteer Luncheon	May		Shalimar*

+Tentative

New Frontiers functions with a variety of Calendars:

July 1 to June 30. College fiscal year calendar

The College counts the membership year starting on July 1.

Start of our Budget and Financial Year

New Purchase Order numbers for the fiscal year

New Frontiers *Annual Report to the College* covers this time period.

New *Volgistics* Contract

September 1 to August 31. Our Academic Year.

Annual Membership: September 1 to August 31.

Fall Semi-Annual Membership: September 1 to December 31st.

Spring Semi-Annual Membership: Jan. 1 to Aug. 31.

Fall Classes start in Oct; Spring Classes start in Feb; Summer Classes start in June.

Members need to have paid their registration fees prior to enrolling in classes.

November 8 2012 – November ? 2013. Our Council Year

New Officers and Members-At-Large are elected for a term of one year

Committee Chairs, appointed by their Committee, have no term limits

June 1 to May 31st. Our Volunteer-Hours Year

Charles Barry collects this information. It is used in our Annual Report to the College

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Instructions on How to send an Infolist Email via Volgistics –

1. Go to Volgistics.com

2. Go to: Log in (Tab on far right)

3. Enter: Account Number: 385-818-508

4. Enter Email Address: communications@newfrontiersaz.org

(You can save the Account Number and Email address on you computer but you will have to enter the password each time. Only the Volgistics Administrator will be able to change passwords.)

5. Enter password: mesaaz

[If the message asks you if you want to Continue, it means someone else is using the system— please try again later.]

6. Go to Mailbox (Tab on the Left)

7. Go to Outbox (Tab on the Top)

A. If you want to send an Email without an attachment:

[To send a message with an Attachment please see next page]

8. Go to: *Send a Message* (at the top)

9. Send this message by: place a checkmark in box marked: Email

.....
To Test the Instructions, send an email only to yourself:

To: Volunteers:

There is a “drop down” menu right below.

If you click on it, you will see list of all our Members.

Please select your own name and click on it. Your test message will go only to your email.

Uncheck to “All Active”

.....
11. To send a an Infolist message

To: Volunteers

(Do not select “All Active”)

Go to: All of the volunteers in this set

Check this box

Drop down menu: Select “Infolist Emails”

To post your message:

11. Go to Subject and enter a heading:

Please put the word New Frontiers as the first word in the subject

12. In the Message box: Write your message.

13. Please add your name: Posted by:

Your name

14. Select: Save, Send, or Cancel.

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New Frontiers/MCC Joint Task Force Final Report

*

B. To send an email with a pdf.

Attachment

Note: **Some of our members can't access Word**

Go To Mailbox – left hand tab

Go to Outbox – top tab

- a. Click on Document (Tab on the top)
 - b. Go to: Upload
 - c. **Choose a .pdf file on your computer**
 - d. Go to: Upload --and your file will be uploaded
8. Go to: *Send a Message* (at the top)
9. Send this message by: place a checkmark in box marked: Email
10. To: Volunteers.

.....
To test the system:

There is a “drop down” menu right below.

If you click on it, you will see list of all our Members.

Please select your own name and click on it. Your test message will go only to your email.

.....
11. To send a an Infolist message

To: Volunteers

(Do not select “All Active”)

Go to: All of the volunteers in this set and check this box

Drop down menu: Select “Infolist Emails”

Your message:

Please put the word New Frontiers as the first word in the subject box

To post your message:

12. Go to Subject and enter a heading

13. In the Message box: Write your message.

14. Please add your name: Posted by:

Your name

15. Go to Attachment and select the attachment – the file name of the file you just uploaded

16. Select: Save, Send, or Cancel.

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New Frontiers/MCC Joint Task Force Final Report

Financial Information

Annual Budget Timeline

Budget 2012-2013 and prior year Revenues and Expenditures

Petty Cash Procedures

New Frontiers/MCC Joint Task Force Final Report

PROPOSED

NEW FRONTIERS ANNUAL BUDGET PROCESS AND TIMELINE

2012 – 13

October – November 2011

Pro Forma placeholder budget developed by Treasurer in consultation with President and MCC Liaison and presented to MCC for review and approval and entry into the MCC financial system as a placeholder for the “real” NFFL budget to be adopted by the Council in the Spring. The placeholder budget will be based upon the prior year's as spent budget and the current year's budget.

December 2011

Process and timeline for budget development presented to Council for discussion and approval.

President appoints a Budget Committee to review budget proposals and make recommendations to the Council.

January – February 27, 2012

Committee chairs work with Treasurer and committee members to develop budget request for 2012 – 2013 fiscal year (July 1, 2012 – June 30, 2013).

Committee budget requests are due on **Monday, February 27, 2012** to the New Frontiers President and Treasurer. Requests should be submitted electronically in Excel spreadsheet format. A sample format will be provided. A written justification for the request should accompany the budget request. It may be in Excel or Word.

February 27 – April 9, 2012

Treasurer collates requests into a budget proposal.

Budget Committee reviews requests and develops recommendation for 2012 – 2013 Budget to present to Council.

April 9, 2012

Proposed budget submitted to Council for review and approval.

July 1, 2012

New budget takes effect.

New Frontiers/MCC Joint Task Force Final Report

President's New Frontiers Financial Summary
Fiscal Year 2012-2013

President's Report New Frontiers Financial Summary Fiscal Year 2011- 2012	Actual Revenues and Expenditures As of June 30, 2012 As of 6/30/12	Budget 2012-2013 As of 3/28/12 Corrected 9/15/12
Revenue		
Membership Annual	\$23,770	23,850
Membership Semester	3,600	4,000
Revenue from Programs (Socials)	2,910	3,180
Total Revenues	30,280	31,030
Fund Balance +	23,496	23,496
Expenditures		
<u>Advertising</u>	0	60
<u>Printing</u>		
IKON/Alphagraphics	2,260	3,300
Social	0	50
Membership	555	900
Curriculum	112	1,000
Newsletter	728	850
Communications		400
\$200 additional authorized 9/10/12		200
Total Printing	3,655	6,500
<u>Social Activities</u>		
Social Committee	5,125	5,350
Socials		
2 New Member Coffees	1,111	1,300
2 Open House events	2,820	2,650
Facilitator's Luncheon	1,714	2,200
2 All-Member Meetings	1,702	2,000
Total Social Activities	12,473	13,500
<u>Supplies</u>		
Social	55	460
Membership	1,043	1,050
Curriculum	845	1,200
Communications	40	0
Council	1,026	480
Volunteer	0	400
Total Supplies	3,009	3,590

New Frontiers/MCC Joint Task Force Final Report

President's New Frontiers Financial Summary Fiscal Year 2012-2013

<u>Miscellaneous</u>		
Scholarships	3000	3,000
MCC Support from Member Fees	9020	9,200
Total Miscellaneous	12,020	12,200
Total Expenses	31,156	35,790
Revenues Less Expenses	- 877	4,760
Transfer from Fund Balance	-877	4,760

+ According to MCCCCD accounting.

New Frontiers/MCC Joint Task Force Final Report

Petty Cash Procedures

MCCCD and MCC are in charge of our collection of revenues and our expenditure policies and procedures. Even though we have a Budget and Council Members have the authority to spend money, we are restricted by college policies on purchases. Pat Esparza is our official liaison.

The best way to ensure that purchases can be made via the Petty Cash process is by advance planning. Features of the Petty Cash System:

- 1) The Petty Cash system is used only if the items/services cannot be procured through the Purchase-Order System.
 - a. The Dollar amount cannot exceed \$200.
- 2) The procedure is managed by our MCC liaison.
- 3) Purchase Orders
 - a. We have **Open Purchase orders** with certain suppliers:
 - i. IKON Copy Center – Code: NFR 912 – on any campus
 - ii. Alphagraphics – to print when Copy Center is not appropriate
 1. Purchase Order Number required: Check with Pat Esparza
 - iii. Office Max
 1. You can look up your product on their web site and print your order (without making a purchase.)
 2. Email your purchase request to Neva Hansen and she will place the order
 3. It is assumed that if a Council Member makes a request it is authorized—Council member may designate another Member as the Purchaser.
 - iv. MCC Bookstore
 - v. You can make a request of Pat Esparza to create a Purchase Order for the authorized amount in your budget from a particular vendor, however, be advised that this takes advance planning and is not advisable for small amounts.
 - b. Purchase Orders we have on file for a specific purpose
 - i. *Volgistics*
- 4) Petty Cash
 - a. No goods or services can be purchased in advance of the Petty Cash procedure. (The College will not issue refunds for purchases made in advance of the procedures shown below.)
 - b. It is the responsibility of Committee Chairs to explain the above to their committee members.
 - c. New Frontiers does not have a credit card account. We are not able to make purchases on a credit card belonging to a MCC staff member.
 - d. Committee Chairs or Council President do not need authorization as long as their requests are within their own budgets.
 - e. Requests are made of our liaison; she will complete the Petty Cash form and get the necessary signatures.
 - f. Once a request is made, it may take two or three weeks for the cash to arrive.

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New Frontiers/MCC Joint Task Force Final Report

- g. The purchaser is notified by the liaison when the cash is delivered to the DTC Office Room 208. The cash has to be picked up from the Office. The item has to be purchased within 10 days with the receipt delivered back to our liaison.
- h. After you receive your cash, you may make a purchase using your own credit card—you will need a receipt.
- i. During the entire process from *initiating* the Petty Cash request with our liaison to our liaison *delivering the receipt* to the Cashier, *no other Petty Cash request can be started.*
 - i. Exception for our organization in emergency situations
 - 1. Three Petty Cash requests open at once
 - 2. Total of \$300 for all requests

Although we are one “Program” in the eyes of the College, we have 6 entities (Council and 5 Committee Chairs) entitled to make a Petty Cash Request through our College liaison (Pat Esparza.)

We cannot expect our liaison to decide whose request has precedence. We have been using a first come, first serve procedure--please plan ahead.

Activities and Events that include Food Service

An Official Function Form has to be used

Fill out form

Send to Pat Esparza

The choice of catering services depends on the venue; check with Pat Esparza

Please make yourself familiar with the Colleges rules on deposits and final payment in order to negotiate with the event planner of your preferred venue.

If the cost of the event is over \$2,500 then the College requires a bidding process. Please work with Pat Esparza.

If you need to purchase items (e.g., table decorations, invitations, door prizes) for your event, you can request petty cash but make sure you are making your request well in advance.

If some of the cost is borne by members:

Have the checks made out to Mesa Community College

Please inform members that there may be a delay in when the College cashes their checks.

New Frontiers/MCC Joint Task Force Final Report

Required College Forms and Information

MCCCD Official Function Form
IKON Copy Center Form
Non-Disclosure Form for Presenters
Risk Forms
 AZ Outdoor
 Tours & Excursions
 Dance
MCC Parking Information

[Additional Information Available on our web site at
newfrontiers.mesacc.edu](http://newfrontiers.mesacc.edu)

Current and Archived Newsletters
Class Schedule
Class Location Map
NFLL Registration Instructions
SIS Guide
Facilitator's Handbook
Risk Forms
Non-Disclosure Agreement

New Frontiers/MCC Joint Task Force Final Report



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
 2411 West 14th Street, Tempe, AZ 85281-6942

OFFICIAL FUNCTION FORM

This form allows MCCCDC employees to properly document expense decisions for activities or items that are subject to the MCCCDC Administrative Regulation on Official Functions. See www.maricopa.edu/publicstewardship/governance/adminregs/appendices/FM-7.php. Expenses covered by this form are those for activities or items that do not appear to be, without the explanation, ordinary and necessary expenses of MCCCDC as a public educational institution. Note that the documentation requirement applies regardless of the fund from which the expense will be made. If the expense is for an institutional or individual membership, use the "Membership Payment Worksheet" located at www.maricopa.edu/publicstewardship/governance/adminregs/appendices/FM-8.php.

You'll find helpful instructions on Page 2 of this form, and at the following web address: www.maricopa.edu/legal/blc
 Higher dollar expenses require answers with greater specificity.

COMPLETE THE ITEMS LISTED BELOW

1. Describe the activity or item: (Provide the full name of organization or program instead of an acronym, if applicable, and include in the description **how the organization or program relates to MCCCDC.**)

2. Date(s), time(s) and location(s), if applicable:

3. Identify the type and number of attendees (such as employees, students, general public):

4. Describe the direct link of the activity or item to MCCCDC educational mission: (**See Instructions, Paragraph A**)

5. Document and describe both the following: (**See Instructions, Paragraph B**)
 - The tangible and specific benefits of the activity or item to MCCCDC and its educational mission, with attachments if necessary;
 - How the benefit received by MCCCDC through the activity or item is equal to or greater than the expense.

