

# Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a regular District Governing Board Meeting open to the public on December 18, 2012 beginning at 10:00 a.m. The meeting will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

One or more Board members and/or staff members may participate in the meeting by telephone if necessary.

The public is invited to check on addenda that may be posted up to 24 hours prior to the meetings. Copies of the meeting agenda may be obtained through the Office of the President, Northland Pioneer College, Painted Desert Campus, 2251 E. Navajo Blvd., Holbrook, AZ, telephone (928) 524-7418 or (800) 266-7845 Ext. 7418, at least 24 hours in advance of the meeting. If any disabled person needs any type of accommodation, please notify Lisa Jayne at the above address or telephone number at least 24 hours prior to the scheduled time.

The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Lisa Jayne, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 17th day of December 2012, at 10:00 a.m.

\_\_\_\_\_  
Lisa Jayne, Recording Secretary to the Board

## NOTICE DISTRIBUTION

1. WHITE MOUNTAIN INDEPENDENT NEWSPAPER
2. TRIBUNE-NEWS & SNOWFLAKE HERALD NEWSPAPERS
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4. NAVAJO-HOPI OBSERVER
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6. KNNB RADIO
7. KONOPNICKI COMMUNICATIONS [KQAZ/KTHQ/KNKI RADIO]
8. KRVS RADIO
9. KTNN RADIO
10. KUYI RADIO
11. KWKM RADIO
12. WHITE MOUNTAIN RADIO
13. NPC WEB SITE
14. NPC ADMINISTRATORS AND STAFF
15. NPC FACULTY ASSOCIATION PRESIDENT
16. NPC CLASSIFIED AND ADMINISTRATIVE SUPPORT ORGANIZATION PRESIDENT
17. NPC STUDENT GOVERNMENT ASSOCIATION PRESIDENT

# Notice of Board Activity

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that Board members may gather, in numbers that constitute a quorum, on Tuesday, December 18, 2012 between 9:45 a.m. and 10:00 a.m. for the swearing in of new board members. The event will be held prior to the regular District Governing Board meeting at the Painted Desert Campus located at 2251 E. Navajo Boulevard, Holbrook, Arizona.

The Board will take no action at the swearing in event. Any questions can be directed to the Office of the President at (928) 524-7418 or (800) 266-7845, Ext. 7418.

I, Lisa Jayne, certify that this notice of Board activity, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 17th day of December, at 9:45 a.m.

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Lisa Jayne, Recording Secretary to the Board

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## Northland Pioneer College

Post Office Box 610 • Holbrook, Arizona • (928) 524-7600 • Fax: (928) 524-7612 • www.npc.edu

# Governing Board Meeting Agenda

Painted Desert Campus, Tiptoni Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona

**Date:** December 18, 2012

**Time:** 10:00 a.m. (MST)

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance.....	Chairman Jeffers
2.	Adoption of the <a href="#">Agenda</a> ..... (Action)	Chairman Jeffers
3.	Call for Public Comment.....	Chairman Jeffers
<small>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</small>		
4.	Reports:	
A.	<a href="#">Financial Position</a> .....	Vice President Hatch
B.	CASO.....	Ina Sommers
C.	NPC Faculty Association .....	Kenny Keith
D.	NPC Student Government Association .....	Melissa Luatua
E.	NPC Foundation .....	Lance Chugg
5.	Consent Agenda..... (Action)	Chairman Jeffers
	November 19, 2012 General Meeting <a href="#">Minutes</a>	
6.	Old Business:	
	<a href="#">Enrollment Report</a> .....	Vice President Vest
7.	New Business:	
A.	Adopt <a href="#">2013-2016 Strategic Plan</a> ..... (Action)	Director Bishop
B.	Amendment to <a href="#">Budget Development Calendar</a> ..... (Action)	Vice President Hatch
C.	FY 2013 <a href="#">Budget Guidelines</a> ..... (Action)	Vice President Hatch
D.	<a href="#">Termination of Lease</a> with Towns of Springerville & Eagar (Action)	Vice President Hatch
E.	<a href="#">Round Valley USD Lease</a> ..... (Action)	Vice President Hatch
F.	Accounts Receivable <a href="#">Collections</a> .....	Vice President Hatch
G.	<a href="#">NATIVE IGA</a> Amendment..... (Action)	Vice President Hatch
H.	<a href="#">Curriculum Changes</a> : Nursing Assistant Training Certificate of Proficiency; Industrial Maintenance and Operations ..... (Action)	Vice President Vest
8.	Standing Business:	
A.	Strategic Planning and Accreditation Steering Committee Report....	Director Bishop
B.	<a href="#">Human Resources</a> Update .....	Vice President Hatch
C.	<a href="#">President's Report</a> .....	President Swarhout
9.	Board Report/Summary of Current Events .....	Board Members
10.	Announcement of Next Regular Meeting .....January 15, 2013	Chairman Jeffers
11.	Adjournment ..... (Action)	Chairman Jeffers

The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President's Report. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3).

Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone. One or more Board members and/or staff members may participate in the meeting by telephone, if necessary.



## Northland Pioneer College

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NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2012 to October 31, 2012

Budget Period Expired 33%

Tax Supported Funds				
General Unrestricted				
	Current Month			
	Budget	Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Primary Tax Levy	13,167,562	3,788,014	4,021,345	31%
State Aid:				
Maintenance and Operations	1,689,700	422,425	844,850	50%
Capital				
Equalization	5,367,100	1,342,525	2,685,050	50%
Out of County Reimbursement	600,000			0%
Tuition and Fees	5,300,000	34,332	1,212,494	23%
Investment earnings	125,000	15,269	71,677	57%
Grants and Contracts	1,000,000		220,725	22%
Other Miscellaneous	200,000	26,947	65,829	33%
Transfers:	(11,750,000)	(1,113,761)	(3,914,305)	33%
<b>TOTAL REVENUES</b>	<b>\$15,699,362</b>	<b>\$4,515,751</b>	<b>\$5,207,665</b>	<b>33%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	16,491,627	1,395,636	4,531,757	27%
Operating Expenditures	7,508,620	407,802	2,102,772	28%
Capital Expenditures	199,115	3,968	29,804	15%
<b>TOTAL EXPENDITURES</b>	<b>\$24,199,362</b>	<b>\$1,807,406</b>	<b>\$6,664,333</b>	<b>28%</b>
<b>Unrestricted Plant</b>				
	<b>Current Month</b>			
	<b>Budget</b>	<b>Actual</b>	<b>Y-T-D Actual</b>	<b>%</b>
<b>REVENUES</b>				
State Aid:				
Capital	0	0	0	
Other Miscellaneous				
Transfers:	11,000,000	916,667	3,666,667	33%
<b>TOTAL REVENUES</b>	<b>\$11,000,000</b>	<b>\$916,667</b>	<b>\$3,666,667</b>	<b>33%</b>
<b>EXPENDITURES</b>				
Salaries and Wages				
Operating Expenditures				
Capital Expenditures	11,085,000	729,878	2,735,414	25%
<b>TOTAL EXPENDITURES</b>	<b>\$11,085,000</b>	<b>\$729,878</b>	<b>\$2,735,414</b>	<b>25%</b>

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period July 1, 2012 to October 31, 2012

Budget Period Expired 33%

**Restricted and Auxiliary Funds**

	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Grants and Contracts	5,400,000	209,280	1,802,405	33%
Donations				
Transfers:	600,000	155,522	199,960	33%
<b>TOTAL REVENUES</b>	<b>\$6,000,000</b>	<b>\$364,802</b>	<b>\$2,002,365</b>	<b>33%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	768,269	85,721	269,796	35%
Operating Expenditures	5,081,731	253,305	1,721,940	34%
Capital Expenditures	150,000		10,629	7%
<b>TOTAL EXPENDITURES</b>	<b>\$6,000,000</b>	<b>\$339,026</b>	<b>\$2,002,365</b>	<b>33%</b>
	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Sales and Services				
Bookstore	125,000	(30,990)	49,829	40%
Other	225,000	11,177	48,875	22%
Donations				
Transfers:	150,000	41,572	47,678	32%
<b>TOTAL REVENUES</b>	<b>\$500,000</b>	<b>\$21,759</b>	<b>\$146,382</b>	<b>29%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	355,524	20,520	75,110	21%
Operating Expenditures	144,476	24,215	71,272	49%
Capital Expenditures				
<b>TOTAL EXPENDITURES</b>	<b>\$500,000</b>	<b>\$44,735</b>	<b>\$146,382</b>	<b>29%</b>

**Cash Flows**

Cash flows from all activities (YTD) .....	\$11,023,079
Cash used for all activities (YTD) .....	\$11,548,494
<b>Net Cash for all activities (YTD) .....</b>	<b>(\$525,415)</b>

Unrestricted Fund Balance available for operations: \$8,585,000 YTD required **\$525,415** 6%



# Navajo County Community College District Governing Board Meeting Minutes

November 19, 2012 – 10:00 a.m.  
Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona

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**Governing Board Member Present:** Mr. Bill Jeffers, Ms. Ginny Handorf, Mr. Daniel Peaches

**Staff Present:** President Jeanne Swarhout; Vice President Blaine Hatch; Information Services Director Eric Bishop; Institutional Effectiveness Director Dr. Leslie Wasson; Recording Secretary to the Board Lisa Jayne.

**Others Present:** Stuart Bishop, Kenny Keith, Wendy Shepard, Melissa Webb, Tamara Martin, Ann Hess, Everett Robinson, Peggy Belknap, Ina Sommers, Maderia Ellison, Jake Hinton, Sharon Hokanson.

## **Agenda Item 1: Call to Order and Pledge of Allegiance**

Chairman Jeffers called the meeting to order at 10:00 a.m. Mr. Peaches led the Pledge of Allegiance.

## **Agenda Item 2: Adoption of Agenda**

Mr. Peaches moved to adopt the agenda as presented. Ms. Handorf seconded the motion. *The vote was unanimous in the affirmative.*

## **Agenda Item 3: Call for Public Comment**

None.

## **Agenda Item 4: Reports**

### ***Financial Position – Vice President Hatch***

Vice President Hatch reported on the first quarter of the fiscal year. Actual primary tax revenues show \$110,000 which is slightly lower by as much as half but due to less collection in the first three months of the fiscal year there is no immediate concern. Collection increases in October and November. Right now, collected revenues are at about 2% of budget. NPC receives State Aid quarterly and so will see a payment in October. 22% of tuition and fees are collected which is typical at this point of the fiscal year. After transfers out of the general fund, revenues for the months were a negative \$400,000 YTD, actual just under \$700,000. This is purely a function of cash flow and is expected.

On the expenditure side of the general fund, 19% has been spent on the College's largest expenditure of salaries, wages and benefits, and 20% overall on expenditures. \$4.8 million in expenditures YTD for the general fund and because of transfers there is a \$700,000 cash flow short fall.



Unrestricted Plant Fund revenues only come from general fund transfers; \$2.75 million has been transferred to date into the Unrestricted Plant Fund, expenditures YTD are at about \$2 million. There are some major projects that have concluded and the Painted Desert Campus project is starting.

Restricted fund was out of balance last month because of timing of reimbursements for Pell Grants. The Restricted Fund is back into balance this month with \$1.6 million in revenues and \$1.6 million in expenditures with about \$44,000 in transfers to balance the fund.

