### 2002-2003 Northland Pioneer College Operational Plan

#### Final Report--Summary

**Vision #1: Access and Success.**

*We will develop creative and effective learning experiences to maximize student access to education and to enhance student achievement.*

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<tr>
<th>Access Objectives</th>
<th>Strategies</th>
<th>Outcomes</th>
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</table>
| 1. Develop and maintain courses and programs that meet emerging needs and can be offered in flexible time frames, especially Internet courses | • Identify strategies for providing support for faculty success with Internet courses. | • Internet FTSE increases from 128.66 in '01-02 to 200.54 in '02-03.  
• Survey shows 60% of faculty with premium support used service total of 23 times; 90% rated support as very useful.  
• 19 instructors have WebCT Internet courses online or in the pipeline; 41 WebCT courses taught or due for offering by Fall '03.  
• Course quality and structure standards in place  
• IGC requires clearer icons and navigation tools within online courses to improve student success.  
• Draft of booklet completed and distributed. Final publication set for May.  
• Online student evaluation forms in use Spring '03; data being collected.  
• Provides formal review of schedules prior to submission to Records/Registration.  
• Tracking cost/benefits of specific program enrollments made easier under revised guidelines.  
• Six programs under review  
Program reviews completed in Nursing and Early Childhood Education  
Six-year schedule of review revised to incorporated new programs.  
Marketing component added to criteria for development of Internet courses.  
• LAS marketing initiated through Paralegal Assn. website.  
• AA in Elementary Education due for approval; 4 certificates of proficiency approved for CTP program; 1 CoF approved for AIS |
|                                                                                  | • Identify strategies for providing support for student success with Internet courses. |                                                                                                                                         |
|                                                                                  | • Balance course schedules                                                   |                                                                                                                                         |
|                                                                                  | • Review NPC program offerings                                                |                                                                                                                                         |
|                                                                                  | • Assess Internet course marketing                                            |                                                                                                                                         |
|                                                                                  | • Increase NPC degree/program offerings                                       |                                                                                                                                         |
| 2. Recruit faculty sufficient for meeting instructional schedule needs and improving learning outcomes. | • Recruit through advertising in field-specific publications                  | • 126 Bus/Tech courses offered in dual enrollment FA '02  
• 28 dual enrollment faculty added for Bus/Tech division.  
• LAS faculty identified for potential instructional service.  
• Recruited 8 new associate faculty members in Education; 4 in English  
• 6 associate faculty hired and trained for Hopi, Ft. Defiance, Round Rock, Piñon, Lukachukai, Shonto and Whiteriver  
• 1 full-time special status position added at Whiteriver  
• Two fulltime and five clinical nursing instructors hired. |
| 3. Expand use, effectiveness, and efficiency of interactive distance learning system. | • Develop process to notify students when A-V systems go down and/or to deal with A-V faculty absences.  
• Determine ongoing applicability of Saturday and intersession courses on Video based on cost/benefits.  
• Review video class schedules  
• Upgrade all sites to newest classroom equipment.  
• Add additional video site.  
• Track course enrollment per Gen Ed schedule | • Currently testing speaker phones in all video classrooms if system goes down students can still hear and speak to instructor; working with instructors to have their class notes put on NPC web site; developing means to have course visual items on CD at local sites to students may view even if network down.  
• Friday/Saturday labor costs reduced by $7,000 from previous year with FTSE increase for same time slot. Final determination to be decided.  
• Telecourses eliminated except film/Internet telecourse combination.  
• St. Johns ITV classroom scheduled for upgrade in Fall '03; Heber date not set.  
• Whiteriver equipment tested and configured; waiting completion of building remodel to implement (May '03).  
• MAT 131, 132 classes added to schedule; next 4 years of courses scheduled and publicized |