Total Estimated Expense of Activity or Item	Charge Account	Req/LPO

REQUISITIONER

Signature _____
 Printed Name _____
 Title _____
 Date _____

APPROVED BY

Signature _____
 Printed Name _____
 Title _____
 Date _____

Note: The official function object code should be used for this expense. Requisitioner must be a full-time MCCCDC employee and must be someone other than the person approving this form. Only the Chancellor, President, Vice Chancellor or, if specifically delegated from one of them, appropriate vice president or administrative director at the District Office may sign in the "Approved By" space. All approvals must be made before the expense is incurred, including approval of the requisition by the appropriate Fiscal Office.

New Frontiers/MCC Joint Task Force Final Report

INSTRUCTIONS FOR COMPLETING THE OFFICIAL FUNCTION FORM

MCCCD is required to spend its resources only for things that tangibly and directly benefit its educational mission and objectives. Some expenses by their nature aren't appropriate. Others require an explanation to meet that requirement.

Examples of expenses that are *not* official functions are charges for alcoholic beverages, memberships in non-school related civic organizations, and gifts and decorations for parties for births, deaths or weddings. Examples of expenses that *may* be official functions are employee retreats and conference banquet or hotel contracts.

Here are the procedures and guidelines for filling out the Official Functions Form. They apply regardless of the source of funds being used for the expense.

- A. The description in Item 4 must be specific. Vague or overly subjective descriptions won't satisfy the documentation requirement.

Examples of descriptions that are *insufficient* are:

- Scheduling this particular employee-only event at "X" location will significantly increase attendance.
- Participation as a sponsor in the specified event will provide the college with visibility in the community.

Examples of descriptions that may be *adequate* are:

- The day-long employee training to be provided at the specific event will directly address the development of some of the core skills that are identified in the employee manual as essential to the performance of the MCCC employees who attend.
- The persons attending the event for which MCCC intends to be a sponsor are those that MCCC has targeted for outreach as potential students, specifically high school seniors. Attendance is expected to be 25. MCCC's participation will provide advertising and marketing opportunities within that population. The expense is within the range for other MCCC marketing or advertising efforts.

- B. Likewise, the description provided in Item 5 must be precise and identify specific activities or objectives of MCCC. Vague descriptors are insufficient as are statements showing a benefit to the public generally. The benefit also needs to equate to or exceed the expense that MCCC is incurring. So, while the benefit doesn't have to be described in dollars, it must be identified specifically in terms that "paint" a clear picture that the values exchanged are about the same. Higher-dollar expenses require answers with greater specificity.

Examples of descriptions that are *insufficient* are:

- Participation in the event will provide prestige to MCCC.
- The particular event will boost employee morale.

Examples of descriptions that may, depending on the expense, be *sufficient* are:

- The agenda for the MAT employee retreat consists of sessions on essential management skills. The cost per employee trained at the retreat is \$40, which is significantly less than market training fees for the same management training.
- MCCC's sponsorship of the event will provide advertising and marketing opportunities among targeted high school seniors. The expense of \$X is within the range for other MCCC marketing or advertising efforts.

- C. If the expense is under a grant or similar restricted fund, the person initiating it must make sure that it is allowable.
- D. A separate form must be completed for each activity, even if the expenses are recurring in nature, or are encumbered under the umbrella of a blanket purchase order.

New Frontiers/MCC Joint Task Force Final Report



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2411 West 14th Street, Tempe, AZ 85281-694

GENERAL ASSUMPTION OF RISK & RELEASE OF LIABILITY

Caution: This is a release of legal rights. Read and understand it before signing.

The Maricopa County Community College District is a public educational institution. References to College ("College") include all of the Colleges within the Maricopa County Community College District ("MCCCD"), its officers, officials, employees, volunteers, students, agents, and assigns. I, _____, freely choose to participate in a **Tour & Excursion** class (henceforth, referred to as the "Program"). In consideration of my participation in this Program, I agree as follows:

RISKS INVOLVED IN PROGRAM: (Specific dangers endemic in this Program's activity.)
Travel in private automobiles or on public transportation to museums, historical sites, etc. Potential risk of injury due to walking on uneven sidewalks, paths or terrain, exposed to unknown weather conditions.

HEALTH AND SAFETY: I have been advised to consult with a medical doctor with regard to my personal medical needs. I state that there are no health-related reasons or problems that preclude or restrict my participation in this Program. I have obtained the required immunizations, if any.

I recognize that College is not obligated to attend to any of my medical or medication needs, and I assume all risk and responsibility therefore. In case of a medical emergency occurring during my participation in the Program, I authorize in advance the representative of the College to secure whatever treatment is necessary, including the administration of an anesthetic and surgery. College may (but is not obligated to) take any actions it considers to be warranted under the circumstances regarding my health and safety. Such actions do not create a special relationship between the MCCCD and me. I release the MCCCD, its officers, officials, employees, volunteers, students, agents and assigns from all liability for any bodily injury or danger I sustain as a result of any medical care that I receive resulting from my participation in Program, as well as any medical treatment decision or recommendation made by an employee or agent of the MCCCD. I agree to pay all expenses relating thereto and release College from any liability for any actions.

ASSUMPTION OF RISK AND RELEASE OF LIABILITY. Knowing the risks described above, in voluntary consideration of being permitted to participate in the Program, I agree to release, indemnify, and defend College and their officials, officers, employees, agents, volunteers, sponsors, and students from and against any claim which I, the participant, my parents or legal guardian or any other person may have for any losses, damages or injuries arising out of or in connection with my participation in the Program.

SIGNATURE: I indicate that by my signature below that I have read the terms and conditions of participation and agree to abide by them. I have carefully read this Release Form and acknowledge that I understand it. No representation, statements, or inducements, oral or written, apart from the foregoing written statement, have been made. This Release Form shall be governed by the laws of the State of Arizona which shall be the forum for any lawsuits filed under or incident to this Release Form or to the Program. If any portion of this Release Form is held invalid, the rest of the document shall continue in full force and effect.

Signature of Program Participant

Date

New Frontiers/MCC Joint Task Force Final Report



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2411 West 14th Street, Tempe, AZ 85281-694

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The Maricopa County Community College District is a public educational institution. References to College ("College") include all of the Colleges within the Maricopa County Community College District ("MCCCD"), its officers, officials, employees, volunteers, students, agents, and assigns.

I, _____, freely choose to participate in an **AZ Outdoors Class** (henceforth, referred to as the "Program"). In consideration of my participation in this Program, I agree as follows:

RISKS INVOLVED IN PROGRAM: (Specific dangers endemic in this Program's activity.)
Road hazards and accidents during travel to and from trailheads. Injuries resulting from hiking on rough unimproved trails including but not limited to: falls resulting in breaks, sprains, lacerations; over-exertion; illness; animal or insect bites.

HEALTH AND SAFETY: I have been advised to consult with a medical doctor with regard to my personal medical needs. I state that there are no health-related reasons or problems that preclude or restrict my participation in this Program. I have obtained the required immunizations, if any.

I recognize that College is not obligated to attend to any of my medical or medication needs, and I assume all risk and responsibility therefore. In case of a medical emergency occurring during my participation in the Program, I authorize in advance the representative of the College to secure whatever treatment is necessary, including the administration of an anesthetic and surgery. College may (but is not obligated to) take any actions it considers to be warranted under the circumstances regarding my health and safety. Such actions do not create a special relationship between the MCCCD and me. I release the MCCCD, its officers, officials, employees, volunteers, students, agents and assigns from all liability for any bodily injury or danger I sustain as a result of any medical care that I receive resulting from my participation in Program, as well as any medical treatment decision or recommendation made by an employee or agent of the MCCCD. I agree to pay all expenses relating thereto and release College from any liability for any actions.

ASSUMPTION OF RISK AND RELEASE OF LIABILITY. Knowing the risks described above, in voluntary consideration of being permitted to participate in the Program, I agree to release, indemnify, and defend College and their officials, officers, employees, agents, volunteers, sponsors, and students from and against any claim which I, the participant, my parents or legal guardian or any other person may have for any losses, damages or injuries arising out of or in connection with my participation in the Program.

SIGNATURE: I indicate that by my signature below that I have read the terms and conditions of participation and agree to abide by them. I have carefully read this Release Form and acknowledge that I understand it. No representation, statements, or inducements, oral or written, apart from the foregoing written statement, have been made. This Release Form shall be governed by the laws of the State of Arizona which shall be the forum for any lawsuits filed under or incident to this Release Form or to the Program. If any portion of this Release Form is held invalid, the rest of the document shall continue in full force and effect.

Signature of Program Participant

New Frontiers/MCC Joint Task Force Final Report



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2411 West 14th Street, Tempe, AZ 85281-694

GENERAL ASSUMPTION OF RISK & RELEASE OF LIABILITY

Caution: This is a release of legal rights. Read and understand it before signing.

The Maricopa County Community College District is a public educational institution. References to College ("College") include all of the Colleges within the Maricopa County Community College District ("MCCCD"), its officers, officials, employees, volunteers, students, agents, and assigns.

I, _____, freely choose to participate in a **Dance/Posture** Class (henceforth, referred to as the "Program"). In consideration of my participation in this Program, I agree as follows:

RISKS INVOLVED IN PROGRAM: (Specific dangers endemic in this Program's activity.)
Falls, muscle or joint strain, injury to feet or other parts of body.

HEALTH AND SAFETY: I have been advised to consult with a medical doctor with regard to my personal medical needs. I state that there are no health-related reasons or problems that preclude or restrict my participation in this Program. I have obtained the required immunizations, if any.

I recognize that College is not obligated to attend to any of my medical or medication needs, and I assume all risk and responsibility therefore. In case of a medical emergency occurring during my participation in the Program, I authorize in advance the representative of the College to secure whatever treatment is necessary, including the administration of an anesthetic and surgery. College may (but is not obligated to) take any actions it considers to be warranted under the circumstances regarding my health and safety. Such actions do not create a special relationship between the MCCCD and me. I release the MCCCD, its officers, officials, employees, volunteers, students, agents and assigns from all liability for any bodily injury or danger I sustain as a result of any medical care that I receive resulting from my participation in Program, as well as any medical treatment decision or recommendation made by an employee or agent of the MCCCD. I agree to pay all expenses relating thereto and release College from any liability for any actions.

ASSUMPTION OF RISK AND RELEASE OF LIABILITY. Knowing the risks described above, in voluntary consideration of being permitted to participate in the Program, I agree to release, indemnify, and defend College and their officials, officers, employees, agents, volunteers, sponsors, and students from and against any claim which I, the participant, my parents or legal guardian or any other person may have for any losses, damages or injuries arising out of or in connection with my participation in the Program.

SIGNATURE: I indicate that by my signature below that I have read the terms and conditions of participation and agree to abide by them. I have carefully read this Release Form and acknowledge that I understand it. No representation, statements, or inducements, oral or written, apart from the foregoing written statement, have been made. This Release Form shall be governed by the laws of the State of Arizona which shall be the forum for any lawsuits filed under or incident to this Release Form or to the Program. If any portion of this Release Form is held invalid, the rest of the document shall continue in full force and effect.

Signature of Program Participant

New Frontiers/MCC Joint Task Force Final Report



MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT
2411 West 14th Street, Tempe, AZ 85281-6942

NON-SOLICITATION / NON-DISCLOSURE AGREEMENT

Non-Credit Courses

College Name: New Frontiers For Lifelong Learning/CCE/MCC ("College")

Instructor Name: _____ ("Instructor")

Course Sponsor (if applicable): _____ ("Sponsor")

Course Section Nos.: _____ ("Courses")

Semester: Fall Spring Summer I Summer II Year: _____

I, _____, accept responsibility for the proper use of the roster for Courses for the semester(s) indicated above, and agree that the information on it will not be used for any purpose other than as is needed for course-related activities.

I recognize that MCCCDC and its Colleges are public educational institutions whose missions are to provide quality education to the citizens of Arizona. I shall not use the Courses to primarily sell services or products of any particular for-profit entity or for my own business. I understand that I may not sell items or products in class unrelated to course activity or sell any materials without prior approval by College, and that I may only sell items or products directly to students only if they relate to my instruction in a particular course.

I shall not add students' names and addresses for mailing lists, give or sell them to others, or use them for business-related or for-profit activities or other non-educational purpose. I understand that prohibition applies as well to the use of personal information, including financial information, about the student supplied in conjunction with my instruction.

I understand that I may not give any information about a student to anyone, not even to confirm a student's enrollment in the course, to anyone other than the student him or herself.

I understand that, in teaching the courses described in this Agreement, that I am subject to the non-disclosure requirements of the Family Educational Rights and Privacy Act, 20 United States Code §1232g.