Auxiliary Fund, there is \$124,000 of revenues compared to \$100,000 YTD of expenditures which is typical for this point in the fiscal year. Cash flow from all activity YTD is \$5.2 million and cash used YTD is \$8.6 million. A budgeted \$3.4 million of Unrestricted Fund Balance was used to balance the fund. This will level off in the next few months.

### ***NPC CASO – Ina Sommers***

Ina Sommers, President of CASO, addressed the Board about the professional development scholarships awarded to students who complete NPC classes. There was \$900 allocated for this and there was \$1038 in requests. For the first time, CASO had to do a complete percentage of discounts for every award, which came out to \$899.58 out of the \$900. The CASO retreat will be next week at the restored Lorenzo Hubbell building in Winslow. The retreat theme is focusing on creating a healthier happier employee and there will also be professional development training on utilizing all capabilities of Outlook and managing email. See's Candy is being sold as a fundraiser. The CASO Compensation Committee met last week are working on salary recommendation for the coming year.

### ***Faculty Association– Kenny Keith***

Kenny Keith, President of the Faculty Association, addressed the Board and stated the Faculty Association wanted to thank Bill Jeffers for all his years of service. Most of faculty subcommittees have reported to IC and are successful so far this year with reports. Dr. Mike Solomonson, Chair of the Fine Arts and Performing Arts Department, has given permission for his paper *The Influence of George Cram Cook's Delphic Spirit on Eugene O'Neill* to be included in a published collection of scholarly papers that is expected to be published in 2013. Dr. Solomonson originally presented this paper in Delphi, Greece in 2008 at a conference that was sponsored by Interdisciplinary Center for Hellenic Studies at the Richard Stockton College in New Jersey. The Faculty Association is making progress towards negotiations for compensation for the coming year. Marina Beerli, NPC Faculty, was presented to the Board to introduce herself.

Marina Beerli introduced herself as new faculty in the Early Childhood and Elementary Ed Department. She's lived in New Hampshire, New Mexico, New Zealand and has worked in the field of education. She started in August and has been very happy with NPC and everyone's support.

Mr. Jeffers asked Kenny Keith if he was going to introduce a new faculty member every month. Kenny Keith stated he would try to do so.





***NPC Student Government Association- Wendy Shepard***

Wendy Shepard, President of SGA, stated that just before Halloween Willis Farms donated pumpkins and SGA painted and distributed to nursing homes in the area. Outdoor Club trip to Walnut Canyon was canceled due to inclement weather but are planning another excursion in the near future. SGA has decided to do a Holiday Food Drive at all campuses. All foods donated are going to be given to local agencies. SGA is making a Holiday float for Show Low Shines Light Parade and will be gathering on November 28 in Show Low in the Welding Class to work on the float. Ms. Shepard invited everyone to come help if they wanted.

Mr. Jeffers brought up the upcoming fundraiser Quiz Nite in January and how it would be nice for SGA to put together a group of students to compete. Wendy Shepard stated SGA had already expressed a desire to do this but needed more information. Mr. Jeffers stated Quiz Nite is January 18.

***NPC Foundation- Lance Chugg***

None.

**Agenda Item 5: Consent Agenda**

October 16, 2012, regular meeting minutes.

Mr. Peaches moved to approve the minutes. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

**Agenda Item 6: Old Business**

None.

**Agenda Item 7: New Business**

***7.A. Alumni Award***

Ann Hess presented Howard Carlson as Northland Pioneer College's Fall 2012 Alumni Award Winner. Howard Carlson's work and education history was shared and Mr. Carlson thanked NPC for his education opportunities and thanked his wife. Mr. Jeffers thanked Mr. Carlson for his service.

***7.B. First Read Strategic Plan 2013-2016***

Director Eric Bishop reminded the Board the Strategic Plan timeline was changing from a fiscal year timeline to a calendar year timeline so that it would coincide with budget planning. Some significant changes are proposed in Pillar 4 and Pillar 6. The 2013-2016 Strategic Plan will be sent to the College this week for input. The Board will see the final version at the December Board Meeting.

Ms. Handorf asked about the changes in Pillar 4 and 6. Vice President Hatch stated the major change in Pillar 4 was in Priority 1 dealing with Human Resources and direct involvement with students in the areas of resume building and interview skills. Career services has been proactive in these same areas so there is some question about how this might be implemented. Pillar 6 is strengthening facilities and the primary change in this pillar is moving from the planning concept of creating facility master plans to implementation activities. Facility renewal focuses on deferred maintenance, upgrading buildings and replacing facilities in ways that are most cost effective.



### **7.C. Review of FY 2013 Budget Process and Request to Accept Proposed Budget Calendar**

Vice President Hatch stated they are asking the Board to approve the proposed budget calendar earlier than in the past and are moving the initial planning process up in order to provide for additional Board input and direction in regards to assumptions and guidelines. In January there will be no Board action in regards to the budget but will bring back the budget to the Board in the case the Board would like to be updated on it.

In February there will be no action items either in regards to the budget but the budget analysis and tuition and fee schedules for first review. The rest of the budget calendar will be similar to what's been done in the past. Both CASO and Faculty Association are discussing wage recommendations so they can be built into the budget.

Ms. Handorf suggested that explaining "the Strategic Plan should drive budget," should be explained to the upcoming new board members for clarity.

Vice President Hatch addressed the Board regarding the State Budget. The charts presented in the Board packet are from JLBC. The alternate scenario is the worst case scenario for the State's budget. The other scenario does not have a \$400 million short fall in the upcoming fiscal year but shows a slight shortfall. In 2011/2012 and 2012/2013 the temporary one cent sales tax allowed for a slight surplus but will be going away at the end of this fiscal year. This is reflected in the upcoming decline in the ongoing State revenues. The normal process for budget requests will go forward. As has been requested but not funded in previous years, capital outlay will be requested again. The community college presidents met recently to discuss an approach that changes terminology and purpose of this capital state aid.

As far as State aid, NPC received capital outlay last in FY 2007/2008. Our upcoming request is about \$400,000. It was noted that operating State aid and equalization were switched on the presented charts. State Aid is the smaller amount and equalization is actually the larger component. FY 2013/2014 the total community college request, not counting the capital piece, is less than last year. But for NPC, in regards to equalization aid, there is an increase. NPC is the only equalization school that will have an increase based on formula. There is a slight decrease in operating aid as a result of declines in enrollment but it is compensated for by equalization.

Vice President Hatch referenced the graph that shows Navajo County property tax assessed valuation over the last 10 years. It peaked out in 2010 which was about a year later than statewide valuations. There was not nearly the growth as the average and that is why NPC began to receive large amounts of equalization State aid. Even though NPC's decline is not as much as the state average for 2013, the reason there's an increase based on formula is because NPC is still not at the equalization cap. The rate they cap equalization is \$1.37, for the current year, NPC is at \$1.35. The increase in equalization will most likely be a one-time event, and will find next year NPC will drop back into a decline in equalization.

Vice President Hatch summarized what past tax rates have historically been.



Ms. Handorf asked if equalization would offset what NPC would have received. Vice President Hatch stated that equalization would offset because it isn't monies coming out of the local tax base but from a state shared tax base. As has been the case, equalization is NPC's biggest component of state aid. The concern is if NPC doesn't levy the maximum the state saying locally you're not doing everything that you can so why should we add additional state shared revenues to your less than 100% effort to do everything to fund your local activities. The idea of equalization is to say some counties have less assessed valuation and therefore don't have the same capacity to provide services that others do. So equalization just average that out. There are three community college districts in the state that benefit from equalization, Eastern, Cochise and Northland Pioneer.

Bill Jeffers asked if Vice President Hatch's recommendation was that the College should continue in the same direction. Vice President Hatch stated it was, should the College move forward with that assumption or not. Bill Jeffers stated that it should move forward with that assumption.

Vice President Hatch stated in regards to tuition, early enrollment has provided revenue prior to the fiscal year in which they're actually enrolled. Changes in this policy will place the tuition revenues in the actual year in which they are enrolled. So, in general terms, tuition revenue needs to be adjusted down to reflect the change in procedures. Revenues for tuition in 2013/2014 will be flat.

On the expenditure side wages and benefits are the primary cost for NPC operations. State Retirement System continues to increase, 4/10% of increase for both employer and employee. Health Insurance has been able to keep costs down. The trust continues to operate well and there are no expected major increases in the cost of health insurance.

Bill Jeffers asked if the adjustment year end for tuition revenue will be the 2013/2014 year. Vice President Hatch stated it was done in 2011/2012 from a financial statement perspective, from a budget perspective it hasn't. Vice President Hatch's recommendation is that the budget adjustment occur in the 2013/2014 year.

Bill Jeffers stated that the carryover will not carry over from the budget at the end of this year; the board would address it in June or July. Bill Jeffers stated that throws the budget year off a little bit. Vice President Hatch stated that in 2013/2014 it does for this one time.

Ms. Handorf moved to approve the Proposed Budget Calendar for FY 2013-2014. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

#### ***7.D. Request to Accept Proposed Formation of the Arizona Community College Coordinating Council***

President Swarthout stated that Arizona Community College President's Council, which is a voluntary organization, initiated the formation in hopes of providing a central and effective point for communication to the legislature, stake holders and to the public. Six other colleges have



passed the ACCCC formation to date and it is hoped by the end of December to have all ten colleges to have signed on. There will be an increase in dues as there will be a compensated organizational structure. President Swarthout stated she wished to make it clear that the ACCCC will not direct local governing boards and will not supersede them. In addition, the voting structure will be a majority of a quorum which was to avoid an instance of one member dropping out and all momentum would just stop.

Ms. Handorf stated that a majority of a quorum could be as little as four people. President Swarthout concurred.

Ms. Handorf asked President Swarthout if the college presidents were 100% in favor of ACCCC formation and President Swarthout stated they were.

Ms. Handorf moved to approve a resolution authorizing membership in the Arizona Community College Coordinating Council. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

**7.E. Request to Approve lease for printing and duplicating equipment**

Director Bishop stated that Printing and Duplicating is requesting a lease be approved for a Konica Minolta scanning device that binds and folds documents produced in house. The current machine is at its end of life cycle and end of its lease, so this would be replacing current machine which would save \$450 a month and provide more print capacity. The new machine has more features. The 60 month lease includes a lease for equipment, monthly maintenance package, the warranty. This machine sends notice to warranty staff when it needs service. The IS Department recommends the purchase be approved.

Mr. Jeffers asked what proportion the maintenance costs were. Director Bishop stated \$250 a month for maintenance and it would provide 100,000 copies per month. The machine will be located at old downtown area in automotive.

Mr. Jeffers clarified that the lease will cost \$1500 a month.

Ms. Handorf moved to approve the lease for a Konica Minolta Business Solutions Machine in the amount of \$85,134.60 over a five year period. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

**Agenda Item 8: Standing Business**

**8.A. Strategic Planning and Accreditation Steering Committee (SPASC) Report – Director Eric Bishop**

Director Bishop stated SPASC has been working on the Strategic Plan. He asked the board to provide any feedback through the President's office. Reports to the Board will itemize any changes to the plan. President Swarthout pointed out that the College did realign the strategic plan to meet the new Higher Learning Commission criteria.



**8.B. – Human Resources Update – Vice President Hatch**

Vice President Hatch presented Sharon Hokanson the new Human Resource Director to the Board. Sharon Hokanson greeted the board and expressed her gratitude for being here and provided the Human Resource update to the Board.

