

# 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 **March 18, 2014 beginning at 9:00 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 March 2014, at 9:00 a.m.

---

Lisa Jayne, Recording Secretary to the Board

## NOTICE DISTRIBUTION

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

# Governing Board Meeting Agenda

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

**Date:** March 18, 2014

**Time:** 9:00 a.m. (MST)

Item	Description	Resource
1.	<b>Call to Order and Pledge of Allegiance</b> .....	Chair Handorf
2.	<b>Adoption of the <a href="#">Agenda</a></b> ..... (Action)	Chair Handorf
3.	<b>Call for Public Comment</b> .....	Chair Handorf
	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.	
4.	<b>Reports:</b>	
	A. <b><a href="#">Financial Position</a></b> .....	Vice President Hatch
	B. <b>CASO</b> .....	Margaret White
	C. <b>NPC Faculty Association</b> .....	Cynthia Hutton
	D. <b>NPC Student Government Association &amp; <a href="#">All-Arizona Academic Team Recognition</a></b> .....	Dean Hinton
5.	<b>Consent Agenda</b> ..... (Action)	Chair Handorf
	A. <b>February 18, 2014 Regular Meeting <a href="#">Minutes</a></b>	
	B. <b>Curriculum Change: New EDU Certificate of Proficiency in <a href="#">Education Professions</a></b>	
	C. <b>Curriculum Change: Deletion of <a href="#">Photography Technician</a> Program</b>	
	D. <b>Curriculum Change: <a href="#">Cosmetology</a> Program Description and Nail Technician Certificate of Proficiency</b>	
	E. <b><a href="#">Articulation Agreement</a> with Grand Canyon University</b>	
6.	<b>Old Business:</b>	
	A. <b>Review of <a href="#">Affordable Care Act</a> Information</b> .....	Vice President Hatch
7.	<b>New Business:</b>	
	A. <b>Preliminary <a href="#">Budget Analysis</a></b> .....	Vice President Hatch
	B. <b>Request to Approve <a href="#">Wage and Salary Schedules</a></b> .....(Action)	Vice President Hatch
	C. <b>Request to Approve Tuition Scholarship Program for <a href="#">Last 12 Credits</a> of Degree</b> .....(Action)	Vice President Hatch
	D. <b>Request to Approve Tuition Scholarship Program for <a href="#">7 Credits of General Education Courses</a> for Qualified High School Students</b> .....(Action)	Vice President Hatch
	E. <b>Request to Approve 50% Tuition Reduction for <a href="#">Adult Basic Education</a> Courses</b> .....(Action)	Vice President Hatch
	F. <b>Request to Approve 50% Tuition Reduction for <a href="#">Summer Session</a> Courses</b> .....(Action)	Vice President Hatch
	G. <b>Request to Approve <a href="#">Tuition and Fees Schedules</a></b> .....(Action)	Vice President Hatch
	H. <b>Request to Approve <a href="#">Future Capital Reserve Policy</a></b> .....(Action)	Vice President Hatch
	I. <b>HLC <a href="#">Financial Ratios</a> Update</b> .....	Vice President Hatch
	J. <b>Request to Approve <a href="#">BIT &amp; Community Education for Credit</a> with Instructional Council Approval</b> .....(Action)	Vice President Vest



## Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

# Governing Board Meeting Agenda Continued

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

**Date:** March 18, 2014

**Time:** 9:00 a.m. (MST)

<b>Item</b>	<b>Description</b>	<b>Resource</b>
K.	Request to Approve <a href="#">Faculty Sabbatical</a> .....(Action)	Vice President Vest
L.	Request to Approve <a href="#">Computer Purchase</a> .....(Action)	Director Bishop
M.	Request to Approve <a href="#">Carpet Tile Purchase</a> .....(Action)	Vice President Hatch
N.	Request to Approve <a href="#">Classroom Chairs Purchase</a> .....(Action)	Vice President Hatch
O.	Request to Approve <a href="#">2015-2016 Academic Calendar</a> .....(Action)	Vice President Vest
<b>8.</b>	<b>Standing Business:</b>	
A.	Strategic Planning and Accreditation Steering Committee Report ..	Director Wasson
B.	<a href="#">Human Resources</a> Update .....	Director Hokanson
C.	President's Report .....	President Swarhout
<b>9.</b>	<b>Board Report/Summary of Current Events</b> .....	Board Members
<b>10.</b>	<b>Announcement of Next Regular Meeting</b> ..... <b>March 18, 2014</b>	Chair Handorf
<b>11.</b>	<b>Adjournment</b> ..... (Action)	Chair Handorf

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 speakerphone, if necessary.