I understand that violating this Agreement will result, at a minimum, in the loss of the opportunity to teach at the MCCCDC and any of its colleges in the future.

Name: _____

Title: _____

Date: _____

New Frontiers/MCC Joint Task Force Final Report

**IKON Office Solutions
Management Services
Mesa Community College**

Acceptable documents that can be submitted for copying to the Copy Center online:

- Requests for Black & White and Color Copies.
- Only MS Office Documents (i.e. Word, Excel, and PowerPoint)"

Attach completed ticket with document and e-mail to:

Copycenter@mcmail.maricopa.edu

Please be sure to complete all areas in RED

Submitted digital documents will be deleted once copies are made.

Requestor's Name: _____ EXT: _____ Building _____

Today's Date: _____ Date Job Needed: _____ Time Job Needed: _____ Call
Will Pick-up

Confidential: YES / NO Part-time: _____ Full-time: _____ Deliver _____

Copy Account #: _____ Department Name: _____

Special Instructions:

Number of Originals: _____ Number of Copies: _____ Total Copies: _____

<u>SIZE</u>	<u>PAPER</u>	<u>PRINT</u>	<u>FINISHING</u>
8 1/2 X 11	3 HP _____		GBC BIND _____
8 1/2 X 14	WHITE _____	ONE-SIDED _____	TAPE BIND _____
11 X 17	BLUE _____	TWO-SIDED _____	LAMINATE _____
	GREEN _____		SHRINK WRAP _____
	YELLOW _____	COLOR COPIES _____	CUT _____
	PINK _____		FOLD _____
	ASTROBRIGHT _____		PAD _____
	CARDSTOCK _____		
	TRANSPARENCIES _____		COLLATED _____
	OTHER _____		UNCOLLATED _____
			STAPLE _____
			CLIP _____

New Frontiers/MCC Joint Task Force Final Report

NFLL Members as Students of MCC are eligible for Student IDs and Parking Stickers.

Parking Passes for Facilitators who have classes on Dobson campus:

You can get an Employee Parking Yellow Form to display when you park in a yellow employee parking space. This pass is valid for the Dobson campus.

Passes are available from Curriculum Committee. *However, you can only use this if you do not have a Student ID parking sticker—that is, you need to make a choice between using the Employee Parking Pass OR having a Student sticker.*

Student ID & Parking Stickers

All students who park a motor vehicle on College property must register their vehicle and display a valid parking permit on the vehicle. The permit, issued by Mesa Community College, is valid for all Maricopa Community Colleges.

Get Your Student ID

To obtain a Student ID a student must have a valid photo ID such as a driver's license. There is no charge for your first Student ID, but a fee of \$5 will be charged for replacement cards. You will be photographed at the time you apply for your student ID. *You may not wear a hat for your photo so be sure to fix your hair first!*

Where to Go

Student IDs are available at the Office of Student Life and Leadership inside the Kirk Student Center at the Southern and Dobson campus or in the Mesquite building inside Enrollment Services at the Red Mountain campus.

Why Do You Need an ID?

These cards should be carried on campus and will be required for library use and some class use. Remember you can also take advantage of "Student Discounts" at movies, museums, and theme parks by having a current Student ID!

Parking Sticker - No form required!

All you need is your MCC student ID and the license plate number of your car, as well as the year, make and model of your vehicle. If you do not have your MCC student ID yet - follow the directions below and we can take your photo and issue your ID at the same time you get your parking sticker!

Procedure

Bring your ID and information to the Office of Student Life (Southern/Dobson campus) or Enrollment Services (Red Mountain). You can also pick up your parking sticker at Public Safety at either campus. See maps of Southern & Dobson or Red Mountain here.

Stickers Go Here

On autos or trucks, parking permits should be placed or affixed on the inside of the lower front windshield (driver's side) so that they may be viewed from the outside.

Appendix I
Working Teams Draft Reports

New Frontiers/MCC Joint Task Force Final Report

NF/MCC Joint Task Force on Financial Policies and Procedures

Outline

IV. Background/History

a. **Background History affecting Financial Policies.** (Rose and Pat E.)

Historical Documents:

- 1) Early History of New Frontiers
 - a. "New Frontiers for Learning in Retirement A Profile - October 1994 – November 2000" written by Mim Alexander Daulke
 - b. Printed in "New Frontiers for learning in Retirement Handbook" published in 2000 and 2003.
- 2) The Memorandum of Understanding (MOU) between NFLR and Mesa Community College as of 2000.
 - a. It was approved in 1995
 - b. Available: Version of 2000-2003
 - c. Printed in "New Frontiers for learning in Retirement Handbook" published in 2000 and 2003.
 - d. No information as to whether it was revised between 2003 and 2010, the latest version
- 3) Change of Status according to MOU
 - a. 2003: "New Frontiers for Learning in Retirement (NFFLIR) is a membership learning organization sponsored by Mesa Community College and affiliated with ALIROW, the Association of Learning in Retirement Organizations of the West.....The purpose of this memorandum is to mutually establish the basis for the operation of the organization with the support provided by Mesa Community College and its Continuing and Community Education Department."
 - b. 2010: "This Memorandum of Understanding is entered into between New Frontiers for Lifelong Learning (NFLL), an unincorporated membership learning organization sponsored by the Maricopa County Community College District (MCCCD), a political subdivision of the State of Arizona, on behalf of Mesa Community College (College.)"
"NFLL courses that College approves will be offered under this Agreement through the Center (Community Education Department) as College non-credit courses on College's campus or space that MCCCD leases... the courses become part of the curriculum of the Center, the Courses will be open to the community through membership in NFLL."

New Frontiers/MCC Joint Task Force Final Report

- 4) "Bylaws of New Frontiers for Learning in Retirement" in effect in 2003.
 - a. Printed in "New Frontiers for learning in Retirement Handbook" published in 2000 and 2003.
 - b. The Bylaws were revised a number of times—the primary reason in all cases through 2010 was to change or add a Standing Committee—from 3 in 1995 to 6 in 2013.
 - i. In 2010 "Bylaws" was changed in order to add the Volunteer Standing Committee. At this time "Bylaws" was changed to "Operating Procedures" in compliance with MCCCCD policy.
 - ii. Current version: "Operating Procedures" approved in November 2012 – no new Standing Committee.
- 5) "General Policies" in effect 2003 (Also named "Operating Procedures" or "Council Manual" in future revisions.)
 - a. Printed in "New Frontiers for learning in Retirement Handbook" published in 2000 and 2003. (We have revised the "General Policies" from time to time but not on an annual basis.)
 - b. Current version: "New Frontiers Council Manual" of November 2012

History of New Frontiers Relating to Financial Issues

Number of Members during first 5 years

First Open House September 1995 – 70 Charter members

Close of fiscal year 1998 – 261 members

Fiscal Year 2000 – 350 members

As of March 2013: 467 members

Member Dues

1995: Annual Membership: \$60 per person; Semi-Annual Membership: \$45 per person

2013: Annual Membership: \$70 per person; Early-Bird Registration (about 2/3 of our membership) at \$60; Semi-Annual: \$50

Fee paid to the College for hosting NF:

1995: \$ 8 per year per person annual; \$4 per person semi-annual

2010: \$20 per person annual or semi-annual started.

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Name Change

2005: New Frontiers Changes its name from “New Frontiers for Learning in Retirement” to “New Frontiers for Lifelong Learning

College Liaison

- 1) MOU in effect as of 2003: NFLIR was part of Community Education Department. Barbara Thelander was Director of Continuing & Community Education since New Frontiers started until her retirement in 2011.
 - a. “Responsibilities of MCC regarding College Liaison:
 - i. MCC shall provide the services of a staff liaison coordinate NFFLIR activities with MCC.”
 - ii. Our first College Liaison was: Nancy Olson, “Mesa Community College Liaison for New Frontiers.” She was appointed in 1994 and was with us until June 1999. Her time was totally dedicated to NFFLIR.
- 2) We have had other College Liaisons, April 2000: Dr. Ann Mahoney of the Philosophy Department; October 2000: Claire Keyworth, Professor Emeritus of Nursing; Community Education Department: Marie Allen and Barbara Thelander. Note: Since 1999 the time of our College Liaisons was no longer totally dedicated to New Frontiers.
- 3) MOU of 2010: “Responsibilities of MCC regarding College Liaison:
 - i. “By no later than July 1, NFLL will submit an annual report to NFLL members and to College covering activities for the subsequent fiscal year NFLL will provide copies of all NFLL advisory board meeting minutes to the College administration through the College liaison.”
 - ii. The time of the College liaison is not totally dedicated to NFLL.
 - iii. . In July of 2011 the Continuing and Community Educations Department (CCE) was placed under the direction of Leah Palmer, Director of Workforce Development and Community Partnerships. At that time Patricia Esparza, Coordinator of Community Partnerships was appointed as our College Liaison.

Finances

- 1) According to MOU in effect in 2003:
 - a. “MCC shall provide financial services including collection and disbursement of all NFFLIR funds as authorized by NFFLIR and MCC through MCC’s established administrative rules and procedures.
 - b. Seed money for the startup of the organization was provided by MCC.
 - c. New Frontiers originally had an Administration and Finance Standing Committee—these duties were turned over to Council when the Bylaws were first revised.

New Frontiers/MCC Joint Task Force Final Report

- 2) According to MOU of 2010
 - a. "Financial services including collection and disbursement of all NFLL funds as authorized by NFLL and MCCC'D's and College's established administrative rules and procedures. NFLL members are students of College and as such are covered under the Student Accident Insurance Plan.

Reimbursements:

- 1) Early policies: Amounts of up to \$25 can be reimbursed from petty cash by completing a request detailing purchase and seeing Coordinator in Community Education.
 - a. Any expense over \$25 has to be approved by a Chair or Vice Chair.
 - b. Facilitators were told they could spend up to \$25 for a Class, however, they had to bring in a receipt for the item purchased and no reimbursements for the purchase of food.
 - c. Council must approve non-recurring requests for expenses.
 - d. After Nancy Olson left in 1999, Members planning events worked with Ann Cox who handled all the details.

2) Current Policies

- a. Amounts of up to \$200, that have been authorized by Council, are requested via the College Liaison who prepares and administrates a petty cash voucher. Once the funds are available, designated members make the purchase and return receipts and leftover cash to the College Liaison. No reimbursements are permitted.
- b. Authorized members can purchase from vendors with an Open Purchase Order
- c. A new Purchase Order can be created for a specific vendor via a request to College Liaison.
- d. All events that include food require an "Official Function Form."

Conference Expenses

- 1) Early policies: NFLR will pay the full business expenses for our council designated representatives to such conferences as ALIROW and EIN.
- 2) Current: No recent Conferences

History of Activities and Events – From Review of Newsletters

First Five Years

New Frontiers/MCC Joint Task Force Final Report

1) Activities and events instituted during the first five years – 1996-2000

a. Council

- i. Two general membership meetings—Fall and Spring
- ii. Surveys of Membership
- iii. Sunshine Committee
- iv. Scholarship Committee - \$1,000 annual divided among 4 recipients.
 1. Fundraising via “Breakfast for the Mind,” seminars, travel program and other fundraisers.
- v. Annual Travel Program

b. Curriculum

- i. Two semesters of classes plus some summer classes
- ii. Classes at various MCC locations and off-site
- iii. Sponsored Faculty Lecture Series: MCC and ASU Faculty
- iv. Publishing of Semi-Annual Class Schedule

c. Membership/Curriculum

- i. Two Open Houses—one per semester
- ii. Communications to members: Mailings, Newsletter, website, *Listbot* (similar to current *Infolist*.)
- iii. Member Database was stored on Peggy Randolph’s computer
- iv. Name tags and other promotional items

d. Social and Volunteer

- i. Holiday Party, Spring Picnic, annual July 4th and New Year’s Celebrations.
- ii. Out-to-Lunch Bunch
- iii. “Coffee Classics” at the Symphony

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iii. Volunteer Events to College:

1. Advisement/Registration
2. Support for MCC Rose Garden
3. Empty Bowls
4. Water Safety Day
5. Fundraisers for Scholarship Committee

iv. Volunteer Events to Community

1. KAET Fund Drive
2. America Reads
3. Friendship Family International Student Program
4. Adopt-A-Family

Since 2000—these activities are still in place 2013

New Member Coffee each semester.

Membership Committee Mentoring Program

Social Committee special events.

Volunteer: GED Tutoring, MCC Student Open House

Facilitator/Volunteer Luncheon

b. New Frontiers

- i. NF Programs and Services provided to the community (Rose and Pat E.)
- ii. NF Programs and Services provided to the College (Rose and Pat E.)
- iii. New Frontiers/MCC MOU (Rose and Pat E.)
- iv. **NF as a unique organization** - Defining our relationship (who are we to each other). (Leah and Gary)
 1. New Frontiers is not your typical College organization but it is not unique. There are other non-typical college organizations. New Frontiers is sometimes referred to as an independent student organization and at other times as a program of the College. It was designed to be “self-governing and self-sustaining” according to two of its most important documents:

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The Memo of Understanding (MOU) between MCC and New Frontiers and the New Frontiers Operating Procedures (bylaws).