The ADOC Part-time Faculty position is ready to make an offer. The Academic Advisor position has had interviews. The Faculty in Biology position is preparing for interviews. The Faculty in Philosophy position has received many applications that are under review. The Faculty in Nursing position is open until filled and currently has one application. The Small Business Analyst position is open until filled, and has received 10 applications. The Database Administrator will be interviewing this month. The Director of Administrative Systems Support has had nine applications, however none meet requirements so will be widening search. Assistant to the Campus Manager is open until filled and are currently preparing a contract. EMS Program Clerk is open until filled and have received 22 applications for that position. The Grant Project Coordinator has received three applications.

**8.C. - President's Report – President Swarthout**

President Swarthout stated there is no president's report.

**Agenda Item 9: Board Report/Summary of Current Event**

Mr. Jeffers mentioned that Quiz Nite is a fundraiser for the communities of Navajo and Apache counties for a number of charities. The winning team gets prizes but also get to choose the charities the money goes to. Mr. Jeffers stated the College did a nice job of publishing the flyer and partnering with the fundraiser. Mr. Peaches stated that yesterday his family completed a ceremony for his sister over the last 5 days.

**Agenda Item 11: Announcement of Next Regular Meeting:** December 18, 2012.

**Agenda Item 12: Adjournment**

*The meeting was adjourned at 11:31a.m. upon a motion by Mr. Peaches, a second by Ms. Handorf, and a unanimous affirmative vote.*

Respectfully submitted,

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Lisa Jayne  
Recording Secretary to the Board



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Bill Jeffers  
Chairman

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Ginny Handorf  
Board Secretary

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DRAFT





## **REQUEST TO ADOPT THE NORTHLAND PIONEER COLLEGE 2013-2016 STRATEGIC PLAN**

### **Recommendation:**

Staff recommends the adoption of Northland Pioneer College's 2013-2016 Strategic Plan.

### **Summary:**

The College's Strategic Plan is evaluated and revised annually. In November 2012, staff presented the revised 2013-2016 Strategic Plan as a first read.

The differences between the first read version and this final version of the plan will be presented during the December District Governing Board meeting.

The Strategic Planning and Accreditation Steering Committee (SPASC) requested input from all college employees during this revision process.





# **Northland Pioneer College Strategic Plan 2013-2016**

## **Presidential Strategic Initiatives, January 2013**

Northland Pioneer College's updated 2013-2016 Strategic Plan is thorough and well thought out. However, the president of the college has identified certain strategic initiatives that must move rapidly to the forefront of college planning, decision-making and implementation. Additionally, the recently unveiled requirement by the Higher Learning Commission for a new accreditation pathway demands immediate attention to these initiatives. The president is issuing the following strategic initiatives as a preface to the NPC Strategic Plan; these strategic initiatives must be the main focus of our work together for the next several years.

1. Complete preliminary design of Open Pathway electronic portfolio and begin using the portfolio by November 2013
2. Orient college-wide actions, planning and budgeting toward student success
3. Determine and implement initial performance metrics for student success
4. Continue rollout of web conferencing for course scheduling and delivery
5. Develop one significant new partnership to enhance opportunities for students and communities
6. Continue to dedicate available resources to support network and technology infrastructure, new accreditation model, assessment of student learning and facilities infrastructure

**Pillar 1:** **Improve Student Learning and Success in all Instructional Areas**

Overall Responsibility: Vice President for Learning and Student Services

**Priority 1:** **Improve Student Success**

Next Major Milestone: May 30, 2013

Responsibility: All NPC

**Goals:**

**1.1.1 Develop learning opportunities to assist with student success**

*Supports HLC Core Components 2de, 3acd, 4ac*

- Research new program possibilities in each division to meet community and student needs
- Assess the need for alternative curriculum, scheduling, and delivery systems in each division
- Continue to expand internship opportunities
- Improve pedagogical strategies and techniques to enhance student learning in all divisions

**1.1.2 Provide a culture of continuous improvements in all courses/programs that reflects current technology and global knowledge**

*Supports HLC Core Components 2de, 3abde, 4abc*

- Implement Information Literacy Competency Standards for Higher Education in all divisions
- Review, expand and create programs and course offerings
- Continue improvement of distance education delivery systems i.e. online offerings, hybrid courses, audio, video, and smart classrooms

**1.1.3 Evaluate, document, and improve learning and learning environments in all courses and programs**

*Supports HLC Core Components 2de, 3bde, 4abc*

- Develop a schedule in each division to audit and evaluate curriculum to assess current viability
- Utilize student success data to schedule courses
- Update curriculum programs and course offerings in response to community and workforce needs and student interests
- Revise and improve program review processes in all divisional areas
- Investigate and implement optimal class size according to discipline
- Determine data needed and reporting system for e-Portfolio
- Develop an approach for scheduling that allows an increase in student completion rates

**1.1.4 Create adequate support services to enhance student success**

*Supports HLC Core Components 2de, 3cd, 4c*

- Strengthen the link of information sharing between advisors and instruction
- Implement testing and instruction for basic computer literacy (such as ICT095)
- Expand and advertise study areas for students
- Establish and implement a policy of student access to faculty

## **Priority 2**

## **Arts and Science**

Next Major Milestone: May 30, 2013

Responsibility: Dean of Arts and Science

### **Goals:**

#### **1.2.1 Expand distance delivery of general education through audio, video, and smart classrooms**

*Supports HLC Core Components 3acd, 4c*

- Survey student needs for expansion of general education course offerings on these media
- Increase general education course offerings, each semester via these media
- Increase the use of web-based supplementary materials in general education classes

#### **1.2.2 Research the feasibility of stand-alone class offerings in general education courses in English composition, mathematics, art/humanities, and social/behavioral science**

*Supports HLC Core Components 3acd, 4c*

- Research the feasibility of hiring a full time faculty teaching in social work, social/behavioral sciences and art
- Discuss with Apache County the possibility of hiring faculty members in math, biological and physical sciences and social/behavioral sciences

#### **1.2.3 Promote faculty development activities that contribute to student learning**

*Supports HLC Core Components 2ade, 3cd, 4a*

- Promote sabbatical opportunities within budget restraints
- Promote conference participation within budget restraints
- Encourage all faculty members to participate in in-house professional development workshops
- Provide incentives for team teaching of select general education courses

#### **1.2.4 Integrate general education assessment of student knowledge into continued course level improvement**

*Supports HLC Core Components 3cd, 4abc*

- Integrate general education outcomes into ten selected courses that are core requirements of AAS degrees in five different AAS programs
- Improve the rubrics and standards in general education outcomes
- Develop means to assess information literacy and diversity in ten courses
- Expand the critical thinking and quantitative assessment into ten new courses
- Explore the possibilities of hiring a full-time assessment coordinator who reports to the Director of Institutional Effectiveness

#### **1.2.5 Promote increased student involvement in the fine and performing arts**

*Supports HLC Core Components 2d, 3e*

- Increase full tuition and fees support to students in music, theater, and studio art each semester
- Expand offerings in music
- Add new courses in the fine arts, both studio and non-studio

### **Priority 3**

### **Career and Technical Education**

*Next Major Milestone: May 30, 2013*

*Responsibility: Dean of Career and Technical Education*

#### **Goals:**

#### **1.3.1 Create new programs for Skills Center at PDC and NATC at SCC**

*Supports HLC Core Components 2ade, 3abcde, 4abc*

- Review requirements for the following new programs
  - Mechatronics and Robotics
  - Construction Technology
  - Administrative Justice and Detention Academy
- Evaluate the feasibility of developing new programs
- Work with Advisory Boards to prioritize new course offerings

#### **1.3.2 Enhance and Improve Current CTE Curriculum**

*Supports HLC Core Components 2ade, 3abcde, 4abc*

- Combine AIS and BUS Departments by Fall 2013
- Develop online WLD100 and WLD150 courses by Fall 2013
- Develop a schedule for CTE course review by department

#### **1.3.3 Provide Professional Development for CTE Faculty and Staff**

*Supports HLC Core Components 2ade, 3cd, 4a*

- Provide Automotive with Atech training for the 2012-2013 academic year
- Expand faculty participation in the state wide CTEAZ conference
- Survey all CTE faculties pertaining to professional development needs

### **Priority 4**

### **Developmental Education**

*Next Major Milestone: May 30, 2013*

*Responsibility: Director of Developmental Education*

#### **Goals:**

#### **1.4.1 Increase focused content in multi-course setting**

*Supports HLC Core Components 3cd, 4a*

- By May 30, 2013 75% of labs scheduled will be content specific
- By May 30, 2013 80% of courses in lab setting will have technology component

#### **1.4.2 Pilot highest level developmental courses as standalone classes utilizing distance learning**

*Supports HLC Core Components 3d, 4ac*

- By May 30, 2013 create a standalone English class (090) and offer it utilizing distance learning
- Research the possibility for stand-alone classes for the higher level developmental courses

### **1.4.3 Strengthen departmental assessment of student learning**

*Supports HLC Core Components 3cd, 4abc*

- Explore the feasibility of hiring a data analyst to support learning
- By May 30, 2014 establish summative assessments for all courses

#### **Priority 5**

#### **Nursing and Allied Health**

*Next Major Milestone: May 30, 2013*

*Responsibility: Dean of Nursing and Allied Health*

#### **Goals:**

### **1.5.1 Continue to evaluate and expand program offerings provided by the Allied Health Division**

*Supports HLC Core Components 2ad, 3abcd, 4b, 5a*

- Review requirements for the following new programs
  - Respiratory Therapy (RT)
  - Medical Laboratory Technologist (MLT)
  - Physical Therapy Assistant (PTA)
  - Occupational Therapy Assistant (OTA)
- Evaluate the feasibility of developing this new coursework
- Work with constituents to prioritize new programming

### **1.5.2 Continue to expand access to Nursing Assistant (NAT) and Nursing program offerings**

*Supports HLC Core Components 2ad, 3abcd, 4b, 5a*

- Continuously evaluate demand for programming and develop processes to quickly respond to stakeholders needs
- Complete NAT lab at SPE
- Determine need for and access to Model Classrooms for nursing to assist students who live near SCC, PDC, and the Centers in accessing didactic nursing coursework
- Work with partners in Chinle to expand nursing programming
- Evaluate admission criteria for NAT and Nursing

### **1.5.3 Provide expanded access to online and face-to-face course work in the Allied Health Division**

*Supports HLC Core Components 2ad, 3abcd*

- Create and deliver core allied health course work online (Medical Terminology, Pharmacology, Health Law and Ethics, Nutrition, MDA)
- Provide resources for professional development for faculty who are learning to work in an online environment
- Support current efforts to ensure students are prepared for online learning
- Continuously work to identify and recruit talented Allied Health Adjunct faculty

**Pillar 2:** **Strengthen Institutional Planning and Accountability**

Overall Responsibility: President

**Priority 1:** **Support Student Success**

Next Major Milestone: *Fall 2013 and ongoing*

Responsibility: *Vice President for Learning and Student Services, Director of Information Services, Director of Institutional Effectiveness, Director of Marketing and Public Relations, Academic Deans, Dean of Students and staff, Career Services Advisor, Priority 1 Team*

**Goals:**

**2.1.1 Facilitate student enrollment in a variety of learning opportunities**

*Supports HLC Core Components 1abcd, 2b, 3b, 4ac, 5ac*

- Conduct environmental scanning, including student, personal interest/lifelong learning for all age ranges, and employer markets (January 2014)
- Develop and implement a marketing and communication plan for current and potential programs (Fall 2013)
- Work with local public school districts to identify and educate students on college-ready skills and college options (ongoing)
- Educate eligible district residents of GED and high school graduation options; provide preparation courses and support for GED aspirants (ongoing)