| 4. Develop initiatives to strengthen relations and communications with high school-age students. | • Schedule meetings between NPC and its high school partners  
• Schedule Financial Aid Office high school visit  
• Advertise and promote College Goal “Saturday  
• Increase interaction of DRA and YTP coordinators at all high schools  
• Have MPR develop and implement a PR campaign geared toward the high schools.  
• Expand NAVIT partnerships | • Exceptions procedure developed on 25% dual enrollment gen ed restriction  
• 3 Admissions/Tech Prep visits completed on Navajo reservation. 3 more planned.  
• 4 new schools (Chinle, Valley, Ganado and Alchesay) brought into Dual Enrollment through Admissions contact  
• Developmental Services offer 3 NAVIT study halls at 3 campuses to support pre-nursing  
• 86 high school students contacted by Fin Aid at 5 initial high school visits  
• 70+ YTP students identified and being transitioned to NPC.  
• Five mailing campaigns made to boxholders in Navajo and Apache counties  
• Ongoing ads appear in 4 high school yearbooks;  
• “Congrats to Grads” ongoing ads appear in two major community newspaper  
• Registration ads continue in district newspapers and radio stations.  
• NAVIT and Dual Enrollment FTSE increase by 134. |
| 5. Implement strategies for working with school staff members to enhance their perceptions of the college and their inclusion in college activities. | • Improve communications with designated dual enrollment contact persons  
• Coordinate department processes and practices to streamline internal and external dual enrollment procedures.  
• Establish mentor communications with dual enrollment instructors.  
• Stage NAVIT orientation  
• Career Services develop promo plan and materials for high school, fair visits  
• Encourage Power Plant reps to visit high schools  
• Devise method of evaluating effectiveness of associate faculty  
• Develop Admissions web site  
• Identify strategies to meet influx of students from No Child Left Behind mandate  
• Advising Coordinator meets with high school staff to coordinate assessment testing & procedures.  
• Provide closed-captioning service to student w/HI accessing video system. | • Revised and improved Dual Enrollment manual and updated forms made available to all high school contacts.  
• Improved communications concerning dual enrollment process developed between Admissions and deans.  
• Clarification and timely application of faculty certification completion process.  
• Rosters being submitted in a timely manner.  
• Dual enrollment faculty included in course evaluation procedures  
• Dual enrollment faculty included in Liberal Arts CASAA deliberations  
• Bus/Tech dean visits regularly with area high school vocational directors.  
• NAVIT orientation attended by 22 NAVIT students, 20 NPC faculty, administrators and student services staffs  
• 3 high school visits completed by Career Services (Round Valley, Winslow, Holbrook), plus NPC attendance at 2003 Teen Summit in Show Low. Promo materials distributed.  
• 150 high school students contacted by Career Services through high school visits  
• Power Plant Ops program chair visits schools and power plants 4 times per year.  
• Associate Faculty evaluation forms implemented and in use at all locations. Input being evaluated.  
• Deferred to later time.  
• NPC chairs a “No Child Left Behind” Title I gathering attended by 22 representatives from area high schools.  
• Developmental labs at Piñon and Whiteriver filled.  
• Six students receive closed-captioning services with new system. |
<table>
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<tr>
<th>Success Objectives</th>
<th>Strategies</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td>1. Extend student access to services and resources.</td>
