

# Minutes

## Strategic Planning Committee Meeting

October 1 - 2, 2008

Hampton Inn & Suites

495S Capitol Boulevard

Boise, ID 83702

208-331-1900

**Members Present:** Committee Chair & President Elect Stan Baker, President Dr. Patrick Charlton, Scott Brittain, Dr. Bob Donaldson, Jay Eslick, David Hawk, Georgia Loutensock, Past President Terry Parker, Jerry Peacock, and Dr. Pamela Salazar.

**Absent:** Helen Mehrkens, Amy Westby

**Staff:** Leonard Paul and Dr. David G. Steadman.

### Agenda Topics

1. Mr. Stan Baker welcomed members to the meeting in Boise, Idaho
2. Information. Dr. David Steadman reviewed the information items
  - a. Commission Roster.
  - b. Standing Committee list.
  - c. Developing Consensus Guidelines for Strategic Planning in Associations – Handout material for committee information.
  - d. Loss of accreditation by Georgia school district – Information
  - e. Grand Jury Investigation – Dr. Steadman reviewed the status of a Grand Jury investigation that at this point is asking NAAS to provide copies of reports for a number of residential schools. The committee suggested that an attorney be contacted for advisement regarding submitting the requested documents.
  - f. Executive Director Evaluation - procedures and timelines were reviewed.
3. Dr. Steadman led a review of the December meeting agenda. It was agreed to add time on Monday for a topic item:
  - a. Presentation such as Strategic Planning update with its topics of finance or credit discussion.
  - b. 10:00 A.M. on Tuesday will be the AdvancEd presentation with Q & A with Dr. Mark Elgart.
4. Financing State Committees
  - a. The committee reviewed the current expenditure items: executive directors, secretaries, consultants, visitation stipends, committee meetings, rent, and operations.
  - b. Discussion of options

1. Dues increase \$.17 to \$.25 per student
  2. Percent allocation change for state committees 40% to 45% or 50%
  3. Adjust allocation according to numbers of schools in categories. \$206.00 is the current amount going to schools (40 % )
  4. Provide an application process for special funds.
  - c. Services to schools. A discussion was held that the level of services should determine what budget needs are to provide for member schools.
  - d. **Motion. After much discussion a motion was approved: To request the Finance Committee to create a budget line item providing \$60,000 to establish supplemental funding for the 2008-09 school year. State committees and the division may submit applications for supplemental funds by November 1, 2008 for consideration by the executive committee.**
  - e. **A second motion was approved: To request Stan Baker to establish a four person Strategic Planning Sub-committee to include Terry Parker, Scott Brittain, Dr. Pam Salazar, Jerry Peacock, and Dr. Dave Steadman to investigate long term state and central office commission funding options including those of other regional accreditation agencies and including internal structures such as plateaus. The sub-committee is to make recommendations at the January or February Strategic planning meeting for discussion and to prepare a final recommendation for the June Commission meeting.**
5. Credit standards. Terry Parker introduced the topic of “integrity of a credit” or “what makes up a credit.” He recommended that NAAS have schools declare how a school awards credits in member schools. Discussion included a review of two differences of credit, seat time vs. standards based.
6. There was discussion of framing a motion to send a request to the Research Committee to run a survey on what schools use to define what a credit is. Suggested content includes how schools are using credits and how are schools awarding credits, by seat time or standards based (articulation of the proficiencies tied to the course expectations and assessments).
- A motion was approved to send to the Research committee a request to study the definition of credits in our various states by June of 2009.**
7. Residential Schools. Georgia Loutensock introduced the discussion topic for the committee to consider recommending to the commission to have residential schools be a stand-alone sub-group. There are standards in place and it would clarify the differences between residential and other special purpose schools.
- After discussion a motion was approved to recommend to the commission to move Residential Schools from the Special Purpose School category to be a stand-alone category of schools.**
8. Georgia Loutensock introduced a discussion of placing language in the Policies and Procedures for when a school has not responded to recommendations (showing no progress) that the state committee can remove accreditation.

**After discussion a motion was approved to amend the language in Policy and Procedure 5.6.5.1 to clarify the state accreditation committee authority for revoking accreditation.**

9. Jay Eslick recommended to the committee to forward to the commission a recommendation to parallel the term limits for at-large members with the language for commissioners. **After discussion a motion was approved to recommend to the commission to amend the Policy and Procedures to eliminate the two three year term cap on at-large commissioners.**
  
10. The Strategic Planning sub-committee assembled for the purpose to explore long range funding options met following the committee meeting on day one of the Strategic Planning Meeting. Topics discussed included:
  - a. Build a framework of differential funding based on quantifying numbers (triggers).
  - b. Examine the full spectrum of needs.
  - c. Review the levels of services provided in each state.
  - d. Consider revenue enhancement ideas.
  - e. Result may be a new way to allocate funds to states and/or the division.Sub-committee report. Terry Parker reported that six items were listed on the Long-term Approach to New Funding Organization Models Report (See Appendix B). The Strategic Planning committee brainstormed a number of responses for four of the six areas of the approach for new funding/organization models.
  
11. Next Meeting of the Strategic Planning Committee. The next meeting was tentatively scheduled for late January or early February.

Appendix A

**TENTATIVE CALENDAR**

**Embassy Suites Hotel**  
**319 SW Pine St**  
**Portland, OR 97204**  
503-279-9000 FAX 503-497-9051

**Northwest Association of Accredited Schools**  
December 7-9, 2009

December 7	Sunday	<b>Commissioners Travel</b> <b>8:00 a.m. – noon Executive Committee Meeting</b>  <b>6:00 p.m. - 7:00 p.m. Social (agenda books available)</b>
December 8	Monday	<b>8:00 a.m. - 4:00 p.m. Meeting</b>
December 9	Tuesday	<b>8:00 a.m. - 12:00 p.m. Meeting</b>
December 9	Tuesday	<b>p.m. Commissioners Travel</b>

# COMMISSION ON SCHOOLS - DAY ONE Tentative Agenda

Embassy Suites Hotel  
319 SW Pine St  
Portland, OR 97204

503-279-9000 FAX 503-497-9051

**Monday, December 8, 2009**

8:00 a.m. – 4:00 p.m. Commission on Schools.