**2.1.2 Support enrolled students' educational goals**

*Supports HLC Core Components 1acd, 2be, 3abcde, 4abc, 5abcd*

- Systematically assess academic student learning outcomes (ongoing)
- Systematically plan and evaluate institutional effectiveness among student services departments (March 2013)
- Initiate periodic review of academic programs for currency and market relevance
- Engage in periodic environmental and peer comparisons to help stay current on best practices in higher education
- Measure and track student intent across educational experience (October 2013, but dependent on Jenzabar implementation of intent tracking process)
- Identify risk factors that lead to student failure to achieve goals/non-completion
- Design and implement appropriate intervention strategies for at risk students
- Establish college-wide committee to develop and initiate "active advising" model (ongoing)
- Obtain and utilize feedback on college support systems through regular pre- and post-graduation student surveying (May 2013)
- Improve data entry and storage practices in Jenzabar and ancillary systems

### **2.1.3 Promote and measure student attainment of post-completion goals**

*Supports HLC Core Components 1d, 2b, 3cde, 4ac, 5bcd*

- Develop alumni communication and tracking strategy (ongoing)
- Develop and implement regular cycle of alumni and employer surveying (May 2013)
- Develop plan for cultivating alumni loyalty, commitment, and identification with NPC (March 2013)
- Initiate feasibility study for development of alumni mentoring program (May 2014)

### **Pillar 3: Strengthen Technology to Support Learning and Service**

Overall Responsibility: Director of Information Services

#### **Priority 1: Provide technology solutions to increase student success**

Next Major Milestone: August 31, 2013

Responsibility: Director of Information Services, Priority 1 Team

#### **Goal:**

#### **3.1.1 Increase technology availability, access, and support that focuses on student needs**

*Supports HLC Core Components 1ad, 3ad, 5abcd*

- Provide ubiquitous wireless data access at all instructional locations (January 2013)
- Actively solicit input from students regarding their technology needs
- Pilot virtual desktop and software application access to a group of students in a model that supports "any time, any place, and to any Internet connected device" (January 2013)
- Develop a plan to assist students with procuring computer hardware to support their learning (January 2013)
- Provide effective and prompt helpdesk support
- Provide high availability and redundancy for critical technology systems
- Provide fast and reliable network connectivity to each College location
- Offer training on technology skills for students as part of student orientation (June 2013)
- Expand support for assistive technologies for DRA students
- Support online and distance education course development and usage
- Ensure high availability of open computer lab resources and times
- Provide effective technologies and processes to enhance communications







**Pillar 4:** **Strengthen Human Resources and Employee Relations**

Overall Responsibility: Vice President for Administrative Services

**Priority 1:** **Establish a role for Human Resources to provide direct support to student success in job search and employment skills**

Next Major Milestone: March 31, 2013

Responsibility: Human Resources Director & staff, Employee Relations Committee, Priority 1 Team

**Goals:**

**4.1.1 Determine appropriate role of Human Resources direct interaction with students**

*Supports HLC Core Components 1ac, 2e, 3bc, 5d*

- Develop a survey tool to determine needs and opportunities for information and training (January 2013)
- Survey faculty, staff and students to determine next steps in fostering student success through direct interaction (March 2013)

**Priority 2:** **Establish stability, consistency and excellence of College staff and services through enhanced training**

Next Major Milestone: May 31, 2013

Responsibility: Human Resources Director & staff, Employee Relations Committee, Priority 1 Team

**Goals:**

**4.2.1 Provide training appropriate for all employees**

*Supports HLC Core Components 1a, 2ae, 3bc, 5d*

- Complete initial and implement ongoing annual customer service training for all classified and administrative support staff (May 2013)
- Use existing surveys and evaluate need for additional student satisfaction surveys to identify employee training priorities (May 2013)
- Continue to evaluate and revise the new employee orientation including a review of feedback forms from participants and supervisors (May 2013)
- Use available online resources to deliver safety and emergency response training, determine effectiveness and investigate additional available resources (May 2013)

**4.2.2 Provide mandatory training regarding legal issues in the workplace**

*Supports HLC Core Components 1d, 2ae, 3c, 5d*

- Identify training topics regarding legal issues for managers and supervisors (February 2013)
- Develop a master calendar to deliver ongoing mandatory training through a variety of modalities: streaming video, small group, convocation, etc. (May 2013)
- Design a training completion tracking and accountability tool (May 2013)



- Schedule, publish a calendar and conduct regular college wide site visits by HR Director (March 2013)
- Create an employee ID badge system, with possible link for timekeeping and payroll purposes (September 2013)
- Establish written communication protocols (December 2013)

#### **4.4.2 Develop programs that recognize individual and group achievement**

*Supports HLC Core Components 2ad, 3ce, 5a*

- Develop a written procedure for college service awards (December 2013)
- Develop a written procedure for retirement recognition for faculty & staff (December 2013)
- Review and revise Employee Recognition program - Employee of the Month - (December 2013)
- Develop and implement a more comprehensive wellness program (December 2013)

#### **4.4.3 Promote professional development opportunities for staff and faculty**

*Supports HLC Core Components 1c, 2d, 3bcde, 4a, 5ad*

- Survey all employee groups on professional development needs and ideas (October 2013)
- Actively recruit in-house talent to present professional development workshops or convocation break-out meetings (March 2014)
- Implement improved procedures for ongoing professional development committees (March 2014)

#### **4.4.4 Foster teamwork**

*Supports HLC Core Components 1ac, 2b, 3b, 5d*

- Research effective team-building activities with community service as a primary component (September 2013)
- Promote interdisciplinary teaching and/or cross-training (September 2013)
- Investigate the possibility of establishing a formal employee mentoring program to foster teamwork and assist with new employee training and success (September 2013)

### **Pillar 5: Strengthen Fiscal Resources to Support Critical Programs and Services**

Overall Responsibility: President, Vice President of Administrative Services and Vice President for Learning & Student Services

#### **Priority 1: Support scholarship and fundraising opportunities for students**

Next Major Milestone: June 2014

Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services

#### **Goal:**

##### **5.1.1 Support 501(c) organization to raise student scholarships (target June 2014)**

*Support HLC Core Components 3d, 5abcd*

- Assist with finding new 501(c) Board members to increase tribal representation
- Financial Aid to develop stronger relationships with 501(c) Board
- Financial Aid to assist 501(c) in establishing new scholarship specific to student needs (childcare, transportation, books, etc.)
- Advertise available scholarships and encourage students to apply for scholarships, especially in northern part of District

### **5.1.2 Encourage and support students with fund raising activities (target June 2013)**

*Support HLC Core Components 3d, 5abcd*

- Advise and consult with students on fund raising opportunities
- Provide marketing and administrative support

### **Priority 2: Identify and develop a variety of grant and partnership opportunities**

*Next Major Milestone: June 2014*

*Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services, Director of Financial Services, Director of Institutional Effectiveness, Director of Small Business Development, Dean of Career and Technical Education*

### **Goal:**

### **5.2.1 Establish a grants management function for seeking grants**

*Support HLC Core Components 3d, 5abcd*

- Hire a consultant or establish an internal team to develop a grants management function at NPC (target June 2014)
- Develop procedures for managing grants (target June 2015):
  - Identify available grants
  - Identify student needs (child care, transportation, disabilities, etc.)
  - Identify program and infrastructure needs
  - Prioritize which grants to apply for
  - Ensure matching components of grant are properly included in budget
  - Establish annual target for grants
  - Develop a depository of statistical information to support grant writers

### **5.2.2 Strengthen the grant administration/accounting function for awarded grants**

*Support HLC Core Components 3d, 5abcd*

- Establish a new position or elevate current clerk position in the Business Office to work solely on grant administration to better manage federal/state compliance requirements and audit issues (target July 2013)
- Develop a grants administration manual (target December 2013)
  - Outline duties required for department liaisons managing grant
  - Outline duties required for Business Office in support of accounting requirements
- Develop a Indirect Cost Rate for use in applying for grants (target June 2014)

### 5.2.3 Partner with businesses to raise funds for programs

*Support HLC Core Components 3d, 5abcd*

- Establish ambassador teams to approach key businesses for funding opportunities (target June 2014)
  - Small Business Development and Business & Industry Training to support community in business attraction and business expansion
  - Small Business Development and Business & Industry Training to continue to establish training opportunities for current and future workforce
  - Support apprenticeship and internship programs

## **Pillar 6: Strengthen Facilities through Planning, Development and Renewal**

Overall Responsibility: President, Vice President for Administrative Services

**Priority 1: Identify effective facility resources to improve student success; incorporate into future facility planning and development**

Next Major Milestone: May 31, 2013

Responsibility: Vice President for Administrative Services, Director of Information Services, Director of Facilities, Dean of Students, Priority 1 Team

### **Goals:**

#### **6.1.1 Implement facilities resources to improve student success**

*Supports HLC Core Components 1a, 2e, 3de, 4ab, 5acd*

- Develop recommendations to specify facility resources that should be included in future planning and facility development (February 2013)
- Develop plans to implement approved recommendations (May 2013)
- Develop a survey and assessment system with Institutional Effectiveness to analyze the efficacy of facilities to improve student success (September 2013)
- Develop and implement a tracking to verify role of facilities on student success (December 2013)
- Begin implementation of approved plans and begin tracking (January 2014)

**Priority 2: Evaluate facilities to maximize efficient usage while responding to current needs and considering future instructional needs**

Next Major Milestone: June 30, 2013

Responsibility: Vice President of Administrative Services, Executive Team, Campus and Center Managers, Academic Deans

### **Goals:**

#### **6.2.1 Improve availability and use of current facilities**

*Supports HLC Core Components 1a, 2a, 3de, 4a, 5acd*

- Investigate the concept of bringing together individual/group study rooms with model classroom equipment and other existing technology/resources (March 2013) some locations do not have all technology

**6.2.2 Include safety features in current and new facilities**

*Supports HLC Core Components 1d, 2ab, 5acd*

- Complete a Student Safety and Learning Environment assessment and Survey (April 2013)
- Install interior windows on office and entry doors to provide view to internal corridors (January 2014)
- Consider emergency response planning and management in development of new facilities (June 2014)

**6.2.3 Prioritize implementation of Master Facilities Plan to respond to current needs and provide for growth opportunities**

*Supports HLC Core Components 1d, 2bc, 3bde, 5acd*

- Explore partnership options for future facility development (May 2013)

**6.2.4 Establish a preventative facility and equipment maintenance program**

*Supports HLC Core Components 1a, 2a, 5acd*

- Incorporate costs for maintenance into budgets; cost will be based on preventative maintenance cycle for facilities (February 2013)
- Incorporate equipment maintenance program in budget (February 2013)
- Establish planned maintenance and replacement cycle for equipment (June 2013)

**6.2.5 Evaluate and prioritize facility use for existing programs**

*Supports HLC Core Components 1a, 2a, 3bde, 5acd*

- Evaluate facility needs of existing programs and departments (June 2013)
- Develop and implement retention or disposal plans for dormant program materials (November 2013)
- Evaluate and prioritize based on community, student and workforce needs, cost and trends (January 2014)