<td>- Expand NPC web page and links to better meet student needs &lt;br&gt; - Integrate “information literacy” component in courses taught. &lt;br&gt; - Develop multiple formats for student orientation. &lt;br&gt; - Fund new technology-based instructional and student services projects with Title III money. &lt;br&gt; - Upgrade open lab computers. &lt;br&gt; - Emphasize expanded Internet course opportunities for students</td>
<td>- Student Service Webs updated and continue to be enhanced; Financial Aid web nears completion with online date of May ’03 &lt;br&gt; - Low student viewing of orientation video in Fall. Spring efforts to expand availability of video met with limited success &lt;br&gt; - 22 faculty and staff trained in web page development; 7 new faculty web pages added to NPC web site &lt;br&gt; - Nursing web page due online in Fall &lt;br&gt; - Web page improved, but needs remain. &lt;br&gt; - Fifty percent of full-time faculty can identify components of information literacy; information literacy component included or embedded in 45 percent of LA curriculum. &lt;br&gt; - NPC-produced orientation video shown on continuous loop at fall registration sites. &lt;br&gt; - Nursing instructors now able to access Internet sites for classroom instruction with new laptop computers funded by Title III. &lt;br&gt; - Bio labs upgraded at multiple locations &lt;br&gt; - 50 upgraded computer lab units provided at multiple locations &lt;br&gt; - Cyber Center listings expands to ¾ page in spring schedule &lt;br&gt; - Shown to Teen Summit, high school groups, WIA students &lt;br&gt; - 4 campus Student Writing Centers open 36 hours per week. Center Student Writing Centers open 7-10 hours per seek. &lt;br&gt; - TLC course placement and tutoring services available 36 hours per week at campuses; 13-17 hours per week at centers. &lt;br&gt; - Amount of funds awarded to students through FAO increases by 8 percent; number of students served increases by 3 percent.</td>
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<td>2. Improve retention rate of Native American students.</td>
<td>- Explore feasibility of BOC courses for Hopi Center. &lt;br&gt; - Schedule meetings with WMAT Higher Ed counselor for increased involvement at Whiteriver Center &lt;br&gt; - Promote benefits of dual enrollment programs to reservation high schools. &lt;br&gt; - Support Gates Foundation grant of computers to Navajo Nation chapter houses. &lt;br&gt; - Head Start Title I tracking of teacher aides. &lt;br&gt; - Extend and strengthen articulation with post-secondary institutions.</td>
<td>- BOC 100 scheduled for SP 03 via Bus/Industry Training &lt;br&gt; - Chinle, Valley, Ganado and Alchesay brought in to Dual Enrollment process. &lt;br&gt; - New TLC instructor/advisor position in place at Whiteriver. &lt;br&gt; - 36 WMAT Dept. of Higher Education students complete College Success class Summer Session ’02. &lt;br&gt; - Alchesay HS added to NAVIT program &lt;br&gt; - Assessments for BOC &amp; Health Care programs undertaken &lt;br&gt; - 50 faculty and staff members attend diversity-themed convocation &lt;br&gt; - TLC distance learning Instructor makes face-to-face visits to Kayenta and Whiteriver classrooms. Student completion rate increased by 50% &lt;br&gt; - 45th day comparisons show 3 percent increase in Native American enrollment in ’03.</td>
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### 3. Implement improved environment for learning center testing
- Evaluate testing centers at all campuses.
- Study indicates additional staffing needed for improvement; while testing rooms relocated and sound-proofed; closed circuit cameras and other monitoring equipment will be required to respond to continuing issues. Progress report to NCA states that some improvements achieved but testing.