- a. The written Memo of Understanding between the College/MCCCD and New Frontiers spells out the relationship between the two parties. The MOU has been reviewed and approved by the New Frontiers Governing Council and the College/MCCCD through their legal counsel's office. The MOU refers to New Frontiers as "a self-governing and self-sustaining community of lifelong learners." (See Appendix XYZ for a copy of the MOU.)
 - b. There is a written constitution for New Frontiers called the Operating Procedures or bylaws. The New Frontiers Governing Council, the New Frontiers General Membership (by vote) and the College's legal counsel, have all reviewed and approved the Operating Procedures (see Appendix XYZ for a copy of the 2012 Operating Procedures). They spell out how New Frontiers sees itself as an organization and how these policies, procedures and practices will be implemented in accordance with college governing regulations.
2. **Part independent student organization** – New Frontiers is a peer lead, membership organization. Members are enrolled as students and New Frontiers is sponsored by the college as a fiscal agent receiving and distributing funds for the membership.
- a. Below are other relationships that are non-typical at the MCCCD campuses:
 - b. EXAMPLE - Student clubs or associations at the college have peer leadership, sponsored staffing by the college, separate fund II fiscal accounts for activities with fundraising and grant funds accounted for. (RIO Salado's RISE "Learning for Life" nonprofit program which is similar to New Frontiers, is modeled after the Student Club structure for operating funds)
 - c. EXAMPLE - Chandler Gilbert Community College has a peer lead (NF like) organization that is external to the college as a 501 C3 but enrolls members as students for

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their classes delivered at the college facilities each fall and spring semester. The organization has separate fiscal operations and no staff sponsorship for activities but rather has a student only partnership relationship to the college.

2. Part College department/operating unit – New Frontiers is sometimes referred to as a program of the College. The MOU notes: “As a program of MCCCDC, NFLL is also subject to all applicable policies and administrative regulations of MCCCDC, as well as the laws under which MCCCDC must operate” (Section 4.1). However, having the College serve as the fiscal agent for New Frontiers fund II dollars (special funds that are fluid and not part of the approved operating budget) does not equate the New Frontiers organization or their activity as a department or operating unit of the college. The member dues, peer leadership and charter or mission of New Frontiers is external to the college. College Departments or Operating units are funded through college budgets, resources and Fund I dollars which are part of the college annual approved Operating budget. A sponsorship/partnership such as New Frontiers is distinctly different than a college department and/or operating unit as their funding is external to the college budget.

[Maybe Scott or John can help explain the difference between Fund I and Fund II dollars and what, if anything, that means in terms of practical day-to-day expenditure of funds.]

In the simplest terms – Fund I are appropriated (tax) dollars from the District. Fund II are dollars that come from other sources – ie: grants, contracts, gifts, other income sources that are not appropriated. Regardless, all funds are considered “District” resources and thus subject to the same fiscal policies.]

- d. EXAMPLE - East Valley Think Tank - External dues paying member organization that is staffed and sponsored by the college for a fee paid by the EVTT organization. This is not an operating unit or a department of the college but a sponsorship as the organization is in alignment with the mission and vision

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of MCC. This is defined as a partnership by the college.

- v. **NF as a partner/customer** (Leah and Gary) – New Frontiers is both a partner and a customer of the college with shared activities and joint accountability.

- 1. **Partner** - The New Frontiers organization and the College have a shared understanding of each other's values, mission and vision. This partnership should support the success of meeting both of the partner's missions.

- a. **EXAMPLE** - This partnership is evident in Volunteer hours provided **to the College by New Frontiers** members and the sponsorship of fiscal support and facility usage provided **by the College to New Frontiers**.

- 2. **Customer** – New Frontiers is a customer of MCC as students enrolled in noncredit courses delivered at the college which insures the New Frontiers members all of the rights and responsibilities of a student while on MCC campus.

- 3.

- a. **EXAMPLE** - As identified in the MOU, the NF member is defined as a "student" within our institution. As members of our community at large, we are committed to serve our community with the highest level of service by staff and administrators and would serve the NF members to the best of our ability.

- vi. **GROWTH OF NF** (Jeanette & Barbara)

New Frontiers is an organization dedicated to adults wishing to continue their discovery of knowledge and advance their learning. Founded in 1994, New Frontiers for Lifelong Learning was created through the auspices of the Mesa Community College and the Center for Continuing and Community Education. NFLL is a peer-led, self-governing organization with interests in learning, volunteer opportunities, travel, hiking and healthy lifestyles.

√ **The close to 500 NFLL members** represent a cross section of the community including retired professionals in education, medicine, and corporate and civil employees. Members join in **leadership roles**

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as elected officers and members of committees such as Membership, Communication, Curriculum, Volunteer and Social. **Volunteer hours to lead and support the operations of New Frontiers have been estimated at more than 7,000 member hours a year. At the Arizona minimum wage rate of \$7.80 per hour that works out to be about \$54,600 contributed by the volunteer leaders toward the organization.**

√ *One of NFLL most valuable goals is to use idle time to continue to **learn and grow**. For that purpose we use member's life experience as well as available expertise from our affiliates to offer **over 90 classes and lectures each semester**.*

AFFILIATES:

- *Mesa Community College, Southern & Dobson, Downtown Center and Red Mountain;*
- *East Valley Active Adult Centers, Downtown and Red Mountain;*
- *ASU Retirees Association;*
- *ASU Emeritus College;*
- *Mesa and Tempe Centers for the Arts;*
- *Mesa Police Department;*
- *AARP*

√ **Volunteer** opportunities are always a goal for NF members. **Members volunteered over 1,000 hours last year** to MCC in support of MCC students. At the minimum wage that translates to about \$7,800. NF members volunteered at MCC at:

- Registration
- Open house
- Homecoming
- Mentoring
- Empty Bowls
- Theater Outback
- Career counseling (Just beginning)
- Mock Interviewing (New)

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√ Each year NFLL provides further support for MCC students by offering **three \$1,000 scholarships**. Student scholarship recipients are invited to meet and speak with NFLL members at the Spring Membership meeting.

√ NFLL **members are also invited to socialize**, become better acquainted and enjoy new fun filled activities.

NFLL members believe that **we are a resource to MCC** and to the community in a number ways. Obviously, we provide volunteer help when asked. We are also a cross section of the community, available for wherever our backgrounds would be useful.

vii. NF FUTURE ASPIRATIONS (Jeanette & Barbara)

- Develop a vision and a five year strategic plan with attainable goals for the organization in consultation with MCC.
- Continue to meet with the MCC people who support NF to develop an understanding of how NF growth affects the College staff.
- Collaborate with MCC/CE staff to develop processes for NF registration, class set-up, room scheduling etc. that is efficient and effective for both MCC and NF.
- Request a yearly orientation from MCC Fiscal Staff so that NF officers and committee chairs clearly understand MCCC fiscal requirements for processing NF funds.
- Create news releases internal to MCC Faculty and Staff so that the Community knows who NF is and what we do to support MCC students.
- Identify and meet with an MCC Manager who has a broad vision of where NF volunteers will be the most effective in supporting MCC students.
- Continue to be a part of MCC's Commission on Excellence to understand MCC's message, and share that message with the external

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b. Mesa Community College - (P. Burkhart and S. Pierson)

1. MCC Mission Statement and Lifelong Learning

a. **Mission Statement:** *MCC excels in teaching, learning, and empowering individuals to succeed in our local and global community. We serve as a resource for college and career readiness, transfer education, workforce development, and life-long learning.*

b. Pertinent MCC Values:

Service Excellence - *MCC makes a positive difference in the lives of our students, community members, and each other through meaningful relationships.*

Integrity - *MCC upholds the highest standards of ethics and public stewardship.*

Individuals & Community - *MCC encourages active citizenship and embraces the diversity of people and ideas.*

c. **MCCCD (District) Vision Statement:** *A Community of Colleges—Colleges for the Community—working collectively and responsibly to meet the life-long learning needs of our diverse students and communities.*

2. MCC Programs and Services Provided to the New Frontiers Organization

Open House Tasks	MCC Staff Members	Staff Hours Annually
Run Six Rosters	Michelle, Diane, Neva	2 hrs
Turn On classes	Diane, Michelle	2 hrs
Coordinate with Registration/Cashiers for extra staff	Michelle, Steve G, Gloria S	2 hrs
Room set-up for Rm 402	Michelle, Diane	2 hrs
Registration: Average 1600+ From 1pm - 5pm	Michelle, Diane, Neva, Edith, 2 additional Staff	60 hrs

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Program Management Tasks	MCC Staff Members	Staff Hours Annually
Official Function Form (OFF) Completion	Pat	8 hrs
Retrieve Two Signatures for OFF	Pat	8 hrs
Alphagraphics Printing i.e. e-mails, proofs,	Pat	12 hrs
Events needing OFF & Quotes/Fiscal Process:	Pat	
NF Annual Meeting	Pat	2 hrs
Holiday Luncheon	Pat	2 hrs
Two Open Houses & Prep Set-up	Pat	16 hrs
New Member Coffee	Pat	2 hrs
Spring Picnic	Pat	2 hrs
Volunteer Luncheon	Pat	2 hrs
All Member Meeting	Pat	2 hrs
NF Council Operating Procedures /MOU	Pat/Leah/District Legal	16 hrs
Petty Cash Voucher Process (8 per yr)	Pat/Leah	16 hrs
Course material shipment receipt, record & distribute (Great Courses) 4/yr		2 hrs
Supply orders (5 times per yr)	Neva/Pat	7 hrs / yr
MCC NF Financial Task Force Member	Team	50
Supervisory approvals	Leah/Patrick	50 hrs/annually
Fiscal Support	Scott Olson	180 hrs/yr

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3. MCC Programs and Services Provided to New Frontiers Members

Class Scheduling	MCC Staff Members	Staff Hours Annually
Building the Schedule:		
Build NF Classes into Catalog/Coursebank	Diane, Michelle	20 hrs
Build NF Classes into SIS	Diane, Michelle	20 hrs
Book Rooms in SIS for their Classes	Michelle	20 hrs
Move classes to new rooms	Michelle	20 hrs
* 52 Classrooms in Use for NFF		
Ongoing Semester Registration		
New Frontiers Enrollment - Monday after Open House til Feb. 15	Michelle, Diane, Edith, Neva	160 hrs
Run/Print/Mail/Email rosters	All Staff	40 hrs
Instructional Support	All Staff	180 hrs
NF Council Meetings	Pat, Michelle	40 hrs

The total estimated staff hours expended by MCC staff in support of the New Frontiers Program is 890. This equates to a direct staff cost of approximately \$25,000 per year including employee related expenses.