**6.2.6 Identify specific facility needs for existing and future programs**

*Supports HLC Core Components 1ad, 2b, 3bde, 5acd*

- Develop a current use catalog and future program plans (July 2014)
- Work with IC to explore options for potential partnering of new program development (October 2014)

**Priority 3: Disseminate and implement safety and emergency plan for natural disasters, manmade events, health threats, and hazmat events**

*Next Major Milestone: May 31, 2013*

*Responsibility: Vice President for Administrative Services, Director of Human Resources, Director of Information Services, Director of Marketing and Public Relations*

**Goals:**

**6.3.1 Implement training of safety and emergency plan**

*Supports HLC Core Components 1d, 2abe, 5cd*

- Begin implementation of ongoing crisis/safety training for all employees (May 2013)
- Develop and implement safety and emergency plan drills at least annually district-wide or at all individual locations (September 2013)

**Priority 4: Evaluate and implement the Higher Education Presidents Climate Commitment**

*Next Major Milestone: May 31, 2013*

*Responsibility: Vice President for Administrative Services, Dean of Career and Technical Education, College Council, Sustainability Committee*

**Goals:**

**6.4.1 Identify opportunities to move the college toward climate leadership**

*Supports HLC Core Components 1cd, 2a, 5acd*

- Reconstitute the climate leadership committee (January 2013)
- Climate leadership committee to identify and evaluate opportunities to implement assurances to and recommendations from the Higher Education Presidents Climate Commitment (April 2013)

**6.4.2 Implement recommendations associated with the Higher Education Presidents Climate Commitment**

*Supports HLC Core Components 1d, 2e, 5cd*

- Continue to implement one recommendation annually to move toward climate leadership (September 2013)
- Identify and list ideas to allow climate leadership implementation to occur at individual/local level (January 2014)
- Determine plan and begin to document actions taken to move forward; communicate actions taken to College and communities (May 2013)
- Include climate leadership concepts in all planning processes and document justification for decisions to include or exclude (July 2013)
- Prioritize additional recommendations and develop a plan to increase and improve actions taken (July 2014)
- Identify partnerships and funding resources to implement expanded plans (January 2015)

**6.4.3 Develop climate commitment curriculum**

*Supports HLC Core Components 1d, 2abe, 3be, 4a, 5a*

- Identify new classes and programs in which climate commitment is a key or core topic (March 2013)
- Create classes that are non-major specific in different majors, disciplines, and degree program areas to promote climate commitment activities (March 2014)
- Market climate commitment course offerings and programs to move toward an Associates of Arts in climate commitment (March 2015)
- Identify transferable sustainable curriculum (March 2015)



## Key to Abbreviations and Terms

**AAS** – Associate of Applied Science

**AIS** – Administrative Information Services

**BUS** – Business

**CIS** – Computer Information Systems

**CTE** – Career and Technical Education

**CTEAZ** – Career and Technical Education Arizona

**DRA** – Disability Resource and Access

**ERP/SIS** – Enterprise Resource Planning/Student Information System

**GED** – General Equivalency Diploma

**HLC** – Higher Learning Commission

**HR** – Human Resources

**IC** – Instructional Council

**ICT** – Information and Communication Technologies

**ID** - Identification

**IS** – Information Services (division)

**IT** – Information Technology

**Jenzabar** – NPC's ERP/SIS product

**MDA** – Medical Assistant

**MyNPC** – Student and Employee portal system

**NAT** – Nursing Assistant Training

**NATC** – Northeast Arizona Training Center

**NOC** – Network Operations Center

**NPC** – Northland Pioneer College

**PAC** – Performing Arts Center

**PC** – Personal Computer

**PDC** – Painted Desert Campus

**SCC** – Silver Creek Campus

**SPE** – Springerville/Eager center

**WAN** – Wide Area Network

**WLD** – Welding

**WMC** – White Mountain Campus

**501(c)** – Tax-exempt nonprofit organization

## REQUEST TO APPROVE AMENDED 2013-14 BUDGET DEVELOPMENT CALENDAR

**Recommendation:**

Staff recommends approval of the 2013-14 Budget Development Calendar as amended.

**Summary:**

The Board approved the 2013-14 Budget Development Calendar at the regular Board meeting in November. Staff has entered into discussions with the Faculty Association, Classified and Administrative Support Staff Association, Employee Relations Committee and College Council regarding the shared governance process for making recommendations on wages and salaries. The attached calendar has been amended to include the shared governance process in the timeline for the wage and salary recommendation. All involved have agreed to the timeline reflected in the amended calendar and Staff requests inclusion in the approved Budget Development Calendar.



# BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2013 – 2014

AMENDED DECEMBER 2012

ACTIVITY	RESOURCE	DUE BY
1. Receive and approve budget calendar	DGB	20 November
2. Employee Relations Committee receives wage/salary recommendation	FA/CASO	14 December
3. Receive and approve budget assumptions & overview	DGB	18 December
4. Departmental operational & capital budget material distributed	Ellison	4 January
5. College Council receives wage and salary recommendation	ERC	11 January
6. Departmental operational & capital budgets received	Executive Team	1 February
7. Executive review of operational & capital budget	Executive Team	11 February
8. College President receives wage and salary recommendation	College Council	15 February
9. Receive introductory budget analysis	DGB	19 February
10. Receive tuition and fee schedules	DGB	19 February
11. Budget hearings	Budget Managers	1 March
12. Receive preliminary budget analysis	DGB	19 March
13. Approve tuition and fee schedules	DGB	19 March
14. Receive wage and salary recommendation	DGB	19 March
15. Receive complete budget analysis	DGB	16 April
16. Approve budget publication	DGB	16 April
17. Approve salary schedules	DGB	16 April
18. Adopt tentative current budget and three-year capital budget	DGB	16 April
19. Notice of budget public hearing/TNT hearing first published	Hatch/Ellison	3 May
20. Notice of TNT hearing second publication	Hatch/Ellison	10 May
21. Notice of budget public hearing/TNT hearing final publication	Hatch/Ellison	15 May
22. Public hearing conducted for taxpayers	DGB	21 May
23. Final current budget and three-year capital budget adopted	DGB	21 May
24. Notify PTOC of the amount of the primary property tax levied	Hatch/Ellison	22 May
25. Submit Tax levy to Navajo County	Hatch/Ellison	22 May

## **REQUEST TO APPROVE 2013-14 BUDGET DEVELOPMENT ASSUMPTIONS AND GUIDELINES**

### **Recommendation:**

Staff recommends approval of the 2013-14 Budget Development Assumptions and Guidelines.

### **Summary**

Staff will provide an overview of proposed budget development assumptions and guidelines for 2013-14, which are summarized in the following document. Supporting information for revenues and expenditures is attached. Staff will seek additional Board input and guidance.



**Northland Pioneer College  
Departmental Budget Guidelines  
FY 2013-14**

**GENERAL ASSUMPTIONS**

- Budget Development Calendar will be followed
- Introductory budget analysis for DGB in February will be prior to budget hearings and will be limited to an overview of expenditure and revenue trends.
- Preliminary budget analysis for DGB in March will include a detailed examination of budget planning similar to prior year preliminary budget analyses
- Statutory Expenditure Limit will be monitored. Carry-forward is available but should only be used to address short-term issues.

**REVENUE ASSUMPTIONS**

- Overall revenues are expected to remain flat compared to current fiscal year
- State funding expected to be increased in FY13-14 by approximately \$100,000
- Tuition and general fees will be set at a rate that
  - (A) Gives consideration to the impact on students
  - (B) Increases incrementally
  - (C) Is competitive in our market by maintaining a comparative position to the average tuition at other Arizona community colleges
- Course fees will be set at a rate calculated to offset expendable supplies and equipment
- Overall tuition and fee revenues are expected to decline as a result of a one-time adjustment in budget estimates to more favorably compare with audited financial statements
- Primary property tax will be levied at the maximum rate, which is 2% higher than current year tax and will require a truth-in-taxation hearing. Property tax valuation is expected to continue to decline causing a greater than 2% increase in the current tax rate of \$1.3515/\$100 NAV.
- Other revenues will be estimated based on historical information and emerging trends

**EXPENDITURE ASSUMPTIONS**

- Items in budget requests will be linked to the current **NPC Strategic Plan**. Any budget amounts that are higher than FY12-13 budget **or** actual historical spending will require written **justification and review during the budget hearing process.**
- Budget requests for operational and capital expenditures will be completed by **Friday, February 1, 2013.**

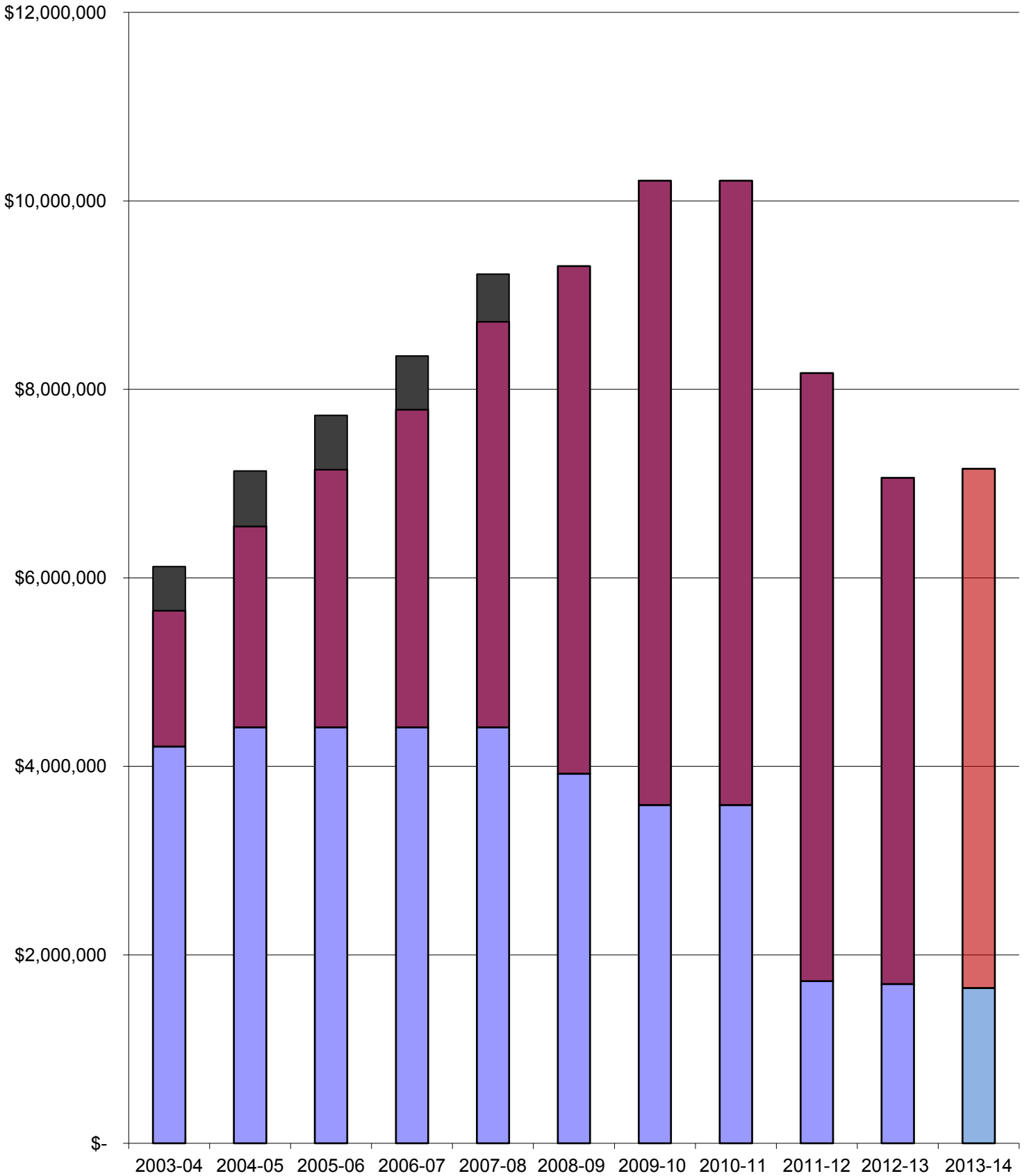
- SALARY SCHEDULES will be developed with
  - (A) Incrementally increasing rates
  - (B) Consideration to competitive market conditions by maintaining a comparative position to the average increases/rates at other local public entities, other Arizona community colleges, and other similar institutions.
  - (C) Consideration to salary recommendations received through the shared governance process
  - (D) Other
- BENEFITS will be developed with
  - (A) No expected major changes in base plan benefit structure with planned addition of a low deductible health insurance option
  - (B) Consideration on impact of third-party partnerships
    - (1) Navajo County Schools Employee Benefit Trust for medical and dental insurance
    - (2) Arizona State Retirement System for retirement contributions
- Education partner relationships will be maintained
  - (A) Apache County
  - (B) NAVIT
  - (C) Dual enrollment
  - (D) Other
- CAPITAL budget requests will be developed for a three-year period (2013 – 2016)
- GRANT funding will continue to be identified and pursued
- AUXILIARY fund activities will be maintained
- Other