## Northland Pioneer College

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2013 to January 31, 201

Budget Period Expired 58%

Tax Supported Funds				
General Unrestricted				
Current Month				
Budget	Actual	Y-T-D Actual	%	
<b>REVENUES</b>				
Primary Tax Levy	13,341,335	668,729	8,283,192	62%
State Aid:				
Maintenance and Operations	1,646,600	411,650	1,234,950	75%
Equalization	5,514,200	1,378,550	4,135,650	75%
Tuition and Fees	4,755,000	598,041	3,174,574	67%
Investment earnings	125,000	8,602	77,858	62%
Grants and Contracts	1,600,000	300,000	311,989	19%
Other Miscellaneous	200,000	12,049	126,347	63%
Transfers:	(2,750,000)	(166,667)	(1,624,966)	59%
<b>TOTAL REVENUES</b>	<b>\$24,432,135</b>	<b>\$3,210,954</b>	<b>\$15,719,595</b>	<b>64%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	17,067,805	1,242,265	8,481,393	50%
Operating Expenditures	6,587,182	560,221	2,627,999	40%
Capital Expenditures	253,000	4,944	61,444	24%
<b>TOTAL EXPENDITURES</b>	<b>\$23,907,987</b>	<b>\$1,807,430</b>	<b>\$11,170,836</b>	<b>47%</b>
Unrestricted Plant				
Current Month				
Budget	Actual	Y-T-D Actual	%	
<b>REVENUES</b>				
State Aid:				
Capital	199,300	30,650	91,950	46%
Other Miscellaneous				
Transfers:	2,000,000	166,667	1,166,667	58%
<b>TOTAL REVENUES</b>	<b>\$2,199,300</b>	<b>\$197,317</b>	<b>\$1,258,617</b>	<b>57%</b>
<b>EXPENDITURES</b>				
Salaries and Wages				
Operating Expenditures				
Capital Expenditures	12,199,300	135,142	2,090,908	17%
<b>TOTAL EXPENDITURES</b>	<b>\$12,199,300</b>	<b>\$135,142</b>	<b>\$2,090,908</b>	<b>17%</b>

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period July 1, 2013 to January 31, 2013