Additionally, MCC absorbs the costs of various mailings on behalf of the New Frontiers Program as follows:

Other Expense:	
Postage:	
Mail out rosters 400 qty x .46 = \$184	\$184

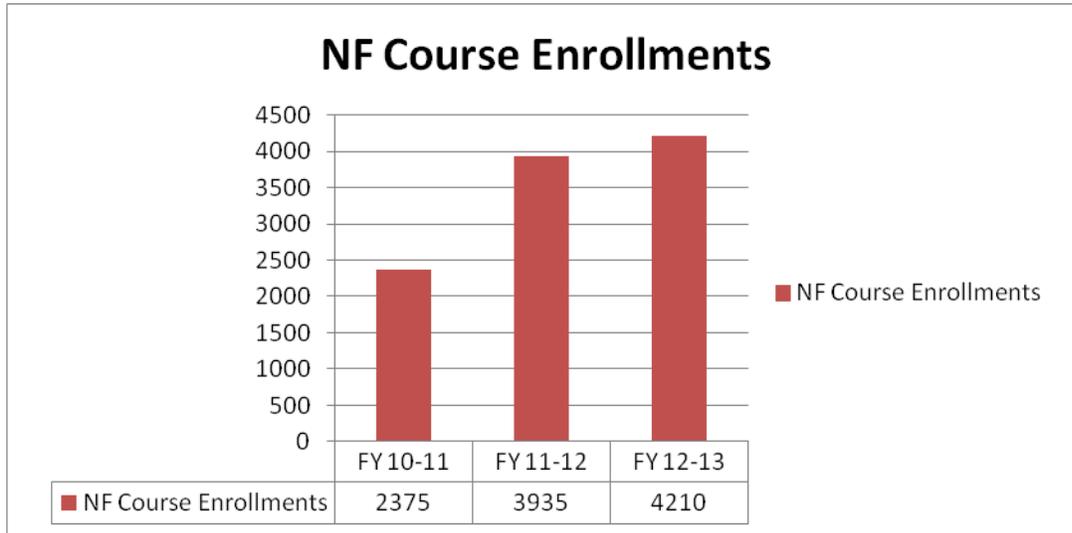
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Schedule 2/yr 900 qty x 1.44 = \$1296	\$1,296
Newsletter 3/yr 450 x 3 x.46 = \$621	\$621
Membership - 3/yr 4501-3x.46=\$621	\$621
All Member Meeting -Notices, invitations 450x.46=\$207	\$207
TOTAL	\$2,929

Chart 1

New Frontiers Course Enrollment Growth

FY 2010 -2013

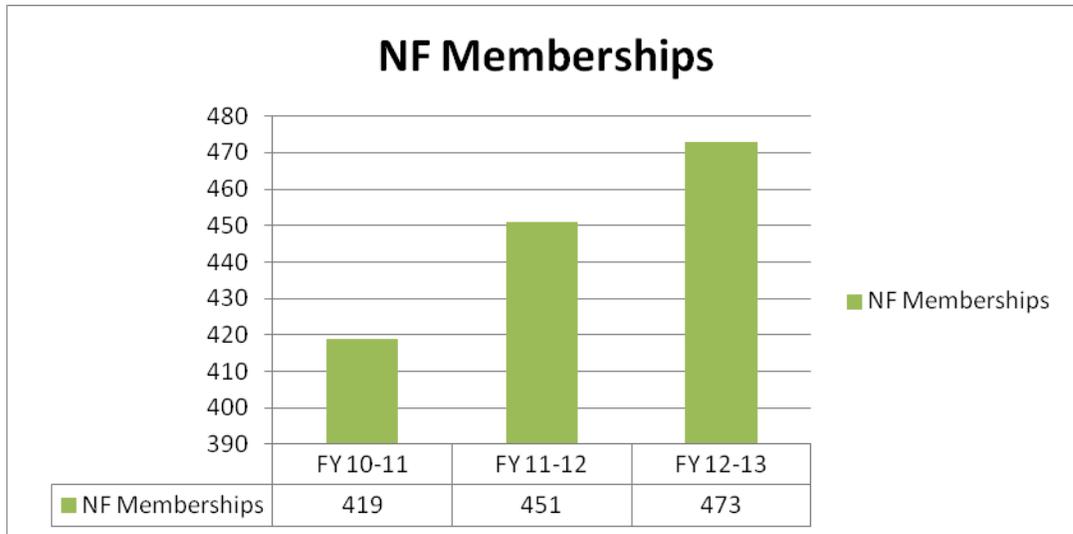


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Chart 2

Growth in New Frontiers Program Memberships

FY 2010 -2013



- c. MCCC Financial Policies as applied at MCC toward NF (John, Scott and Marlin)
 - i. The New Frontiers group is a peer-led free association of citizens who are interested in life-long learning. Mesa Community College is a part the Maricopa County Community College District (the District), which is a tax-payer and tuition supported institution. The fiscal arrangement of these two organizations working together has been problematic in the past.

New Frontiers members pay membership dues to belong to the organization, which are deposited with MCC, which tracks the use of these funds in the college’s financial system. Once those funds are deposited, they become subject to all procurement related policies and rules of the District. These rules exist for several reasons: to have proper pre-authorization for all purchases, to prohibit even the appearance of unfair purchasing practices and to obtain the best value for the taxpayers of Maricopa County. A simple purchasing process is NOT a stated reason for these policies, and these processes and rules can be cumbersome and confusing even for full-time employees of the college, not to mention for members of an outside organization.

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1) Description of partnership

(1) Provide assistance and cooperation through Community Education office staff

(2) Assist in planning, organizing and operating NF courses and programs

2) Financial Services

The Maricopa Community College District (MCCCD) is a publicly funded educational institution subject to public purchasing laws and regulations including State Statutes, Governing Board Policies, and institutional procedures. The MCC Fiscal & Cashiers Offices provide support and assistance to CE on behalf of New Frontiers.

a) Collection and disbursement of all NF funds as authorized by NF and MCCCD's and MCC's established administrative rules and procedures.

b) NF members are students of MCC:

(1) Are covered under the Student Accident Insurance Plan

(2) MCC Liaison will provide monthly MCCCD financial reports to the NF treasurer.

3) Financial Process

a) Appropriate written confirmation is provided by NF council members or Chairs to the appropriate staff of MCC to begin the Fiscal processes providing the opportunity for NF members to purchase materials: Petty Cash, Open Purchase Orders and other Vendor Purchase Orders

b) Purchased items may include: materials for class activities, instructional material, registration and enrollment items, marketing material, and contracts for special services.

c) **All** expenditures must be requested in advance of the NF's Expenditure Form

(1) Submitted to MCC Downtown Center – Coordinator Partnership Programs

(2) Do not spend cash or charge NF supplies and materials before receiving approval from the NF Chair or Council member as

(3) MCC cannot reimburse for purchases without prior approval from MCC Fiscal outside of policy.

(4) MCC's general petty cash limit is \$200 for local purchases only.

d) Petty cash provides ready cash for expenditures not available through a purchase order.

(1) Requests for petty cash must be in **writing (email)** by the Chair or Co-Chair to Coordinator Partnership Programs.

(2) Please allow up to two weeks for processing.

(3) No reimbursement for purchased items out of pocket before an approved petty cash.

(4) Receipt with the date of the purchase must be on or after the approved date on the *Petty Cash Form*.

(5) Receipts and/or cash must be returned to Coordinator Partnership Programs within 10 days after the petty cash is received

(a) Coincide with the purpose indicated on the *Petty Cash Form*

(b) Clearly indicate the items purchased and the name of the vendor/store

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- (c) **Must** be taped to one side of an 8 ½" x 11" sheet of white paper Please use multiple sheets of paper if needed
- (d) Personal items should not be purchased and/or included on petty cash receipts
- e) Any event that provides food and decorations for an event must have a signed approval from the MCC President's office
 - (1) Requirement of our Campus and District offices
 - (2) Even if you just want \$50 in Petty Cash to buy refreshments, the form must be completed and approved
 - (3) Amounts below \$50, we ask that you anticipate future needs and "bundle" your expense on one Petty Cash request
 - (4) Please copy the NF Treasurer as this paper trail becomes the mechanism for tracking expenses for your committees, and will ensure that errors are few and timelines are clear.
- f) Catering Services
 - (1) An email with the appropriate information of the event, numbers, location, and dates will be submitted to the Coordinator Partnership Programs at 480 461-6266.
 - (2) This paper trail becomes the mechanism for tracking expenses and submitting the order for your committees, and will ensure that errors are few and timelines are clear.
 - (3) See reference section for additional help
- g) Email information
 - (1) Pat Esparza pesparza@mesacc.edu
 - (2) cc: Leah Palmer lpalmer@mesacc.edu
 - (3) cc: Michelle Chambers michelle.chambers@mccmail.maricopa.edu
 - (4) cc: Diana Piorkowski piorkowski@mesacc.edu
- h) Open Purchase Orders
 - (1) Community Education creates annually for the convenience of NF members
 - (2) Usual vendors
 - (a) Office Depot provides supplies usually delivered within five days
 - (b) Alphagraphics #291 (Baseline & Extension)
 - (c) AmeriCopy (856 E. Main, Mesa)
 - (d) IKON Copy Center (Southern & Dobson)-See Committee Chair for Code
 - (e) Identify the MCC department as New Frontiers when signing the receipt
 - (f) May be sent electronically (See Reference Section)
 - (g) Order may be picked up or delivered
 - (h) CE Office must receive the delivery receipt.
 - (i) Convenience copiers, for limited, self-service copies, are located in department offices at all MCC locations.
 - (3) Other Vendor Purchase Orders
 - (a) Goods and/or services not currently covered with open purchase orders contact Coordinator Partnership Programs
 - (b) Food and/or decorations for events require an approved *Official Function Form* signed by the MCC President

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- (4) Some venues require a contract signed by MCCCCD's legal counsel, a deposit, and a purchase order to reserve banquet facilities
 - (a) Documentation of approval for the expenditure by the NF Council should accompany the request.
 - (b) Allow four weeks for processing with Coordinator Partnership Programs
- 4) Registration services NFLL membership and study groups
 - a) Study groups that are held in an MCC facility
 - i) Listed on the NF "Grid" (Fall and Spring semesters by the Curriculum Chairs) will be entered into the Student Information System (SIS) and a class number assigned
 - ii) NF members may enroll in NF classes with the prerequisite of NF membership
 - iii) It may take up to one week to complete the SIS process for the class schedule (risk forms may need to be filled out due to class activity)
 - b) Approved and reserved space on the campuses for use by NF
 - (1) Use of classrooms by will not conflict with normal college operation
 - (2) Activity space for social and open house events.
 - (3) Congregating and work space for members – assigned rooms
 - (4) Computer access and use
 - (5) Request use of the College's audio-visual equipment subject to availability at MCC sites only.
 - (6) CE staff will assign classrooms
- 5) Event space, Council, and Committee meeting rooms are scheduled
 - a) One year in advance.
- 6) Use of College's printing and copying resources
 - a) Not the cost of paper or other materials
 - b) Please see instructions under Expenditures Procedures
- 7) Provide publicity press releases, study group listings, invitations and outreach information through College publications
- 8) Provide use of College's mailing facilities but not the cost of the mailings
- 9) Utilization of College's library subject to MCCCCD regulations
- 10) College bookstore services for materials required for NF study groups
- 11) Contact information
 - a) Leah Palmer, Interim Director 480-461-6141, Downtown lpalmer@mesacc.edu
 - b) 2. Pat Esparza, Coordinator of Partnership Programs 480 461-6266, Downtown pesparza@mesacc.edu
 - c) Ann Cox, Adm. Asst. 480-461-6223 Downtown ann.cox@mccmail.maricopa.edu
 - d) Diane Piorkowski, Asst. 480-461-6254, Downtown piorkowski@mesacc.edu
 - e) Michelle Chambers, Asst. 480-461-7413, Downtown michelle.chambers@mccmail.maricopa.edu
 - d. New Frontiers Operating Procedures (Bylaws)
 - i. See Appendix XYZ for the Operating Procedures (bylaws)
 - e. New Frontiers/MCC – current financial practices (John, Scott and Marlin)

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Financial Policies: John Moll, Marlin Fried & Scott Olson

DETERMINATION OF AUTHORITY

The sections below have been extracted from their individual documents to identify the agreement and understanding between both parties as it relates to New Frontier's required compliance with the financial, accounting, procurement, management and other procedures of MCCCDC. The most pertinent information has been highlighted for ease of reading.

Reason for inclusion: Basis for current operating policies and procedures.

MOU Verbiage extracted Regarding Financial Policies:

4. Responsibilities

4.1 NFLL is governed by a set of *operating procedures* approved by NFLL membership and College. As a program of MCCCDC, NFLL is also subject to all applicable policies and administrative regulations of MCCCDC, as well as the laws under which MCCCDC must operate

4.6 College will provide assistance and cooperation through the Center's office staff in planning, organizing and operating of NFLL Courses and programs, such as:

4.6.1 Financial services including collection and disbursement of all NFLL funds as authorized by NFLL and MCCCDC's and College's established administration rules and procedures (NFLL members are students of College and as such are covered under the Student Accident Insurance Plan);

NF Operating Procedures Verbiage extracted Regarding Financial Policies:

Article IV. Governance

Section 2

The Council shall, subject to the policies of MCCCDC and the College, determine policies and procedure, direct activities and administer all the affairs of NFLL. All decisions relating to the expenditure of NFLL funds or receipt of grants or donations are subject to compliance with the financial, accounting, procurement, management and other procedures of MCCCDC including where applicable, approval of its governing body.

PROCUREMENT POLICIES

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PETTY CASH

This section identifies existing petty cash procedures and the exceptions made by the MCC Cashier's Office. The most pertinent information has been highlighted for ease of reading.

Reason for inclusion: To illustrate petty cash guidelines.

MCC Petty Cash Procedures <http://www.mesacc.edu/cashier-services/employee-services/petty-cash-procedures#purpose>

Purpose

The purpose of this document is to provide users with detailed procedures regarding the establishment and administration of a departmental petty cash fund.

Petty cash disbursements should be used only for small incidental expenditures and not as a method to bypass Maricopa County Community College District's (MCCCD) Accounts Payable and Purchasing systems.

Thus, the purpose of a petty cash fund is to provide departments with ready cash for the payment of various small expenditures not available through a purchase order (PO). It is intended for local purchases only.