**Budget Categories & Targets:**

Revenues	<ul style="list-style-type: none"><li>• Budget will be prepared by Administrative Services.</li></ul>
Salaries/Wages & Benefits	<ul style="list-style-type: none"><li>• Budget will be prepared by Administrative Services <b>except</b> for the following that budget managers will <b><u>include in budget request:</u></b><ul style="list-style-type: none"><li>○ Adjunct Salaries,</li><li>○ Overload,</li><li>○ Temporary Salaries,</li><li>○ Lab Aids, and</li><li>○ Substitute Salaries.</li></ul></li></ul>
Operating Expenditures	<ul style="list-style-type: none"><li>• Funding expected to remain level in FY 13-14.</li><li>• Budget requests should reflect only those items required to maintain service levels.</li><li>• Any new programs/services must be initiated through the shared governance process, including adoption in the strategic plan.</li></ul>
Capital Expenditures	<ul style="list-style-type: none"><li>• No state funding is expected in future</li><li>• All request for funding must be covered from the operation budget or reserved funds.</li></ul>

# NPC State Aid Revenues

■ OPERATING STATE AID ■ EQUALIZATION AID ■ CAPITAL OUTLAY



2014 budget development  
*Estimated*



## **REQUEST TO APPROVE LEASE TERMINATION AGREEMENT WITH THE TOWN OF SPRINGVILLE AND THE TOWN OF EAGAR**

**Recommendation:**

Staff recommends approval of the lease agreement with the Town of Springville and the Town of Eagar with Dr. Swarthout authorized to sign.

**Summary:**

The Apache County Higher Education Committee has recommended the Springville-Eagar Center be relocated to a larger facility. The relocation is scheduled to be completed on or before January 10<sup>th</sup>, 2013. Spring semester begins January 14<sup>th</sup>, 2013. Both towns have agreed to terminate the current lease with consideration of retaining two modular units on the property owned by the College. The modular units are to be used exclusively for governmental purposes.



## LEASE TERMINATION AGREEMENT

This Agreement entered into this \_\_\_\_\_ day of \_\_\_\_\_, 2012, by and between THE TOWN SPRINGERVILLE, hereafter "Springerville"; THE TOWN OF EAGAR, hereinafter "Eagar" and NORTHLAND PIONEER COLLEGE, hereinafter "NPC".

Whereas the parties entered into a Lease Agreement (Document No. 707-04) for real property and improvements owned by Springerville and Eagar and located at 538 N. Main Street, Eagar, Arizona, effective July 1, 2005; and

Whereas the Lease Agreement was renewed for an additional five year term which would expire effective June 30, 2015; and

Whereas the Lease Agreement does not include a provision providing for early termination of the Agreement; and

Whereas, NPC desires to terminate the Lease Agreement effective January 31, 2013 in order to relocate its Springerville-Eagar Center to another location in Springerville that will allow for improved and expanded educational services to students from Springerville and Eagar; and

Whereas, the parties agree that the termination of the Lease Agreement in order to facilitate NPC's move to the new facility is in the best interest of NPC and the residents of the Towns of Springerville and Eagar.

Therefore, it is agreed as follows:

### A. Specific Provisions:

1. The parties agree that the Lease Agreement for the real property and improvements located at 538 N. Main Street, Eagar, Arizona shall be terminated effective January 31, 2013.
2. In consideration for the termination of the Lease Agreement prior to the expiration of the current term of the Lease Agreement, NPC agrees to transfer full and exclusive title and ownership to two mobile classroom units jointly to Springerville and Eagar. The locations of the mobile classroom units are shown on Exhibit A attached hereto.
3. Springerville and Eagar agree that it will use the two mobile classroom units exclusively for governmental purposes for a period of not less than five (5) years from the date of this agreement.

4. Section 8 of the Lease Agreement shall survive the termination of the Lease Agreement with respect to indemnities for actions of the parties covered therein.
5. The parties agree to meet at a mutually agreed time during the week following the termination date to inspect the property. NPC agrees to surrender the property in essentially the same condition as it was at the commencement of the lease, normal wear and tear accepted.

B. General Provisions:

1. This Agreement shall be construed under the laws of the State of Arizona. In the event of litigation, the parties agree that the choice of venue shall be in Apache County Superior Court.
2. This Agreement represents the entire agreement between the parties.
3. This Agreement may only be modified in writing and must be signed by duly authorized individuals on behalf of both parties.
4. In accordance with ARS § 41-1461 and Executive Order 2009-09, the parties shall provide equal employment opportunities for all persons, regardless of race, color, religion, creed, religion, sex, age, national origin, disability or political affiliation. The parties shall comply with the Americans with Disabilities Act.
5. Cancellation for Conflict of Interest. Pursuant to A.R.S. §38-511, the State, its political subdivisions or any department or agency of either may, within three years after its execution, cancel any contract, without penalty or further obligation, made by the State, its political subdivisions, or any of the departments or agencies of either if any person significantly involved in initiating, negotiating, securing, drafting, or creating the contract on behalf of the State, its political subdivisions or any of the departments or agencies of either is, at any time while the contract or any extension of the contract is in effect, an employee or agent of any other party to the contract in any capacity or a consultant to any other party of the contract with respect to the subject matter of the contract. A cancellation made pursuant to this provision shall be effective when the other party receives written notice of the cancellation unless the notice specifies a later time.
6. Each Party (as "Indemnitor") agrees to indemnify, defend, and hold harmless the other party (as "Indemnitee") from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (hereinafter collectively referred to as "Claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such Claims which result in vicarious/derivative liability to the Indemnitee are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, officials, agents, employees, or volunteers.
7. To the extent required by A.R.S. §§35-214 and 35-215, both parties shall retain all data, books, and other records ("records") relating to this Agreement for a period of

five years after termination of the Agreement. All records shall be subject to inspection and audit by the other party at reasonable times. Upon request, the party shall produce the original of any or all such records.

8. All written communications shall be addressed and mailed or personally served upon the parties as follows:

Office of the Town Manager  
Town of Springerville  
418 E. Main Street  
Springerville, Arizona 85938

Office of the Town Manager  
Town of Eagar  
PO Box 1300  
Eagar, Arizona 85925

Northland Pioneer College  
Business Office  
P.O. Box 610  
Holbrook, AZ 86025-0610

In witness whereof, the parties execute this Agreement as of the day and year first written above,

\_\_\_\_\_  
Dr. Jeanne Swarhout, President  
Northland Pioneer College

\_\_\_\_\_  
Bryce Hamblin, Mayor  
Town of Eagar, Arizona

\_\_\_\_\_  
Mary Nedrow, Mayor  
Town of Springerville, Arizona

## REQUEST TO APPROVE LEASE AGREEMENT WITH ROUND VALLEY UNIFIED SCHOOL DISTRICT

### **Recommendation:**

Staff recommends approval of the 5-year lease agreement with Round Valley Unified School District at an annual rate of \$15,000 and authorizing Dr. Swarthout to sign.

### **Summary:**

The Apache County Higher Education Committee has recommended the Springville-Eagar Center be relocated to a larger facility, which is owned by the Round Valley Unified School District. Apache County Higher Education Committee has budgeted \$20,000 for the relocation. Approval has been received from the Department of Education in order to award Pell Grants to students attending at the new facility. The relocation is scheduled to be completed on or before January 10<sup>th</sup>, 2013. Spring semester begins January 14<sup>th</sup>, 2013.

The annual cost for the Springerville-Eagar Center will remain at \$15,000 annually and utility expenses are also expected to remain unchanged.

The current lease agreement for the Center is with the Town of Springerville and the Town of Eagar. Both towns have agreed to terminate the current lease with consideration of retaining two modular units on the property owned by the College.



## LEASE AGREEMENT

This Lease ("LEASE") is made between ROUND VALLEY UNIFIED SCHOOL DISTRICT #10 (hereinafter "RVUSD"), and NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT (hereinafter "NCCCD"), who agree as follows:

1. **PREMISES.** RVUSD leases to NCCCD and NCCCD leases from RVUSD the certain portion of real property and improvements comprising 25,670 square feet in the RVUSD Primary School and District Office, located at 940 East Maricopa Street, Springerville, AZ 85938, as depicted in the attached Exhibit "A," and hereinafter referred to as "Premises," which includes the equipment, furniture and fixtures referred to in Paragraph 5 of the LEASE, upon all the conditions set forth herein.

2. **TERM.** The initial term of this LEASE ("Term") will be from January 1, 2013 until June 30, 2013, and shall automatically renew for the period from July 1, 2013 until June 30, 2018. The LEASE shall be renewable for subsequent five (5) year periods upon mutual written consent of the Parties, to be provided no later than 365 days prior to the termination date of the LEASE TERM. If the LEASE will not be renewed, a written Notice of Non-Renewal must be provided no later than 180 days prior to the termination date of the LEASE.

3. **RENT.**

3.1 **BASE RENT.** NCCCD shall pay the amount of One Thousand Two Hundred Fifty Dollars and 00/100 (\$1,250.00) per month, or Fifteen Thousand Dollars and 00/100 (\$15,000.00) annually.

3.2 **UTILITIES.** Propane, water, sewage, electricity and waste removal

charges will be billed to RVUSD's accounts. NCCCD will be billed on a prorated square footage basis. The total square footage is 61,975 square feet. NCCCD will use 25,670 square feet. NCCCD's portion is 41.5% of the total. RVUSD billing statements to NCCCD will include copies of RVUSD utility bill statements.

3.3 **CUSTODIAL SERVICES.** NCCCD shall be responsible for the payment and procurement of custodial services for the Premises.

4. **PERMITTED USE.** NCCCD's sole permitted use of the Premises is as offices and classrooms, including activities related to higher education, community education, and business and industry training.