Budget Period Expired 58%

**Restricted and Auxiliary Funds**

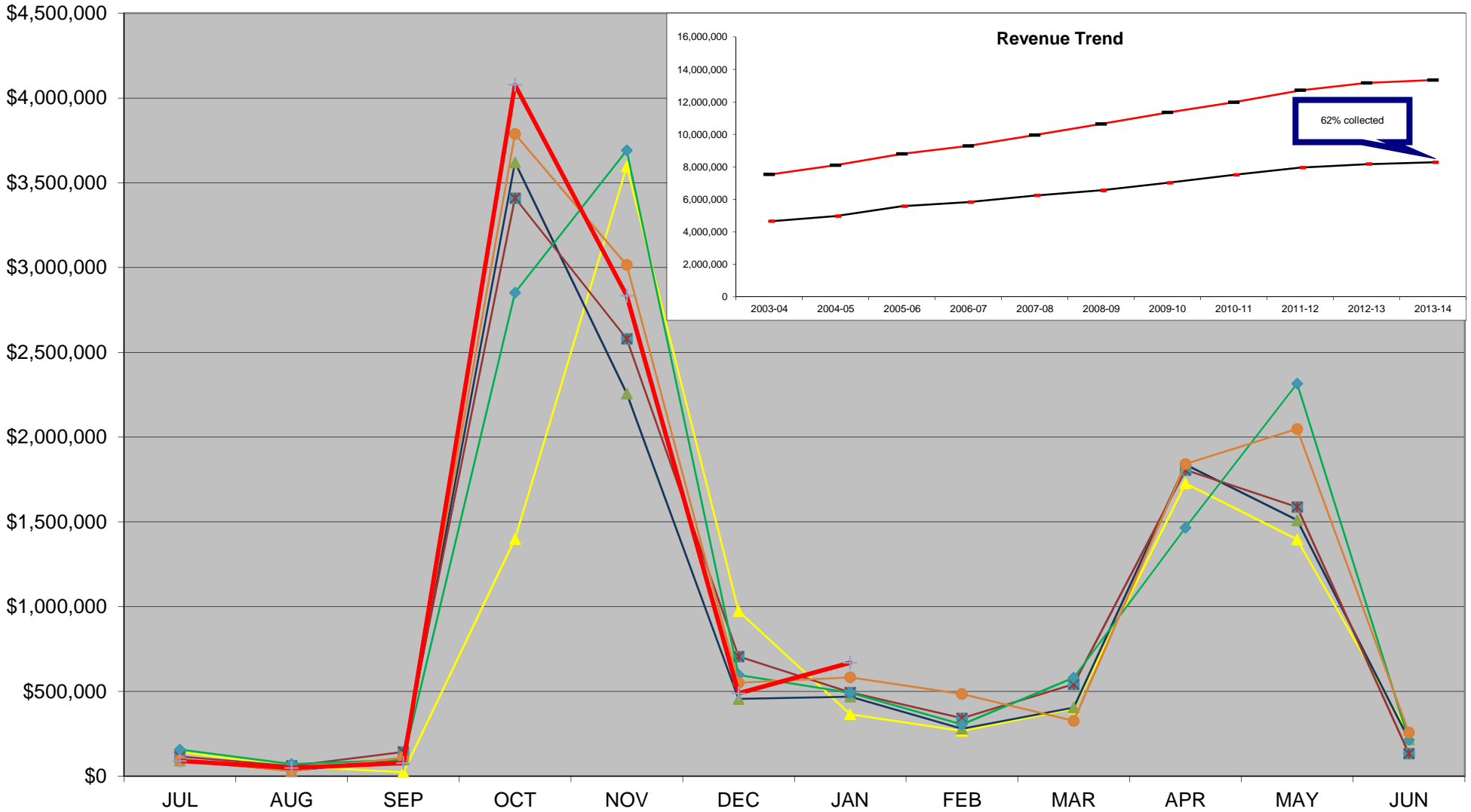
	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Grants and Contracts	6,400,000	1,368,378	3,715,529	58%
Donations				
Transfers:	600,000		390,147	65%
<b>TOTAL REVENUES</b>	<b>\$7,000,000</b>	<b>\$1,368,378</b>	<b>\$4,105,676</b>	<b>59%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	935,960	92,650	624,909	67%
Operating Expenditures	5,914,040	418,528	3,124,271	53%
Capital Expenditures	150,000	3,416	298,490	199%
<b>TOTAL EXPENDITURES</b>	<b>\$7,000,000</b>	<b>\$514,594</b>	<b>\$4,047,670</b>	<b>58%</b>

	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
<b>REVENUES</b>				
Sales and Services				
Bookstore	100,000	10,711	88,977	89%
Other	306,000	20,087	136,773	45%
Donations				
Transfers:	150,000		68,152	45%
<b>TOTAL REVENUES</b>	<b>\$556,000</b>	<b>\$30,798</b>	<b>\$293,902</b>	<b>53%</b>
<b>EXPENDITURES</b>				
Salaries and Wages	377,903	19,477	157,187	42%
Operating Expenditures	178,097	12,347	135,800	76%
Capital Expenditures				
<b>TOTAL EXPENDITURES</b>	<b>\$556,000</b>	<b>\$31,824</b>	<b>\$292,987</b>	<b>53%</b>

**Cash Flows**

Cash flows from all activities (YTD) .....	\$21,377,789
Cash used for all activities (YTD) .....	<b>\$17,602,401</b>
Net Cash for all activities (YTD) .....	\$3,775,388

### Monthly Primary Property Tax Receipts





## Northland Pioneer College 2014 All-Arizona Academic Team Members

The following nine students were selected as Northland Pioneer College's representatives on the 2014 All-Arizona Academic Team. They are also being considered for the All-USA Academic Team. NPC can nominate two students from each campus and center locations. Statewide, there were 73 students nominated for this year's Academic Team. This is the 19th year for this special recognition ceremony.