Restrictions

The petty cash fund cannot be used for:

- Purchasing goods covered by an MCCCD cooperative contract. For example, office supplies that can be purchased through a purchase order with a cooperative contract with Office Depot or Office Max. These contracts provide very competitive pricing and discounts.
- Any type of professional service to either an employee or non-employee, this includes such payments for rentals and non-employee athletic event workers.
- Reimbursements of any kind, including travel. Please see the Fiscal Office for reimbursement process.
- Making personal loans, salary advances or to serve as a check cashing fund.
- The purchase of money orders, coupons, gift cards and other similar types of pre-purchase tenders to pay for goods.

Guidelines and Procedures

MCC's general Petty cash limit is \$200. The Manager of College Business Services, Dean of Administrative Services or the Vice President of Administrative Services must sign all petty cash requests over \$200.

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A petty cash must be pre-approved and issued prior to purchasing goods. The date of the receipt must be on or after the date issued on the petty cash.

Original receipts and/or cash must be returned to the Bursar/Cashier Services within (10) days after you received the petty cash. Receipts must clearly indicate the items purchased and the name of the vendor/store. All receipts must coincide with the purpose indicated on the Petty Cash Form.

It is preferred that personal items not to be purchased and/or included on the petty cash receipts. If the receipt includes combined personal and business-related purchases, the business-related items are to be circled, and personal items crossed out. Calculate and include proper sales tax with the purchases.

Petty cash for events, decorations, and food must have an Official Function Form attached (http://www.maricopa.edu/publicstewardship/governance/adminregs/fiscal/1_16.php), which must be approved with all the required signatures.

Only board-approved employees may pick up and return a petty cash. Students/Club Treasurers are not allowed to pick up petty cash. A student Club Treasurer may pick up petty cash for club functions when accompanied by their Advisor.

Only one petty cash voucher per account number can be taken out at any given time.

After the petty cash has been closed out with Cashiers, you may submit your pink copy petty cash form to Fiscal Services for Reimbursement if you spent more than the requested amount. This reimbursement process has to be approved through CFS requisitioning process.

Process

Obtain a Petty Cash Voucher from the Department administrative support staff.

Complete all of the required information and especially provide a detailed description of purchases to be made with the Petty Cash. For example, for office supplies write, “pens, pencils, paper clips”, etc. instead of just writing “office supplies”.

Attach the signed and approved Official Function form, if applicable. (<http://www.maricopa.edu/publicstewardship/governance/adminregs/appendices/FM-7.php>)

Verify that funds are available in your account. For more information visit http://www.maricopa.edu/its/bfs/CFS_GL08_Web_Financials.pdf

Obtain proper approvals for petty cash: Departmental Supervisor, Organization/Club Advisor, Department Chair, Dean, VP and/or the President.

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Present the completed and approved petty cash voucher to Cashier Services to obtain cash.

Purchase items from suppliers.

Return remaining cash and original receipts to Cashier Services within 10 business days after the petty cash was issued to you. Please do not highlight the totals on the receipts. If you want the totals to stand out you may circle them.

MCC Petty Cash Procedure Exceptions

The exceptions identified below come from an email from Jeanette Cernetic and were offered in an effort to allow flexibility to the New Frontiers program. The body of the email identifying the exceptions to existing procedures is seen below:

Hi Leah,

I am writing to follow up on the telephone conversation we had today regarding petty cash for New Frontiers. As you know there are written guidelines that outline the MCC petty cash processes and procedures. We have these available on the cashier website at <http://www.mesacc.edu/students/cashiers/pettycash.html>, but I will attach them to the end of this email as well. These procedures have been approved by MCCC's internal auditors and are accepted and enforced as such. The MCC cashier office, however, has the flexibility when the need exists, to make exceptions to these guidelines as long as the exception is justifiable, rational and still within acceptable stewardship expectations.

With this said, I would like you to know that I understand the various needs of New Frontiers and the fact that they do not operate in the same fashion as the college. The college is made up of various departments with varying needs. Each department has one or several account numbers that have budgeted funds available to use for ancillary, operational and petty cash expenditures. New Frontiers, on the other hand, also has various areas in need of funds, but it must all come from one account. MCC's guidelines permit only one petty cash to be taken out at a time from a single account number that must be returned and reconciled before another can be requested. There is also a limit of \$200 for each of these, which may, under some circumstances, be increased to \$300. One of the reasons for the limit is that petty cash should be used for smaller purchases that are customarily not a "planned" purchase and one which a purchase order is not accepted.

New Frontiers accounts are held by MCC but are not monies that belong to MCC. The accounting for the funds was negotiated years ago and one would think that New Frontiers should be able to access their funds without challenges. However, because MCC holds those funds, there is a reasonable expectation that certain rules be followed that are similar in nature to those of the college. MCC would like to show some flexibility to New Frontiers by allowing them to take out more than one petty cash at one time. New Frontiers has always been financially and fiscally responsible for their funds and have been known to reconcile quite frequently. They have people that hold positions in their council, they meet, plan and have social activities.

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In order for the college to remain fiscally responsible and still remain flexible, I would like to recommend that New Frontiers be able to take out no more than three petty cash requests at one time (exceptions may still be made, but these will not be the rule). We would also like to request the turnaround time to return receipts to be no more than fourteen (14) business days. Experience has shown that the longer a petty cash stays out, the higher the risk for loss of receipts or cash. The college turnaround time is ten (10) business days. I hope that this sounds reasonable enough to allow some flexibility to them. If there are further things you wish to discuss or things that come up in future meetings, let me know and we can come up with a solution. Once again, I have copied MCC's petty cash guidelines to this email for your review. If you have any questions let me know.

Jeanette

PROCUREMENT POLICIES

REQUISITIONS / PURCHASE ORDERS / OPEN PURCHASE ORDERS

The URL for each of the two documents identified below has been provided so that the entire set of procedures and the guide for their use can be viewed.

MCCCD Purchasing Procedures Manual:

<http://www.maricopa.edu/purchasing/pmanual.pdf>

Employee Purchasing Guide: <http://www.maricopa.edu/purchasing/epg.pdf>

As most New Frontiers concerns are related to the requisitions/purchase orders process, the Dollar Limits and Requirements section of the Maricopa Community College District Purchasing Procedures Manual has been inserted below. The situations that apply to New Frontiers have been highlighted for ease of reading.

Reason for inclusion: To illustrate purchasing dollars limits and award criteria and some of the competitive bid rules.

MCCCD Purchasing Procedures Manual Verbiage extracted regarding Dollar Limits:

104: Dollar Limits and Requirements

Procurement Transactions and the rules that govern how they are managed are based upon aggregate dollar amount and type of purchase. The guidelines are as follows:

104.1 Purchases for \$50,000 and Greater Amounts; The Invitation for Bid Process

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104.2 Purchases for \$50,000 and Greater Amounts; The Request for Proposal Process

104.3 Purchases from \$10,000 to Under \$50,000

104.4 Purchases greater than \$2,500 to under \$10,000

The procurement of goods and services in amounts from \$2,500 to under \$10,000 shall be made with as much competition as is practical and deemed necessary by the Purchasing Manager.

This may include verbal or written quotations from two or more vendors. These quotations may be obtained by either the responsible buyer or the requisitioning department and is subject to review and approval by Purchasing.

Supporting documentation and price quotations are maintained as part of the purchasing file.

In all competitive procurement, the award is made by the Purchasing Department to the vendor with the lowest price for the good or service that conforms to specifications and other requirements.

104.5 Purchases of \$2,500 and less

Purchasing transactions of \$2,500 or less are not subject to the competitive process. A Limited Purchase Order may be created and approved by the college Fiscal Agent for transactions up to this limit. This purchase amount does not include tax or freight. (See 105; Purchasing Documents.)

104.6 Splitting Purchases

Purchasing transactions are not to be artificially divided or fragmented in order to meet the lesser requirements of lower dollar transactions.

104.7 Confidentiality of Price and Other Information

Price and other confidential information provided by vendors shall not be

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shared with competitors by any individual involved in the process. This includes requisitioners, reviewers, and Purchasing staff.

Official Functions Forms

SCOPE OF COVERAGE OF THIS REGULATION

This regulation covers expenses by MCCCCD and its colleges and centers for official functions. Its purpose is to provide fiscal and legal guidelines and standards for making certain expense decisions, and to ensure documentation of such decision-making. It applies to official function expenses regardless of the fund from which they are made. The official function object code should be used for all expenses that fall within the definition of “official function” as specified in this regulation.

DEFINITIONS

The term “official function” means an activity or item that:

1. Does not appear to be, without explanation, an ordinary and necessary function of MCCCCD as a public educational institution; and
2. Provides a tangible benefit and links directly to MCCCCD’s educational mission; and
3. Is reasonable and commensurate in value to the tangible benefit that MCCCCD will receive. Paragraphs 9 and 10 below contain some examples of activities that are not official functions, and some that may be if properly documented.

Signatory Authority

Reason for inclusion: To identify who is authorized to sign the catering agreements for NF events. Currently, members sign first, seems like they would be in jeopardy if the PO for whatever reason can't be issued.

<http://www.maricopa.edu/purchasing/pmanual/309.htm>

309.5 Contract Signatory Authority

The authorized individuals to sign contracts on the behalf of the District are set by Governing Board Policy and are as follows:

- District Contracts Manager (Assistant General Counsel);
- Vice Chancellor for Business Services, in the absence of the Contracts Manager;

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- The Director of Strategic Business Operations, in the absence of the Vice Chancellor for Business Services and the Contracts Manager.

Note: No other employee of the District is authorized to sign contracts on behalf of the District.

Purchasing Card

Reason for inclusion: To identify why the purchasing card is not a viable option for NF purchases by members.

PROGRAM OVERVIEW

INTRODUCTION

Welcome to the Maricopa County Community College District (MCCCD) Purchasing Card Program.

The fiscally driven Purchasing Card Program is designed to authorize employees to make small dollar Purchases of materials and supplies in support of operations, without undue delay. The MCCCD Purchasing Department, in conjunction with American Express and the campus fiscal agents, will issue the cards.

WHAT IS THE PURCHASING CARD?

The Purchasing Card is a credit card issued by American Express. It is a flexible purchasing tool that offers an alternative to the existing MCCCD purchasing processes and provides for an efficient and effective method of payment for items purchased. The card is to be used only for official MCCCD purchases and must follow MCCCD purchasing policies and procedures.

In Brief, a Purchasing Card is:

Authority and responsibility granted by MCCCD to individual designated MCCCD employees.

- For official District use only
- Authorized for purchases of \$2,500 or less (colleges/sites may elect for a lesser or greater amount).
- Authorized for use with only certain categories of merchants and commodities.

A Purchasing Card is NOT:

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1. A means to avoid appropriate purchasing or payment procedures.
2. A card to obtain cash, credit, or gift cards.
3. A right of employment.
4. For personal use.

WHAT ARE THE BENEFITS OF A PURCHASING CARD?

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.

OBTAINING A CARD

All participants must be permanent, full-time, board-approved employees of Maricopa Community Colleges.

- The individual must obtain approval from the department head and campus fiscal authority for participation in the program.
- Each participant must complete an Individual Purchasing Cardholder Application, and a Purchasing Cardholder Agreement.
- The department head must sign the Cardholder Agreement
- The assigned reviewer must sign a Purchasing Card Reviewer Agreement form.
- Each participant and their assigned reviewer must attend a training session before a Purchasing Card can be issued. Training sessions are held once a month. The schedule is available on the Purchasing Card Web Site.

MCCCD Purchasing Card User's Guide

CARDHOLDER LIABILITY

The Purchasing Card is a departmental corporate credit card, which does not affect the cardholder's personal credit. However, it is the cardholder's responsibility to ensure that the card is used within all MCCCD Policies and Procedures relating to the expenditure of MCCCD funds.

(See "Consequences of Failure to Comply with Program Guidelines.")

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CREDIT CARD SECURITY

- Your Purchasing Card should be treated with the same care you use with your personal credit cards.
- The cardholder is the only authorized user of the card.
- Do not lend your card to anyone.
- Do not share your account number with anyone.
- Never allow anyone else to sign on a credit receipt for you.

GUARD YOUR PURCHASING CARD ACCOUNT NUMBER CAREFULLY.

DO NOT POST IT OR WRITE IT IN A LOCATION THAT IS ACCESSIBLE TO OTHERS.

MCCCD Purchasing Procedures Manual Verbiage extracted regarding Unauthorized Purchases:

Reason for inclusion: To identify what NF members are really doing when they purchase items and expect reimbursement.

903: Unauthorized Purchases

Definition

(a) An "Unauthorized Purchase" is an agreement, a commitment, or an order for goods or services, or a change to existing contract by any person who does not have express written delegation of procurement authority to bind MCCC. This includes changes under existing contracts that are made by persons who do not have delegated purchasing authority. Unauthorized purchases are not binding on MCCC and the vendor may be advised to seek payment from the employee.