### 4. Improve advising process at distant locations
- Dedicate Compass testing in all locations
- Create web forms for advisors use.
- Provide training and support to advising staff.
- Develop on-line/training manual
- Implement degree audit update schedule.
- Add "North of 40" advising position.
- Provide on-site CARS training at Centers on rotational basis.
- Increase TLC staffing at centers
- Approximately 20% increase in placement tests given over previous year.
- 4 COMPASS training workshops held – all advising and TLC lab staff received at least 4 hours of COMPASS training
- Compass testing dedicated at all NPC locations.
- North 40 advising position not established due to budget consideration
- Career Services/Advising position hired – advisor providing assistance with advising at LCC and PDC on ongoing basis
- 8 CARS advising menu training sessions held in Fall/Spring semester
- CARS training sessions with advisors held at 4 centers, St Johns, S/E, Hopi and Kayenta
- TLC aides retained at all 6 centers.

### 5. Continue emphasis on student assessment of academic achievement plan that promotes improved student learning outcomes.
- Increase number of program assessments
- 19 departmental assessment reports complete for entire cycle; 5 more join cycle.

### Vision #2: Service and Cooperation
We will continue to build an organizational culture that prioritizes effective and responsive service to students and collegial collaboration among employees.

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<th>Service Objectives</th>
<th>Strategies</th>
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| 1. Provide training for both faculty and staff in customer service. | - Develop orientation program for new employees.  
- Have supervisors assign mentors to new employees.  
- Continue Advanced Connections service culture training.  
- Add customer service component to all meetings orientations, training sessions, forums, and newsletters  
- Commit to providing customer service communications to 75% of full and part-time staff members via newsletters and mailings to all staff. | - Data collected, orientation plan in progress.  
- Four new employees become test cases for new mentoring process.  
- Fall 02 All-faculty convocation deals with legal aspects of sexual harassment; Spring 03 All-faculty convocation emphasizes diversity recognition and appreciation.  
- 18 "Colors" sessions held; total attendance by NPC faculty and staff members of 308.  
- CASO newsletter electronically published 3 times during year; two Associate faculty news-letters mailed to instructors. |
2. Expand availability of student services information to faculty, students and staff.

- Put Operational Plan and/or Enrollment Management matrices on NPC web page
- Put meeting minutes on NPC web page.
- Provide web registration at campus center locations.
- Develop Web access to class rosters for instructors
- Establish feasibility of Web admissions process
- DRA coordinator attends faculty convocation and division meetings.
- Inform faculty and staff about Career Services functions and events.
- Develop means for online textbook and NPC merchandise orders.

- Multiple NPC web site pages increased by 100 percent over previous year to 600.
- Web access determined to be long-term goal. Currently CARS access to rosters made available to faculty members.
- Student Web registrations show modest increase over last year. All locations to be available for hosting Web registration by Summer '02.
- Efforts begun to initiate ADA compliance in web sites. Title III funding earmarked for assistance and consultation
- Hyperlinks to off campus textbook sources added to bookstore web page.
- Textbook buy back policy added to web page.

3. Implement improved customer service in college operations

- Select and implement target goals and strategies recommended by Enrollment Management Committee and other NPC committees and organizations.

- Outcomes to be determined summer 2003.

### Cooperation Objectives

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<th>Cooperation Objectives</th>
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| 1. Increase participation of faculty, students, and staff in college decision-making. | - Develop team-based decision-making process.  
- Promote attendance and participation in college forums, student focus groups and campus councils. | - 3 out of 4 campus councils now fully functional |
| 2. Build greater collegiality among employees | - Continue offering two CASO retreats per year.  
- Increase number of joint activities of faculty, staff and administrators.  
- Community Education & Events director to attend at least one Campus Operations Coordinator or Center Managers meeting per year.  
- Community Education & Events to develop and distribute NPC employee newsletter 1-2 times per academic year. | - 35 CASO members attend FA '02 retreat; 42 attend SP '03 retreat.  
- One convocation and 17 Colors training sessions held; 308 total number of employees attend.  
- Community Ed director becomes active resource for instruction and activities to NPC groups and sites  
- Community Ed director implemented improved communications and clarified operational and procedural functions with NPC campus coordinators and center managers. |

### Growth Objectives

**Vision #3: Growth/Vitality**

*We will integrate planned growth and change within our services in response to changes affecting our communities.*

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<th>Growth Objectives</th>
<th>Strategies</th>
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| 1. Expand corporate and community education outreach including workforce development programs. | - Complete outreach visitations to all senior centers.  
- Increase class offerings by 10% | - Planning done for senior center visitations and Coming of Age forums. "Summer Adventures" brochures developed  
- BIT stages 41 classes and seminars in FA '02 with 779 |
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<th>2. Respond to current and emerging educational training needs.</th>
<th>Attendees for 24.3 FTSE, a 16% increase over FA '01. SP totals still accruing. BIT annual report to be issued in August.</th>
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<td>Journeyman Trades training implemented</td>
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<td>CTP program updated; 4 new CoPs to be offered</td>
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<td></td>
<td>DES/WIA partnership program established</td>
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<td>AIS/WIA training projects developed at WMC/LLC PDC. Courses offered include Fire-wise landscaping, journeyman apprentices, power plant ops, CTP, and EMT initiatives developed; teacher re-certification offerings enhanced. Three TANF/BOC Hopi CDL and BOC 100 courses offered.</td>
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<td>BIT director attends Workforce Development Conference in Flagstaff; attends 3 WIA Board Meetings.</td>
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<td>Winslow Fair has 31 exhibitors with 120-140 visitors; Show Low fair has 48 exhibitors with an estimated 200-225 visitors.</td>
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- Increase FTSE by 10%.
- BIT to attend 2 local, regional or national workforce and economic development conferences.
- Director of Business & Community Education & Events to be college rep on Navajo Co. Workforce Investment Board.
- Implement with Navajo County 4 WIA training projects.
- Expand Industry Advisory Council by 2 members.
- Develop and implement 3 TANF trainings for Apache, Hopi and Navajo tribes.
- Stage joint community/NPC Job Fairs