## **I. Preliminary Agenda**

- a. Welcome and Introductions – President Dr. Pat Charlton.
- b. Announcements – Dr. David G. Steadman.
- c. Information Items – Dr. David G. Steadman.
- d. Goals and Objectives of the Meeting – Mr. Stan Baker.

## **II. Information Items**

## **III. Consent Agenda**

- a. Approval of Agenda – President Dr. Pat Charlton.
- b. June 2008 Commission Minutes – President Dr. Pat Charlton.

## **IV. Action Agenda**

- a. Executive Council Report.
  1. Evaluation of the Executive Director.
  2. Strategic Planning Committee
  3. Recommendations for the Meeting (Robert’s Rules of Order).
- b. Executive Director Report.
  1. Northwest Association of Accredited Schools Preliminary Policies and Procedures 2010.
  - 2.
- c. Associate Director Report.

10:00 a.m. Break.

10:15 a.m.

- d. School Accreditation.
  1. States Schools – State chairs, Secretaries
  2. International and Transregional Division Schools – Amy Westby, Chair

12:30 p.m. Lunch

1:45 p.m.

## **IV. Action Agenda Continued**

- e. . Standing Committee Reports.
  1. International and Trans-regional Division– Amy Westby, Chair.
  2. Strategic Planning Committee – Stan Baker, Chair.

4:00 – 9:00 p.m. State committee meetings and dinner

## COMMISSION ON SCHOOLS - DAY TWO

Tuesday, December 9, 2009

8:00 a.m. – 10:00 a.m. Commission on Schools Reconvenes.

### VI. Action Agenda (continued)

- e. Standing Committee Reports (continued).
  - 3. Standards Committee Report – Dr. Pamela Salazar, Chair.
  - 4. Finance Committee – Jerry Peacock, Chair.
  - 5. Third Party and Research Committee – Dr. Joanne Erickson, Chair.
  - 6. Member Services Committee – Rick Powell, Chair.
  
- f. Other Reports.
  - 1. Independent Schools – Stan Baker.
  - 2. Public Members – David Hawk, Harry Gensler, and Joseph Blumberg reporting.
  - 3. Higher Education Report – Dr. Joanne Erickson.

9:45 a.m. – 10:00 a.m. Break.

10:00 a.m. – 11:30 a.m.

### V. Discussion Agenda

- a. Presentation of AdvancEd – Dr. Mark Elgart

11:30 a.m. – 12:00 p.m.

### Vote on Action Items

### VI. Other

12:00 p.m. Commission Adjourns.

Northwest Association of Accredited Schools

Strategic Planning committee Meeting

October 2, 2008

**LONG-TERM APPROACH TO  
NEW FUNDING/ORGANIZATIONAL MODELS**

**1. CURRENT SERVICE DELIVERY MODELS**

How is each state organized to deliver services and conduct business?

What service delivery structures work particularly well in a given state?

What service delivery structures are difficult to implement/manage in a given state? Why?

**2. VIABILITY OF CURRENT FUNDING MODEL**

What are the strengths and weaknesses of our current funding model?

Which states are particularly impacted in a negative manner by the current model? Why?

Which states are able to maintain a satisfactory level of services in the current model?

**3. COMMON ESSENTIAL SERVICES**

What common services should be provided in each state?

How can we deduce what services should be provided by the regional office? By the states?

What services or requirements can be eliminated as a way to free time resources?

**4. REVENUE ENHANCEMENT OPPORTUNITIES**

What strategies should be considered to enhance regional/state revenue?

**5. QUANTITATIVE TRIGGERS FOR VARIABLE FUNDING**

What quantitative triggers will maintain fairness in a variable funding model?

What organization costs or fees should be standardized among the states?

**6. FULL SPECTRUM OF ORGANIZATIONAL/FUNDING MODELS**

What new funding/organizational models should be examined in more depth?

3. Central Services

- A. Accounting and financial services.
- B. Publications
- C. Website
- D. Training
- E. Liaison – 3<sup>rd</sup> Party, State Committees, Regional's, etc.
- F. Management (Standing Committees, Commission)
- G. Annual Meetings
- H. Information dissemination
- I. Legal
- J. Personnel
- K. Application
- L. Records
- M. Skype

State Services

- A. Visitation process (Interim, Initial, Full Scale)
- B. Annual Reporting
- C. Training
- D. Fiscal
- E. Application
- F. Records
- G. Committees
- H. Website

4. Revenue Enhancement Opportunities

- A. Publications
- B. Dues Increases
- C. Marketing Items
- D. Conferences and Workshops
- E. Applications Fees
- F. Visit Fees
- G. Growth

5. Quantitative Triggers For Variable Funding Triggers

- A. Number and Size of Schools
- B. Fixed Costs for Offices
- C. Geography in the State
- D. Variable Reimbursement Instead of Flat Rate
- E. Number of State Accreditation Committee Members
- F. Training

Organizational Costs

-NONE

6. Full Spectrum of Organization/Funding Models

- A. Advanced Ed (Hybrid)

- B. Regional Executives Model
- C. Fixed Cost Model
- D. Current Model with Modifications
- E. Zero Based Models
- F. Centralized (NEASC, WASC, MSA)
- F. Merger (WASC?)
- G. Independent States