(b) Unauthorized Purchases include:

- (1) Placing an order without an approved Purchase Order.
- (2) Placing an order either before or after submitting the requisition on the assumption that a PO has or will be approved.
- (3) Over spending the authorized amount of a Blanket Purchase order.
- (4) Coercing a vendor to initiate an order on the promise that a PO is forthcoming.
- (5) Using personal funds to make a purchase of goods or services that would normally require the involvement of purchasing to secure competition, approve sole source or otherwise comply

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with MCCCDCD policy and procedure with the intent to seek personal reimbursement.

Processing an Unauthorized Purchase

When an unauthorized purchase is identified an "Unauthorized Purchase Letter" will be sent via email to all involved parties. The letter will outline the circumstances surrounding the unauthorized purchase and provide instructions for providing a response. The college president or district vice chancellor will also be copied. Prior to a purchase order being issued or a payment being authorized, Purchasing must receive a copy of written acknowledgement and approval from the college president or district vice chancellor

MCCCDCD / MCC Financial Policies as applied to NFLL Disbursements

John Moll with input from Scott Olson & Marlin Fried

- i. Formal written policies and procedures (John, Scott and Marlin)
 1. **Petty Cash** – The purpose of a petty cash fund is to provide departments with ready cash for the payment of various small expenditures not available through a purchase order (PO). It is intended for local purchases only. MCC's guidelines permit only one petty cash to be taken out at a time from a single account number that must be returned and reconciled before another can be requested. There is also a limit of \$200 for each of these, which may, under some circumstances, be increased to \$300. The college turnaround time is ten (10) business days. MCC Cashiers have recommended that New Frontiers be able to take out no more than three petty cash requests at one time (exceptions may still be made, but these will not be the rule). MCC Fiscal would also like to request the turnaround time to return receipts to be no more than fourteen (14) business days.
 2. **Requisitions** – A requisition is an electronic document created within the College Financial System (CFS) to request permission to purchase. The ultimate purpose of a CFS requisition is the creation of a Purchase Order (PO). Only employees of MCC may create CFS requisitions. Requisitions are submitted to various levels of approval and are ultimately approved by MCC Fiscal department staff. All CFS requisitions, at a minimum, must contain a description of what is being

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purchased, a CFS charge account code, and a purchasing category code.

3. **Purchase Orders** – Once a requisition has been approved, it can be used as the basis to create a Purchase Order, which is a legal document indicating that a purchase of goods and services can be made. According to District purchasing policy, any purchase over \$2,500 and less than \$10,000 requires two quotes to show evidence of competition. Any purchase over \$10,000 requires three written quotes. Further purchasing regulations can be found at www.maricopa.edu/purchasing.
 4. **Open Purchase Orders** – An open purchase order is a special type of PO for various small, recurring purchases. Instead of specifically listing the items being purchased, the description for an open purchase order may be, “Open purchase order for purchases of office supplies for operations of the New Frontiers organization – expires June 30, 2013.” Purchasing made with an open purchase order may not exceed \$2,500 in one day, and any purchases of over \$1,000 will be scrutinized by District accounts payable.
 5. **Social Events Forms / Procedures** – Procuring a social event may be complex. Any purchase whose educational purpose is not clearly evident must have both a CFS requisition and an Official Function Form (OFF) completed. The Official Function Form indicates the public purpose of why college funds are supporting such an activity. The OFF must be signed by the College President or his designee. Again, any contract to a supplier for more than \$2,500 must show evidence of competition. The MCC Fiscal department will not process a CFS requisition for a social event until the approved OFF has been received in the Fiscal department, and District Purchasing will not create a purchase order over \$2,500 without evidence of competition.
 6. **Contracts** – All contracts must be approved by District legal counsel. No employee at MCC or at New Frontiers has legal authority to sign a contract on behalf of MCC. Information on creating and using contracts may be found at <http://www.maricopa.edu/legal/blc/index.htm>
- ii. Informal policies and procedures as practiced (Jeanette and Jerry)
1. Petty cash
 2. Open purchase orders
 3. Social event forms and procedures

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- f. New Frontiers Operating Policies and Procedures Manual (See Appendix ZYZ for a copy of the NF Policies and Procedures Manual)
 - i. Role of New Frontiers volunteers in managing New Frontiers programs and finances (Pat E. and Rose F.)
 - ii. Role of MCC staff in managing New Frontiers programs and finances (Patrick and Steve)

Appendix

Suppose someone asked me “What is New Frontiers?”

By Rose Frankfort

My answer to MCC staff or new members:

New Frontiers is a membership organization for older adults who are interested in continuing to learn and socialize with others. Members are recruited primarily by word or mouth but also as a result of publications in local newspapers, flyers at community centers and our Speaker’s Bureau.

In both the Fall and Spring of each academic year, members are sent a Class Schedule, prepared by the Curriculum Committee, that lists all the classes that are being offered. Classes are presented by New Frontiers members called Facilitators, or by Presenters who are not members but who donate their services to our program. Although some of our members and presenters are retired academics, many other retirees and guest presenters share their expertise, interests and hobbies.

Unlike courses given for academic credit, New Frontiers courses may be a single lecture, a multi-session discussion or activities class or a non-classroom event such as hiking or visiting educational attractions in the East Valley. Classes are held not only on one of the MCC campuses but also at various locations provided by our Affiliate organizations.

New Frontiers members have always valued the social component of our program. Members find opportunities to socialize as they volunteer to New Frontiers by joining Committees and their attendance at events such as our biannual General Membership Events and New-Member Coffees and at our annual social events (Holiday Celebration and Picnic) and smaller social events during the course of the year. Our Annual Travel Trip is

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also an opportunity for members to get better acquainted. There is a correlation between attending social events and volunteering to the Program and to the College.

In addition, we are often told that belonging to New Frontiers improves one's health and outlook, in fact, members rarely talk about their health, having so many other interesting things to talk about.

New Frontiers is fortunate to have many members who are early adopters of new technology. Between 1995 and 2000 our most popular classes were computer classes. We had our first website, our first "listbot"-- to communicate with members via email-- and our first digital photography classes. Two years ago we put the New Frontiers Database on the "Cloud."

New Frontiers is led by a Council of elected officers and committee chairs appointed by the committees. Council benefits from the support of Mesa Community College as an institution and of the time, effort and support provided by MCC staff.

Appendix J

Provost Burkhart PowerPoint

NFLL-MCC Relationship

1995-2013

Situation Analysis

Meeting Objective

Arrive at a Common Understanding
Of
The History and Evolution
Of
The NFLL-MCC Relationship
And
Understand the As-Is Model

Relationship History

...

Evolution

MOUs

- Original – 1995
- Revisions – 2003 & 2010

NFLL Bylaws

- Multiple Revisions 1995-2013

NFLL Growth and Fee Structure

- Membership

- 1995 – 70 Members
- 1998 – 261 Members
- 2000 – 350 Members
- 2013 – 467 Members

- Fees

- 1995
 - \$60 Annual
 - \$45 Semi-Annual
- 2013
 - \$70 Annual
 - \$60 Early Bird
 - \$50 Semi-Annual

MCC Support Staffing

- 1995-1999
 - Full-Time College Liaison
- 1999-2013
 - Part-Time College Liaison
 - Staff Supporting Multiple Organizations

NFLL-MCC Relationship 2013

...

NFLL

- Partner to MCC
 - Volunteer Service Activities
 - Student Registration
 - Open House
 - Homecoming
 - Mentoring
 - Empty Bowls
 - Theater Outback
 - Career Counseling
 - Mock Interviews
 - Scholarship Support
 - President's Commission on Excellence

NFLL

- Customers of MCC
 - Event Support
 - Educational Programming Support
 - Fiscal Management
 - Communications Support
 - Administrative Support

NFLL – MCC Mission Correlation

NFLL

- Unincorporated Membership Organization
 - Continuing Education
 - Community Service
 - Enrichment Through Social Engagement

MCC

- Government Chartered Community College
 - Open Access to a Broad Base of Learners
 - “Traditional” Students
 - AA Degree
 - Career Certificate
 - H.S. Dual Enrollment
 - **Life Long Learners (Including NFLL)**
 - GED
 - Informal Education

MCC Ongoing Investment

Major Task Category	Estimated Staff Time/Year
NFLL 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. Additional expenses absorbed by MCC include mailing costs of ~ \$2,900.

NFLL Ongoing Investment

Major Category	Estimated Time/Year	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	~475 x \$20	\$9,500
Membership Dues to Support NFLL	~ \$19,000	\$19,000
Total		<u>\$90,900</u>

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 475 paying members.

Fiscal Relationship

...

Income

- Membership Dues
 - Deposited In a “Fund II Account”
 - Fixed Revenue Sharing with MCC (\$20/participant)
 - Balance Held for NFLL Activities

Expenses/Disbursements

- Governed by MCCCCD “District” Policies and Procedures
 - MCCCCD Fiscal P&Ps have become more stringent in recent years.
 - Strengthening of controls, accountability and transparency.
- Purchasing
 - \$2,500 - \$10,000
 - Minimum of Two Verbal or Written Bids
 - Subject to MCCCCD Purchasing Review
 - Less than \$2,500
 - Not Subject to Competitive Bid
 - Limited Purchase Order can be created and approved by the College Fiscal Agent
 - Petty Cash
 - \$200 Limit
 - Pre-Transaction Approval Required
 - Official Function Form may be Required
 - Cash given prior to transaction
 - Documentation supplied after the transaction

Reporting & Budgets

- MCC Staff
 - Accountable to MCC/MCCCD Fiscal
 - Accountable to NFLL Leadership
- NFLL
 - Committee Budgets
 - Approval by NFLL Leadership

Recent Concerns

- Fiscal Processes and Policies from NFLL Perspective
 - Appear Unclear or Complex
 - May be Insufficiently Agile to Support NFLL Member Activities
 - “It used to be easier than it is now”
- Fiscal Processes and Policies from MCC Perspective
 - Caught Between Two Masters
 - Compliance with MCCCD/MCC P&Ps
 - Meeting the Needs of NLFF Members
 - Time Frames for Major Transactions (Events)
 - Frequency of Jumping Through Hoops to Accommodate P&P Exceptions

Other Models

...

Similar Organizations in the MCCCD

- Rio Salado's RISE – Learning for Life
 - FUND II Organization
 - Similar to a Student Club
- Chandler-Gilbert Community College
 - NFLL-like organization
 - Operated as a free-standing 501-c-3
 - Student-Only Relationship with CGCC

NFLL Aspirations

...

NFLL Priorities

- Develop a Five Year Strategic Plan
- Understand how NFLL Growth will affect MCC Staff
- Improve Registration and Class Scheduling Process
- Obtain Yearly Orientation for NFL Officers and Committee Chairs regarding Fiscal Operations
- Increase Awareness of NFLL within MCC
- Seek Opportunities to Enhance NFLL Support of MCC Students
- Continue to Participate in MCC's Commission on Excellence and Share MCC's Message with External Community



Joint Task Force – Next Step

More Fully Delineate
Opportunities for
Relationship Effectiveness

Joint Task Force – Next Step

Definition of the Problems

In this step we are NOT looking for solutions. We are attempting to clearly define the problem.

- Problems identified in the process of researching for Section 1
 - Each Section 1 team should write up any problem(s) they identified.
- Problems contained in the preliminary outline
 - Teams will be formed to write up problem statements for these items.
- Problems identified by any Task Force member.
 - Each Task Force member should contribute problem statements for anything they have identified as a problem.

Definition of the Problem

- Problems identified in the process of researching for Section 1
- Teams:
 - Pat Esparza and Rose Frankfort
 - Leah Palmer and Gary Kleemann
 - Barbara Thelander and Jeanette Cernetic
 - Patrick Burkhart and Steve Pierson
 - John Moll, Marlin Fried and Scott Olson
 - Jeanette Cernetic and Jerry Rumley

Definition of the Problem

- Problems contained in the preliminary outline
(Teams will be formed to write up problem statements for these items.)
 - Financial Difficulties/Problems as seen from an MCC staff perspective
 - Volunteers lack of understanding of MCCCCD/College financial procedures and the problems occurring when they do innocently violate policy
 - Volunteers needing/wanting financial transactions in a short timeframe

Team Members:

Definition of the Problem

- Problems contained in the preliminary outline
(Teams will be formed to write up problem statements for these items.)
 - Financial Difficulties/Problems as seen from a NF volunteer leader perspective
 - Timeliness of payments to vendors
 - Contracting for social events costing more than \$2,500
 - Ability to act quickly to take advantage of sales or special deals
 - Cumbersome methods of making small purchases
 - Inability to be reimbursed for NF purchases
 - Lack of knowledge of all the many financial rules of a large bureaucracy

Team Members:

Definition of the Problem

- Problems contained in the preliminary outline
(Teams will be formed to write up problem statements for these items.)
 - Financial Difficulties/Problems as seen from an MCCC CD perspective
 - Students handling “college” funds
 - Maintaining proper accountability with college staff and with student volunteer leaders

Team Members:

Definition of the Problem

- Problems identified by any Task Force member.
 - Each Task Force member should contribute a problem statement for anything they have identified as a problem

Next Meeting

Monday, April 1 at 1:30 p.m.