- Respond to shortage of teachers & health care professionals through partnerships with school districts and other state/area educational institutions.
- Develop new courses/programs targeted directly to Title I requirements/needs.

- DRA/faculty to assess technology needs that will aid students with disabilities
- Hopi 2+2+2 revived
- Partnership/classes inaugurated at Piñon.
- LA Dean is named chair of state-wide ATF in Education for academic year '03-'04.
- New education faculty member hired.
- Two EDU courses articulated statewide
- Superintendent/NPC collaboration initiated with kick-off meeting attended by 24 area high school district representatives
- 4 new EDU course introduced and in process of articulation approval.
- AA in Elementary Education developed.
- FTSE in Education increases from 39.67 in 01-02 to 59.03 in 02-03.
- Smart Cap grant with NAU awarded
- Scan-and-Read technology placed in all TLC labs and 3 computer labs
- CPIII funds used to upgrade technologies used by DRA.
| 3. Using enrollment management and MPR strategies, develop new marketing programs to promote the college. | • Recruit trainers for business, classroom management for educators, fire science, health care providers, law enforcement, municipalities, power plant operations and real estate.  
• Implement seminars/workshops for above mentioned programs for continuing education in these professions. | • Approximately 34 print ads appeared in ten area newspapers and 600 spots aired on 7 local radio stations per semester.  
• Catalog revised and updated, new theme and format incorporated. Publication due in late April '03.  
• Fall 2003 is video promo target date  
• 30-second television ad produced  
• 350 ad spots to be aired on 8 national networks in Show Low, Pinetop/Lakeside, Linden and Holbrook areas through local cable break-a-ways.  
• Two different “Learning Adventure” brochures developed  
• 190 Community Education courses held, with enrollments to date of 1747. Final report issued in August. |
|---|---|---|
| 4. Extend partnership arrangements with NAVIT and other area school districts. | • Update marketing campaigns.  
• Develop in-house promotional video  
• Review offer of Cable One to film 60-second television/video ad.  
• Evaluate marketing efforts and venues to achieve maximum exposure of Community Education courses. | • Increase communication with NAVIT administrators  
• Determine strategic growth plan for NPC/NAVIT partnership.  
• Support faculty/staff awareness of NPC/NAVIT processes and procedures.  
• Increase number of dual enrollment partners.  
• Communications with NAVIT have led to increase in course offerings and enrollments  
• Strategic planning with NAVIT initiated.  
• 4 new high school districts become dual enrollment partners (Whiteriver; Kayenta, Ganado and Chinle) |
| 5. Continue improving physical facilities. | • Build new classroom/learning center building at PDC.  
• Build Performing Arts Center at SCC.  
• Remodel multi-purpose building at SCC.  
• Remove modulars from SCC.  
• Relocate modulars from WMC to Whiteriver.  
• Add science modular at S/E Center.  
• Finish landscaping Whiteriver Center  
• Finish landscaping White Mtn. Campus.  
• Paint existing facilities in need of freshening.  
• Purchase new vehicles for college-use. | • New PDC building will be operational FA '03 semester.  
• Performing Arts building will be operational in 2003.  
• SCC multipurpose building operational SP '03.  
• 3 SCC modular buildings sold to the public; remaining buildings to be used by NPC.  
• WRV currently occupying two modulars; but growth rate will necessitate expanded space needs in 2003.  
• Science classroom to be operational in SPRV FA '03.  
• Results enhance and give finished look to sites.  
• Substantial upgrade to fleet means reduced maintenance costs. |
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<tr>
<th>Vitality Objective</th>
<th>Strategies</th>
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| 1. Seek external funds for NPC projects | • Develop two grant proposals  
• Seek equipment donations for power plant program | • One grant proposal withdrawn from submission process, one not awarded, two still pending, two still in development stages  
• Large equipment donations made to PPO by 3 area power plants and one paper mill |
| 2. Promote NPC involvement in local cultural events and Community Education & Events | • Develop annual schedule of events for college by area.  
• Develop community events calendar to track district activities for potential involvement.  
• Expand NPC participation in 5 new district-wide community/ cultural events.  
• Community Education & Events head to identify community liaisons and develop network of contacts. | • Ready for distribution May 30, 2003  
• Ready for distribution May 30, 2003  
• NPC Community Education & Events involved in or stage two political forums; two coming of age forums, and Anti Drinking & Driving forum attended by 300 high school students  
• Local network of contacts expanded; effort ongoing. |
| 3. Promote economic development of small businesses | • The NPC-SBDC will increase counseling over prior years’ levels.  
• NPC-SBDC will increase number of regional training and seminar presentations.  
• NPC-SBDC will increase enrollment in for-credit small business courses.  
• NPC-SBDC will promote the utility of the Arizona Small Business Development Network to elected officials. | • Outcomes available in final reports due summer 2003 |
| 4. Consider alternative organization and goals for NPC Foundation | • Review consultant’s report  
• Evaluate and implement consultant’s recommendations  
• Increase participation in NPC Foundation activities  
• Increase community awareness of Foundation and its mission. | • Link to Foundation put on Web site.  
• More space in catalog allotted to Foundation.  
• NPC e-mail account created for foundation coordinator |