5. **EQUIPMENT AND FIXTURES.** As part of the LEASE, RVUSD will lease to NCCCD and NCCCD will have the use of certain equipment, furniture and fixtures, as set forth in a separate document, as amended from time to time as needed. This document, Attachment 1, will be completed within thirty (30) days of the execution of the LEASE. All equipment, furniture and fixtures included herein are and will remain the property of RVUSD. NCCCD agrees that in the event of any damage to or destruction, excepting normal wear and tear, of such equipment, furniture or fixtures during the Term, NCCCD will pay promptly on demand all costs of repair or replacement of such equipment, furniture and fixtures. At the end of the Term, NCCCD will surrender the items listed in Attachment 1 in the same condition as when received, excepting normal wear and tear.

6. **ACCEPTANCE OF PREMISES.** NCCCD has thoroughly examined the Premises and agrees to accept it in the condition in which it exists as of the date the LEASE is signed, subject to all applicable zoning, municipal, county and state laws, ordinances and regulations governing and regulating the use of the Premises. NCCCD

agrees that RVUSD has not agreed and will not agree to warrant the suitability or safety of the Premises. NCCCD acknowledges that RVUSD has not made any representation or warranty with respect to the Premises other than is expressly set forth in the LEASE.

7. **MAINTENANCE AND REPAIRS.** NCCCD will, at its expense, maintain the Premises in good condition. This includes repairs and maintenance to those areas as required as a result of NCCCD's negligent acts or omissions. No changes to the Premises, whether structural or cosmetic, shall be made without RVUSD's prior written approval, and at NCCCD's sole expense.

8. **QUIET ENJOYMENT.** RVUSD covenants that upon NCCCD's keeping and performing all of the terms and conditions of this LEASE, subject to any cure periods, RVUSD will do nothing which will prevent NCCCD from peaceably and quietly enjoying, holding and occupying the Premises during the Term. The LEASE is subject to any easements, covenants and restrictions of record.

9. **INDEMNIFICATION.** Each party shall be responsible for its own negligence, actions or omissions. Any other provision of this Agreement to the contrary notwithstanding, the parties acknowledge that both parties are public institutions and any indemnification or hold harmless provision shall be limited as required by State law, including without limitation Article 9, Sections 5 and 7 of the Arizona Constitution and §§ 35-154 and 41-621 of the Arizona Revised Statutes ("A.R.S.").

10. **INSURANCE.** NCCCD shall procure and maintain insurance against claims for injury to persons and damage to property which may arise from, or in connection with, use of the Premises by NCCCD, its officers, directors, employees or agents, and any negligence, actions or omissions arising therefrom, in addition to all additional forms of insurance necessary for its own employees and independent



contractors. NCCCD shall be responsible for insuring any equipment and building contents not furnished by RVUSD.

11. ENTRY AND INSPECTION. RVUSD and its agents shall have the right to enter into and upon the Premises at all reasonable times for the purpose of inspecting the same.

12. DISPUTES AND DEFAULT.

- a. Event of Default. Any party's failure to comply with or perform any covenant or obligation set forth in this Agreement shall constitute an event of default ("Event of Default") under this Agreement.
- b. Notice of Default. A nondefaulting party shall give written notice of default to the party in default specifying the default. Failure or delay in giving such notice shall not constitute a waiver of any default, nor shall it change the time of default.
- c. Remedies. Upon the occurrence of any Event of Default not cured within thirty (30) days of notice, in addition to, and not in lieu of, any right or remedy available at law, in equity, by statute or under this Agreement, the nondefaulting party may, if it so elects following mediation as provided below, terminate this Agreement by giving written notice of termination to the defaulting party.
- d. Mediation. Should a dispute arise between the parties under this Agreement that they cannot resolve between themselves, or should there be a claim of default by one party against the other, such unresolved



Lessee: NCCCD c/o  
Northland Pioneer College  
Vice President for Administrative Services  
P.O. Box 610  
Holbrook, AZ 86025

or to such other address designated, in writing, by either party.

- 14.2 **INTEGRATION & AMENDMENT.** The LEASE and its exhibits, riders and/or addenda, if any, attached hereto, set forth the parties' entire agreement. All exhibits, riders and/or addenda mentioned in the LEASE are expressly incorporated herein by this reference. No subsequent amendment of the LEASE will be binding upon RVUSD or NCCCD unless reduced to writing and signed by both parties. If any provision contained in an exhibit, rider or addenda is inconsistent with a provision in the body of the LEASE, the provision contained in said exhibit, rider, or addenda shall control.
- 14.3 **ARIZONA LAW.** The LEASE shall be interpreted and enforced under the laws of the State of Arizona. The Parties agree that jurisdiction and venue shall be appropriate in the Courts of Apache County, Arizona.
- 14.4 **SEVERABILITY.** If any provision of the LEASE is held to be invalid, illegal or unenforceable in any respect, the LEASE will be construed as not containing that provision and all other provisions of the LEASE

will remain in effect.

- 14.5 **NONDISCRIMINATION.** The parties agree to comply with all applicable state and federal laws, rules, regulations and executive orders governing equal employment opportunity, immigration, nondiscrimination, including the Americans with Disabilities Act.
- 14.6 **CONFLICT OF INTEREST.** This Agreement is subject to A.R.S. § 38-511 which provides that agreements may be cancelled if any person significantly involved in initiating, negotiating, securing, drafting or creating an agreement on behalf of the state, its political subdivisions, or any departments or agencies of either is, at any time while the agreement is in effect, an employee or agent of any other party to the contract in any capacity or a consultant to any other party with respect to the subject matter of the agreement.
- 14.7 **NOTICE OF ARBITRATION STATUTES.** Pursuant to A.R.S. § 12-1518, the parties acknowledge and agree to make use of mandatory arbitration of any legal action that is filed in the Arizona superior court concerning a controversy arising out of this LEASE, if required by A.R.S. § 12-133.
- 14.8 **ENTIRE AGREEMENT.** This LEASE embodies the entire understanding of the parties and supersedes any other agreement or understanding between the parties relating to the subject matter.

14.9 **COUNTERPARTS.** This LEASE may be executed in one or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument.

14.10 **NO STRICT CONSTRUCTION.** The language used in this LEASE will be deemed to be the language chosen by the parties hereto to express their mutual intent, and no rule of strict construction will be applied.

14.11 **SECTION HEADINGS.** The headings of sections contained in this LEASE are provided for convenience only. They form no part of this LEASE and shall not affect its construction or interpretation.

SIGNATURES

IN WITNESS WHEREOF, the parties executed this agreement.

Lessor:

Lessee:

RVUSD

NCCCD

\_\_\_\_\_

\_\_\_\_\_

By: \_\_\_\_\_

By: Jeanne Swarthout, Ph.D.

Title: \_\_\_\_\_

Title: President

Date: \_\_\_\_\_

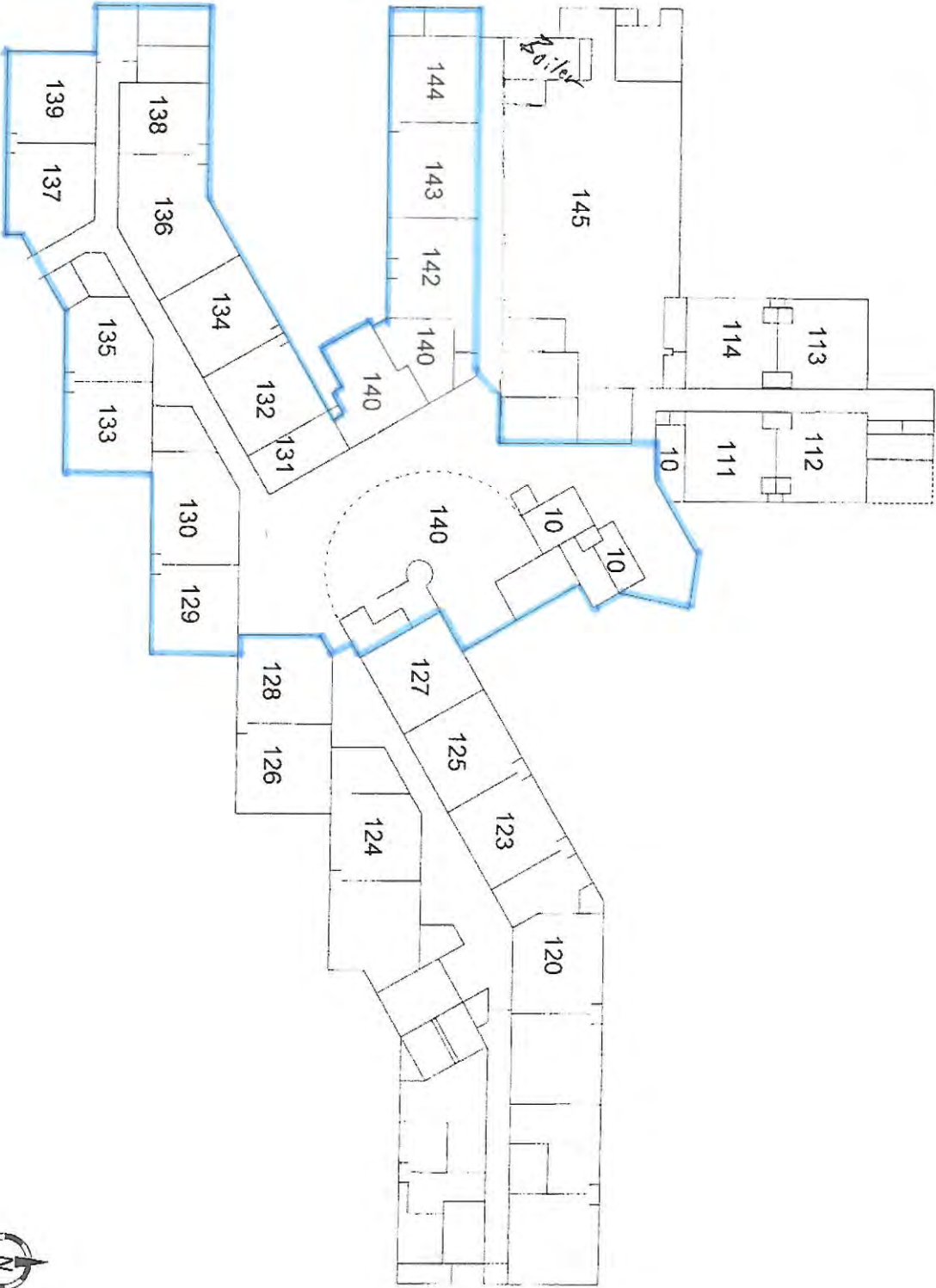
Date: \_\_\_\_\_



# Primary School

EXHIBIT A

NPC within blue line, including classrooms 129 - 144





## ACCOUNTS RECEIVABLE COLLECTIONS

**Summary:**

The College is moving to the use of two outside collection agencies to attempt recovery of outstanding accounts receivable from students. Four agencies were initially identified and subsequently interviewed, all of which have been awarded contracts through the State of Arizona procurement process. Two agencies were selected by College staff to participate in ongoing collection efforts: Enterprise Recovery Systems (ERS) and Williams & Fudge. The performance of the agencies will be evaluated after two years to determine effectiveness.

Staff will propose the addition of collection fees to cover the majority of the cost of collections during the normal tuition and fee approval process in February and March. Collection fees would be passed on to students effective Fall 2013.