### **Holbrook – Painted Desert Campus**

Christina Scott-Ford, Business, **Second Team**, transferring to ASU

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

Karah Flake, Nursing, **Third Team**, transferring to Arizona State University  
Rachael Murphy, Secondary Education, **Second Team**, transferring to NAU

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

Stephanie Adams, Nursing, **Second Team**, undecided – ASU or NAU  
Kyle Nowell, Performing Arts, **Third Team**, transferring to UofA

### **Saint Johns Center**

Michelle Johnson, Nursing, **First Team**, undecided – ASU or NAU  
Julie Peck, Operational Management, **Second Team**, transferring to ASU

### **Springerville/Eagar Center**

Cody Elliott, Civil Engineering, **Second Team**, transferring to NAU

### **Winslow – Little Colorado Campus**

Sterling West, Russian Studies/Intelligence, **Third Team**, transferring to UofA

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

# Navajo County Community College District Governing Board Meeting Minutes

February 18, 2014 – 10:00 a.m.  
Painted Desert Campus, Tiponi Community Center  
2251 East Navajo Boulevard, Holbrook, Arizona

---

**Governing Board Member Present:** Mr. Frank Lucero, Ms. Ginny Handorf, Mr. Daniel Peaches, Mr. James Matteson, Mr. Prescott Winslow

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

**Others Present:** Stuart Bishop, Jake Hinton, Everett Robinson, Peggy Belknap, Clay Goodman, Steve Kiefer, Bill Fee, Ann Hess, Margaret White, Peg Erdman, Rickey Jackson, Lauren Sedillo, Cathy Reed, Barry Williams, Terrie Shevat, Cyndi Hutton, Barbara Hicks, Kate Dobler-Allen, Sandra Johnson, Kenny Keith, Beulah Bob-Pennypacker, Kyle Nowell, Connie Warren, Matt Weber

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

Chair Handorf called the meeting to order at 10:00 a.m. Mr. Lucero led the Pledge of Allegiance.

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

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

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

None

## **Agenda Item 4: Report**

### **4.A. Financial Position – Vice President Hatch**

Vice President Hatch reviewed the Financial Report with the Board. Mr. Winslow asked why capital expenditures are listed under the restricted fund, the unrestricted fund, and also the auxiliary fund. Vice President Hatch stated the major capital expenditures tend to go in the unrestricted plant fund or the capital fund. There are purchases that specifically would be designated as capital but perhaps are being categorized in a different way. Items purchased with grant dollars funnel through the restricted fund. Mr. Winslow asked if there are any other metrics of financial health that do not show up on the reports, specifically the percentage of cash reserve in relation to the current budget. Vice President Hatch stated there is a composite financial index report that is included in information the College provides to the Higher Learning Commission, the College's accreditor that includes a primary reserve ratio. Vice President Hatch offered to make a presentation to the Board on past standing on those ratios, and the



Navajo Community College District Governing Board meeting – 2/18/14 – Page 1 of 9  
**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu



College's composite financial index, and also future projections. Vice President Hatch stated that overall the composite financial index shows the College in a very healthy condition. Mr. Winslow stated he would like that to happen. Vice President Hatch stated the Board did recently approve a reserve policy that's 50% of the College's operating cost on an annual basis and by policy that is to be evaluated annually by June 30.

#### **4.B. NPC CASO – Margaret White**

Margaret White addressed the Board and stated CASO is meeting for the first time this year on Friday where the annual retreat will be discussed, as well as the employee picnic. Margaret White stated that candy sales that fund student scholarships are going well.

#### **4.C. Faculty Association – Cyndi Hutton**

Cyndi Hutton introduced Barbara Hicks, Cosmetology Faculty, to the Board. Barbara stated that students from the cosmetology program are competing in Skills USA in Kentucky on April 14, 15, and 16. The first year the College participated in Skills USA a student from LCC took a silver, the second year participating the College had a student take gold and that student went to Kansas City, Missouri in Nationals. That student was Kelsey Moore, she came in 9 out of 25 students. Eight students from WMC will be competing this year, along with students from St. John's and Winslow. Fire science and welding will also have students participating. President Swarthout stated that the Arizona Skills USA is very rewarding to attend.

Cyndi Hutton addressed the Board and stated one of the Faculty Association's goals was to increase faculty participation in the association. The association meets twice at the beginning of the month, one at Friday at 11am in the model classroom and then for those who teach on Fridays, a phone meeting is scheduled the first Wednesday at 5:30pm. So far the meeting times have been successful and attendance has improved. The faculty charge from Dr. Swarthout this year included coming up with a recommendation for faculty compensation for the 2014-2015 FY, faculty comments and recommendations on the proposed decrease of the step differential from the 3% to 1.5%, and full faculty participation in the discussion of what it means for NPC to be a year-round College. She also requested a task force be set up to take another look at the 1.33 load factor for teaching internet courses.