**Vision #4: Institutional Effectiveness**

_We will continue to develop quality learning experiences and organizational processes that meet or exceed the expectations of our students and communities._

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| 1. Implement a revised institutional effectiveness model | • Develop a “report card” of key indicators to report annual progress. | • First report card due out Nov. 2003  
• Inventory information quantified; will be easily tracked in future as will additional purchases. |
| 2. Integrate student tracking data into effectiveness process | • Review new IE model to see how to measure integration of tracking data.  
• Submit all necessary data to the ASSIST data base to track student academic success after leaving NPC as well as earnings for vocational students | • Data evaluation available from state in Oct-Nov. |

| 3. Implement the plan for positioning the college to meet future personnel needs | • Administration and faculty to revise salary structure, and implement for ’03-’04.  
• Administration and CASO to review salary structure for possible change’ 03-'04. | • No proposal accepted due to budget limitations for 2003-04. Discussions to continue. |

**Vision #5: Efficiency**

*We will continue to adopt efficient operational practices to assure that NPC constituents receive the highest quality services for the lowest possible cost*

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| 1. Improve NPC processes to enhance efficiency and effectiveness | • Continue Zorba/e-mail training to staff.  
• Increase digital forms by 10% and reduce paper forms by 10%  
• Inventory durable equipment purchases  
• Develop an emergency response plan. | • Completed forms include: Internet Course Evaluation, Library Reference/Research Request; Help Desk Request, 15 Internet Course assistance/contact forms. Forms under development include Career Service applications, financial aid applications and campus mail tracking forms.  
• Physical inventory of capital equipment completed.  
• General emergency draft plan developed. |
| . Evaluate expanded registration process | • Promote student access in registering for courses | • Fall registration dates revised to better accommodate student needs and NPC budget limitations.  
• Revised registration schedule to include special registration at Centers in early July for Fall ’03 classes.  
• Web registration target date set for Summer ’03. |