Recovery of outstanding third-party accounts receivable will continue to be managed directly by business office staff.

The accounts receivable collections plan was presented to the Audit Committee at the November 1, 2012 regular meeting.



## **REQUEST TO APPROVE AMENDED AGREEMENT WITH NORTHEAST ARIZONA TECHNICAL INSTITUTE OF VOCATIONAL EDUCATION**

**Recommendation:**

Staff recommends approval of the amended Exhibit B of the Intergovernmental Agreement with Northeast Arizona Technical Institute of Vocational Education (NATIVE).

**Summary:**

The Board approved an initial IGA with NATIVE at the regular meeting in October 2012 with the understanding that Spring 2013 course work would subsequently be identified. Exhibit B as amended is attached and lists the approved courses and will be added to the IGA with NATIVE.



If to School District:


Karen C. Leshar, Superintendent  
NATIVE District  
P.O. Box 710  
Kayenta, AZ 86033

IN WITNESS WHEREOF, the Parties have executed this Agreement on this 28th day of November 2012.

COLLEGE

SCHOOL DISTRICT

\_\_\_\_\_  
By: Jeanne Swarhout, Ph. D., President

  
\_\_\_\_\_  
By: Karen C Leshar, Superintendent

\_\_\_\_\_  
Date

11/28/2012  
\_\_\_\_\_  
Date

Attorney Approval: This Amendment has been reviewed pursuant to A.R.S. 11-952 by the undersigned attorney who has determined that it is in proper form and is within the powers and authority granted under the laws of Arizona to the Governing Board of the College.

By: \_\_\_\_\_  
Legal Counsel for College

Attorney Approval: This Amendment has been reviewed pursuant to A.R.S. 11-952 by the undersigned attorney who has determined that it is in proper form and is within the powers and authority granted under the laws of Arizona to the Governing Board of the School District.

By: \_\_\_\_\_  
Legal Counsel for School District

**EXHIBIT B**  
**(Amended December 2012)**

**TYPE OF INSTRUCTION**  
**DUAL ENROLLMENT COURSES**

**COURSES AND CREDITS**

For complete course descriptions, refer to the current College catalog.

All courses listed with an asterisk are also offered to freshmen and sophomore students.

The number of students admitted for any Dual Enrollment Course shall not be less than **six (6)** students per section and shall not exceed a maximum of **thirty (30)** students per section.

<b>COURSE</b>	<b>TITLE</b>	<b>CREDITS</b>	<b>SEMESTER</b>	<b>Location</b>	<b>INSTRUCTOR</b>
NAT101	Nurse Assistant Training	5	Spring 2013	Chinle HS	Kathy Reynolds, RN/TBD
NAT101	Nurse Assistant Training	5	Spring 2013	Ganado HS	Kathy Reynolds, RN/Susan Gay, RN
NAT101	Nurse Assistant Training	5	Spring 2013	Pinon HS	Kathy Reynolds, RN/TBD
NAT101	Nurse Assistant Training	5	Spring 2013	Red Mesa HS	Kathy Reynolds, RN/TBD
NAT101	Nurse Assistant Training	5	Spring 2013	Monument Valley HS	Kathy Reynolds, RN/Sherri Roop, RN
NAT101	Nurse Assistant Training	5	Spring 2013	Window Rock HS	Kathy Reynolds, RN/Susan Gay, RN
NAT101	Nurse Assistant Training	5	Spring 2013	Tuba City HS	Kathy Reynolds, RN/Shannon Newland, RN
NAT101	Nurse Assistant Training	5	Spring 2013	Valley HS	Loria Hute, RN

## REQUEST TO APPROVE NEW PROGRAM FOR NURSING ASSISTANT TRAINING CERTIFICATE OF PROFICIENCY

### Recommendation:

The Instructional Council recommends approval of adding a Certificate of Proficiency (CP) in Nursing Assistant Training (NAT).

### Summary:

This CP will allow students to complete a planned curriculum that will improve their knowledge of the health care field. It will also assist both Northland Pioneer College and NAVIT by providing a clear certificate completion program for those students interested in introductory allied health careers.

Instructional Council approved the new NAT CP consisting of the following 20 credits:

- NAT 101 Nursing Assistant 5 cr.
- HES 170 Medical Terminology 3 cr.
- HES 120 Law and Ethics of the Health Care Professional 3 cr.
- HES 145 Nutrition 3 cr.
- ENL 101 or higher, with a grade of C or better 3 cr.
- MAT 103 or MAT 105 or MAT 109 or MAT 112 or any mathematics course for which MAT 112 is a prerequisite, with a grade of C or better 3 cr.



# REQUEST TO APPROVE PROGRAM MODIFICATION FOR INDUSTRIAL MAINTENANCE & OPERATIONS PROGRAM

**Recommendation:**

The Instructional Council recommends approval of the following change to the Industrial Maintenance & Operations (IMO) Associate of Applied Science (AAS) Degree:

Delete - CIS 106 (Computer Science Requirement) – Computer Literacy – 3 credit hours  
Add – CIS 105 (Computer Science Requirement) – Computer Applications and Information Technology – 3 credit hours

**Rationale for Modification:**

CIS 105 is a transferable general education course and relative to industry. Modification was also recommended by the IMO Advisory Council.

---

## Associate of Applied Science (AAS)

### About this Degree • 64 credits

To earn an **Associate of Applied Science degree in Industrial Maintenance & Operations** the student must complete 19 credits of general education requirements, 24 or 28 credits in an area of specialization, 15 credits of required electives, and two or six credits of unrestricted electives.

**General Education Requirements • 19 credits**

**Communications • 6 credits**

- ENL 101 College Composition I ..... 3 credit
- Plus one of the following:
- ENL 102 College Composition II ..... 3 credit
- ENL 109 Technical writing ..... 3 credit

**Mathematics • 3 credits**

Select one of the listed mathematics courses, or any course for which MAT 109 is a prerequisite.

- MAT 101 Basic Technical Mathematics ..... 3 credit
- MAT 109 Algebra I: Introductory ..... 3 credit



## **Computer Science • 3 credits**

~~CIS 106 Computer Literacy.....3 credit (Delete)~~

CIS 105 Computer Applications and  
Information Technology.....3 credit (Add)

## **Arts and Humanities • 3 credits**

Select one course from the Arts and Humanities section of the AAS Discipline Studies list on page 64-65.

## **Physical and Biological Science • 4 credits**

Select one course from the Physical and Biological Sciences section of the AAS Discipline Studies list on page 65.

### **AREAS OF SPECIALIZATION**

#### **■ Electrical**

##### **Core Requirements • 24 credits**

IMO 151 Electrical Level I ..... 6 credit  
IMO 152 Electrical Level II ..... 6 credit  
IMO 153 Electrical Level III ..... 6 credit  
IMO 154 Electrical Level IV ..... 6 credit

#### **■ Instrumentation**

##### **Core Requirements • 28 credits**

IMO 155 Instrumentation Level I ..... 7 credit  
IMO 156 Instrumentation Level II ..... 7 credit  
IMO 157 Instrumentation Level III ..... 7 credit  
IMO 158 Instrumentation Level IV ..... 7 credit

#### **■ Maintenance Fundamentals**

##### **Core Requirements • 24 credits**

IMO 230 Mechanical Maintenance I..... 6 credit  
IMO 231 Mechanical Maintenance II..... 6 credit  
IMO 232 Mechanical Maintenance III..... 6 credit  
IMO 233 Mechanical Maintenance IV ..... 6 credit

#### **■ Operations/Maintenance**

##### **Core Requirements • 28 credits**

IMO 201 Introduction to Industrial Maintenance 4 credit  
IMO 210 Power Principles I..... 6 credit  
IMO 211 Power Principles II..... 6 credit  
IMO 230 Mechanical Maintenance I..... 6 credit  
IMO 231 Mechanical Maintenance II..... 6 credit

#### **■ Power Fundamentals**

##### **Core Requirements • 24 credits**

IMO 210 Power Principles I..... 6 credit  
IMO 211 Power Principles II..... 6 credit



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IMO 212 Power Principles III..... 6 credit

IMO 213 Power Principles IV ..... 6 credit

***Required Electives • 15 credits***

All areas of specialization require student to complete a minimum of 15 credits from the list of required electives:

AIS 114 Introduction to Modern Office ..... 3 credit

AIS 231 Introduction to Microsoft Office ..... 3 credit

BUS 103 Success on Your Job..... 2 credit

BUS 105 Techniques of Supervision ..... 3 credit

Any unduplicated IMO courses at 100 or higher level

***Unrestricted Electives • 2 or 6 credits***

Select 2 or 6 credits (depending on selected area of specialization or Certificate of Proficiency) from any unduplicated 100 or higher level courses



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**Human Resources UPDATE**  
**DGB-December 18, 2012**

**FILLED**

- 1. Assistant to the Campus Manager – Jamie Cox**
- 2. ADOC part-time Faculty – Jeb Earl started on December 3, 2012. He has a Bachelor of Fine Arts degree from American Intercontinental University.**
- 3. EMS Program Clerk – Jeanmarie Nielsen**
- 4. Small Business Analyst – Richard Chanick started December 10, 2012. He has a Bachelor of Science degree from the United States Air Force Academy**

**OPEN**

- 5. Academic Advisor – closed October 15, 2012; 21 applicants**
- 6. Faculty in Biology – First review October 26, 2012; 20 applicants**
- 7. Faculty in Philosophy – First review November 15, 2012; 34 applicants**
- 8. Faculty in Nursing - open until filled; 1 applicant**
- 9. Database Administrator – open until filled; 2 applicants**
- 10. Director of Administrative Systems Support – open until filled; 9 applicants**
- 11. ASC-GIEC Grant Project Coordinator – open until filled; 3 applicants**



# Northland Pioneer College 2013 All-Arizona Academic Team Members

The following students have been selected as Northland Pioneer College's representatives on the 2013 All-Arizona Academic Team. They are also being considered for the All-USA Academic Team.

This is the highest number of NPC students ever nominated to the All-Arizona Team in the 18 years of the recognition program. We can nominate two students from each campus and center locations.

As team members, each will receive a tuition waiver, good at one of the three public state universities, to complete their bachelor's degree. Each will also receive an institutional scholarship from NPC, ranging from \$1,000 to \$500, depending on team placement determined by national judges from business, government and education.

Team members will be honored on Wednesday, February 20, 2013, Noon to ±2 p.m., during a luncheon at the Phoenix East Mesa Hilton, 1011 W. Holmes Ave. in Mesa. Formal invitations will be distributed and R.S.V.P.s will be requested the end of January.

## **Holbrook – Painted Desert Campus**

Kimberly Fore, Nursing  
Ayla Hayden, Interdisciplinary Studies

## **Show Low – White Mountain Campus**

Beth Harbold, Nursing  
Xu “Shirley” Xei, Business

## **Snowflake/Taylor – Silver Creek Campus**

James Brimhall, Business – Supply Chain & Logistics  
Terry Laws, Psychology

## **Saint Johns Center**

David Ciminski, Welding/Power Plant Operations Management  
Amanda Crawford, Pre-Med or Nursing

## **Springerville/Eagar Center**

Emily Kortan, General Education for Transfer  
Anthony Meza, Science

## **Whiteriver Center**

Rachael Antonio, Business Accounting

## **Winslow – Little Colorado Campus**

Tashawna Jones, Nursing  
Teresa Keele, General Studies/Teaching



## Northland Pioneer College

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