Cyndi Hutton reported that Vice President Vest asked faculty to look at how faculty is paid beyond base and overload pay. Cyndi Hutton stated that a lot of payment procedures are not written in any official procedure and can easily be taken away. She also said Vice President Vest asked faculty to discuss and codify payments such as internet load, release time for chairs, and windshield time, which is the driving time from one campus to another.

Two resolutions were presented to Dr. Swarthout and were handed out to the Board members. Resolution #1 and Resolution #2 was reviewed for the Board by Cyndi Hutton. Mr. Lucero asked what a faculty work week looked like hour-wise. Cyndi Hutton stated for her it was approximately 60 hours. Mr. Matteson stated that teaching hours are difficult to equate to a 40-hour work week.



#### **4.D. NPC Student Government Association**

SGA President Kyle Nowell addressed the Board and stated the Kiwanis Club Quiz Night went well although the SGA team took home the toilet paper. SGA also took a trip to Flagstaff for rock climbing and found it to be a good team building activity. NPC Talent show auditions are on April 4, March 7, 8, 13, and 14. The talent show will have a \$500 cash prize; the actual show will be on April 12, and 13. There will also be an SGA road trip to visit U of A, NAU, ASU, and University of NM. SGA is focusing on recruiting new members. Mr. Winslow asked about recruiting students from outlying centers. Kyle stated SGA members travel to the centers for active recruitment. Ms. Handorf commended Kyle for being the highlighted student on the NPC website. President Swarhout stated Kyle will be attending the legislature with her as a representative of NPC's AZ All-Academic Team.

#### **4.E. Institutional Effectiveness Update**

Director Wasson addressed the Board and stated the College has been working on linking the budget to the strategic plan. Right now the Board has approved the current strategic plan which allows the College to move ahead with budget planning. Budget Hearings are to be held on February 25, the SPASC chairs are going to facilitate the budget discussions. Next, SPASC plans to take up the annual timeline.

Data and integrity reporting conversations are taking place to help gather better data and IE has made steps toward cleaning up data, locating needed data, and making sure systems are talking to one another. The Higher Learning Commission asks the College for assurance that the College is doing its job effectively and thoroughly. The College provides HLC evidence of operations. HLC has recently changed its system so the College will be skipping its four year review and will start gathering evidence to have it ready for the new pathways.

Three NPC staff recently attended the first annual Arizona Assessment Conference in Yuma, this conference helped pinpoint where the College needs to step up and also where other schools are not quite up with us, and shared information about best practices. HLC asks Colleges to do a project that involves quality initiative and is College-wide. The goal of the project is to make things better for students in terms of their learning opportunities. Now that there are faculty represented on the committee, training can begin and the project proposal process can commence.

#### **Agenda Item 5: Consent Agenda**

- A. January 21, 2014 study session minutes; January 21, 2014, regular meeting minutes.

Mr. Matteson moved to accept the consent agenda. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

#### **Agenda Item 6: Old Business**

None.

#### **Agenda Item 7: New Business**

Chair Handorf moved item 7F up in the agenda.



**7.F. First Things First – Kate Dobler-Allen**

Kate Dobler-Allen, the Regional Director of Navajo/Apache Regional Partnership Council presented to the Board regarding First Things First program.

Chair Handorf asked why the First Things First districts did not include Native American tribes. Ms. Dobler-Allen stated that Arizona statute states each tribal community can decide whether to participate with an adjoining program or can opt to create their own. Mr. Lucero asked if Winslow was in the service area, and Ms. Dobler-Allen stated that Winslow was serviced by the Flagstaff district. Mr. Matteson asked if First Things First legislation has a sunset clause. Ms. Dobler-Allen stated the statute had no sunset clause.

**7.A. Review of Budget Development**

Vice President Hatch stated that the College is current in the budget development calendar. Budget hearings are scheduled for February 25. Mr. Lucero asked when the College’s budget has to be completed. Vice President Hatch stated by statute it needs to be completed by June. Typically it is done by May.