(no joke)

Please post your Problem Statements to the blog and email them to Patrick and Gary by **Wednesday, March 27th**.

Blog: nfmccjtf.blogspot.com

Insert PowerPoint PDF Here

Appendix K

Problem Statements

New Frontiers/MCC Joint Task Force Final Report

Problem Statements

Background: Three independent things are conspiring to make things more difficult:

- New Frontiers membership is experiencing an enrollment increase to almost 500 members;
- The College is experiencing an enrollment drop with increased financial pressures and has placed an increased emphasis on strictly enforcing financial policies; and
- New Frontiers is the only College program supporting the MCC Mission of Lifelong Learning. College resources supporting Lifelong Learning have been reduced in recent years and might be further reduced.

1. **Problem Statement:** MCCCDC Policies are designed to hold a “board approved employee” responsible for petty cash disbursements even though the board approved employee has little or nothing to do with the actual expenditure of the cash.
2. **Problem Statement:** College resources supporting Lifelong Learning have been reduced in recent years and might be further reduced.
3. **Problem Statement:** The financial policies are not designed to react quickly to unforeseen needs, i.e., decorations for a social event tomorrow. (Should have been foreseen but was not)
4. **Problem Statement:** One of the major functions of New Frontiers is to provide social activities often involving food. MCCCDC financial policies are designed to discourage social activities and the expenditure of money on food.
5. **Problem Statement:** Increasing NFLL membership results in more classes scheduled.
6. **Problem Statement:** Increasing NFLL membership results in larger-scale events which require more strict purchasing transactions.
7. **Problem Statement:** MCC income from NFLL registrations (approx. \$9,400) does not match MCC expenses (over \$28,000) for supporting NFLL activities.
8. **Problem Statement:** MCC staff members are investing increasing time in managing/reacting to NFLL transactions, with no accompanying increase in staff.
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10. **Problem Statement:** NFLL lacks an annual volunteer training program based on a written MCC procedures manual.
11. **Problem Statement:** NFLL officers do not have access to one purchasing procedure, a purchasing credit card.
12. **Problem Statement:** There is a lack of clarity in MCCCCD/MCC rules and process for NF members obtaining payment for NF expense.
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15. **Problem Statement:** Sometimes there is a lack of collaborative planning between MCC/CE staff and NF that would anticipate NF expense requests.
16. **Problem Statement:** There is a perception of lack of communication between MCC/CE staff and NF.
17. **Problem Statement:** There is a need to better define what MCC staff does to support New Frontiers and what New Frontiers Council and volunteer leadership can do to improve processes and reduce employee staff actions.
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23. **Problem Statement:** Unforeseen events sometimes happen that call for a quick financial response. Current policies and practices do not allow for a quick nor easy response to such needs.
24. **Problem Statement:** New Frontiers volunteer leaders often do not understand MCC financial policies and procedures due to turnover and lack of mandated training sessions.
25. **Problem Statement:** Space allotment for New Frontiers needs to be defined rather than expected. (Outside resources for the NF needs to be a responsibility of the NF organization.)
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42. **Problem Statement:** Space classroom allotment for New Frontiers needs to be defined rather than expected. (Outside resources for NF space and programming needs to be a responsibility of the NF organization.)
43. **Problem Statement:** MCC and the District as a whole are experiencing a severe downturn in enrollment for the third year in a row while New Frontiers enrollment is up. Therefore, with reduced revenue, staff and programs are challenged to do more with less. Operating dollars are down and the Office of Workforce and Community Partnerships needs to create new revenue streams through non-credit programs.
44. **Problem Statement:** This new focus (#43 above) for the Office of Workforce and Community Development will be using staff and resources currently dedicated to New Frontiers leaving New Frontiers with even less support than currently exists.
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53. **Problem Statement:** Policies and Practices are not the same. District or College Policies are not able to be changed by our group but can be recommended for change to the College Administration and the Governing Board; however, practices that may cause financial concerns can be changed.

Vendor practices issues:

54. **Problem Statement:** Delayed payment - Invoices are paid late due to not being sent directly to District Accounts Payable Office rather than MCC office.
55. **Problem Statement:** Contracting for social events costing more than \$2,500 (No Choice, if vendor requires an agreement)
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57. **Problem Statement:** Committee members acting as vendors point of contact
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59. **Problem Statement:** NF committee members wanting to stay involved in the vendor payment process

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60. **Problem Statement:** Committee members stating incorrect information to vendors

Process Practices Issues:

61. **Problem Statement:** Delayed payment - Invoices are paid late due to no Purchase Order number on the invoice with Open PO's .

62. **Problem Statement:** Official Function forms require high level signatures from administrators who may not be available on short notice.

63. **Problem Statement:** NF volunteers are frequently not aware of District purchasing guidelines, especially in regards to advance authorization.

64. **Problem Statement:** District purchasing processes require MCC employees to conduct transactions on behalf of NF.

65. **Problem Statement:** MCCCCD Board rules designed to protect public dollars spent by academic departments applied to volunteer run student organization serving its members

66. **Problem Statement:** Cumbersome Petty Cash methods of making small purchases making the ability to act quickly to take advantage of sales or special deals

67. **Problem Statement:** Inability to be reimbursed for NF purchases (Vendors & Employees Only)

68. **Problem Statement:** Students (members) cannot handle "college" funds

Problems from NFLL perspective:

69. **Problem Statement:** Not being able to react to an immediate need. There will always be unforeseen situations that could be easily solved by an immediate expenditure or reimbursement. There is seemingly no way to accomplish this.

70. **Problem Statement:** Some rules don't seem to be followed or understood within MCC: Recently a situation came up about using a credit card to pay for a petty cash purchase.

71. **Problem Statement:** There was a recommendation last year to allow 3 open petty cash requests at one time, but nothing seems to have been done about it. (Or was the decision just not conveyed?)

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72. **Problem Statement:** Problems seem to have occurred that could have been prevented with better instructions, written procedures, or more careful review.
73. **Problem Statement:** A recent purchase order was re-written because the final amount exceeded the amount on the original P.O.
74. **Problem Statement:** There is no one place for NFLL volunteer leaders to find a complete set of rules for requisitioning money.
75. **Problem Statement:** It is sometimes easier to pay for something personally than to get payment through NFLL.

Problems from MCC perspective:

76. **Problem Statement:** NFLL members do not understand the rules and sometimes act independently.
77. **Problem Statement:** Information on requests is sometimes not complete.
78. **Problem Statement:** NFLL members do not allow enough time.

Problems from a taxpayer perspective:

79. **Problem Statement:** My perception is that MCC may err on the side of caution to assure that no money is spent improperly. It may not be placing enough emphasis on an efficient system. Both situations can be costly.

Appendix L

Problem Statement Clusters

New Frontiers/MCC Joint Task Force Final Report

Training Issues

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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

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resources dedicated to this partnership that is commensurate with other partnerships supported by the college.

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.

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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.

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

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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.

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

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Force while maintaining accountability and transparency and following MCCCCD 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.

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:

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- *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

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

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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

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 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.

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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 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.

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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.

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.

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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:

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

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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 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.

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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."

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.

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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.

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 MCCC. New

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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 "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

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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 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. ~~this 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

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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 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

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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.

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.

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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.

Appendix N
Action Items
Spring 2013

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April 16, 2013

New Frontiers/Mesa Community College

Joint Task Force

On

Financial Policies and Procedures

Action Items

Pursuant to the meeting of the Joint Task Force on April 15, 2013, the following action items are being implemented.

Immediate

1. The NFLL will recruit a volunteer to serve as the lead in implementing a training program, in partnership with the Center for Workforce and Community Partnerships for NFLL volunteers that focuses on proper procedures for using MCC facilities and resources.
 - a. Lead: Bruce Reid
 - b. Partner: Michelle Chambers
2. Implement NFLL registration on the NFLL website.
 - a. Lead: Michelle Chambers
3. Develop and propose a new NFLL registration fee for presentation at the May 8, 2013 meeting of the NFLL Governing Council.
 - a. Leads: Patrick Burkhart, John Moll, and Leah Palmer
4. Implement fiscal training for NFLL chairs.
 - a. Leads: Rose Frankfort and Scott Olson
5. Implement caps for NFLL class registration. Implement a policy of no late registrations.
 - a. Lead: Leah Palmer

Intermediate

1. By July 1, 2013, implement a new financial reporting procedure to the NFLL Board.
 - a. Leads: Patrick Burkhart and John Moll

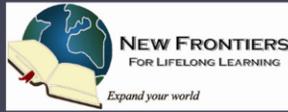
Next 12 Months

1. Complete an evaluation of MCC structure and operating costs in supporting the NFLL program.
 - a. Leads: Patrick Burkhart and the NFLL Governing Council
 - b. Time Frame: October 2013
2. Research and evaluate Rio Salado and Chandler-Gilbert operating structures and models, report to MCC and the NFLL Governing Council.
 - a. Leads: Patrick Burkhart, Leah Palmer, Pat Esparza, Gary Kleemann, Bruce Reid and Marlin Fried
 - b. Time frame: October 2013

New Frontiers/MCC Joint Task Force Final Report

3. Assess the effectiveness of **Immediate** and **Intermediate** implementation steps. Determine the need to implement further solutions, or make adjustments to existing solutions.
 - a. Task Force
4. Produce a report for MCC and the NFLL Governing Council on Design and Processes for consideration at the December meeting of the NFLL Governing Board. Meet with the NFLL Governing Board in November to review actions taken to date as well as to preview the discussion for the December meeting.
 - a. Leads: Patrick Burkhart (others?)

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.

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.

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 Burkhart 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.

NF is in the process of developing and implementing new training and orientation for committee chairs and council members.

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.

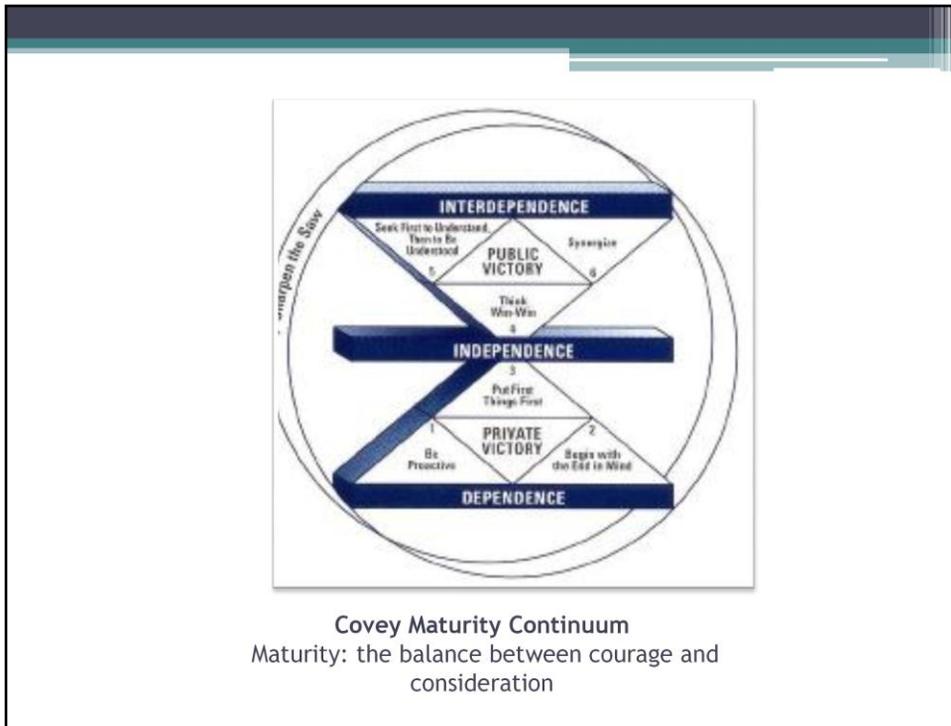
Vision: New Frontiers is a self sustaining volunteer organization designed to support the College in the delivery of a high quality low cost lifelong learning program.

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.



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		<u>\$97,400</u>

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.

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 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.

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

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.

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.

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

Insert Interdependence PowerPoint Here