Vice President Hatch stated that overall revenue trends for the institution are expected to remain relatively flat. State funding is expected to decrease in the general fund by \$260,000. This is due to declines in both enrollment and in the gap on net assessed valuation which drives the equalization. Vice President Hatch indicated he included a summary of the JLBC (Joint Legislative Budget Committee) statement on community College funding. The base line indicated in the summary is if formula is followed. Typically the formula is not used and community colleges are funded with a flat dollar amount.

Operating state aid is based on enrollment two years prior, so for 2015 the state looks at 2013 enrollment which was 5.2% lower than the prior year which is why there’s a reduction coming in state aid. STEM funding originally was capital state aid but only \$2 million was funded system-wide and the JLBC base line indicates the state will continue that amount instead of following formula. OSPB which is the governor’s budget is proposing funding it to the rural districts, but not to Maricopa and Pima. That would add an additional \$250,000 to NPC in STEM funding, which is not in the JLBC base line budget.

\$231,000 decline in equalization aid is based on primary assessed valuation compared to the rural average. From 2012 to 2013 there was a decline of 7.3% for Navajo County. When compared to minimum assessed valuation which had a decline of 6.8% one can see why the College’s equalization aid change isn’t as large as some of the other equalization schools. Vice President Hatch stated Table 4 provides estimated community college revenue for 2014 and is the approved budget of each of the districts, so not only does it include the state aid component but property taxes, tuition, fees, and grants for a total and Table 4 gives an idea of where NPC is in relation to other community College budget revenues.

Vice President Hatch reviewed property valuation with the Board stating there is a 7% decline in property valuation from last year, and that the tax rate then needs to increase in order to keep the same level of levy previously received.



Mr. Winslow stated that it would be helpful to him at some point in the process to see a sample hypothetical Navajo County property tax bill in order to see how it actually looks for a tax payer. Mr. Lucero asked if there was a clear idea about what the mill closure in Snowflake has done to property valuation. Vice President Hatch stated that assessed valuation declined 7.5%. 2013-2014 had a higher drop rate than previous years. Vice President Hatch stated it's hard to know how much is specifically attributable to the mill closure but it did make a larger increase. Mr. Lucero asked if it is relevant what is happening to other areas that are financially better off. Vice President Hatch stated it matters when it comes to equalization because the differential between the average changes for the rural counties compared to what the College is doing. Mr. Lucero stated he meant in relation to taxes. Vice President Hatch stated only in regards to seeing trends that we may be following.

There are no significant changes anticipated in other revenue funds. Nearly three-quarters of College expenditures are wages and benefits. Staff recommends a 2% increase for wage increases that will cost approximately \$250,000. Benefit cost increases are expected to be 3% for the College, which is approximately \$40,000. The State Retirement System increase is very small this year, the match is going from 11.54% to 11.6% and will be around \$5,000. In total, there is approximately \$295,000 of additional costs related to wage and benefit increases. As far as other expenditures, the majority of the College's departments are requesting flat or slight declines in expenditures. A few departments are asking for increases.

Mr. Winslow asked if there were any significant pending grant applications that might be pending over the next 4-6 months. Vice President Vest stated that the Department of Education might move forward with a Trio Grant program and the College will be submitting an application for GEAR UP which is a program intended to significantly increase the percentage of students that go to post-secondary institutions. The College would partner with possibly eight reservation schools to run the program. If the College receives the grant it is a 7-year grant and would provide \$650,000 a year for 7 years or \$4-4.5 million over the 7 years. A good portion of the money would go to the partner schools for their role in the program.

### ***7.B. First Read: Wage and Salary Schedule***

Vice President Hatch stated that the staff is recommending a 2% wage and salary increase. Vice President Hatch reviewed the wage and salary schedule with the Board. He stated the Employee Relations Committee received wage and salary recommendations from CASO and moved forward a 3.5% proposal to College Council. The Faculty Association decided not to go through the shared-governance process and made their recommendation directly to Dr. Swarthout at 3.5% plus an additional 3.5% if retirement and health insurance costs increased. College Council ultimately made a recommendation for a 2% increase. The proposed schedule based on a 2% increase includes a step for employees who are eligible to receive a step and on the faculty schedule, moving from a 3% differential in step to a 1.5% differential in step. As was mentioned in the Faculty Association report, the Employee Relations Committee is working on moving a recommendation forward regarding the step. If the College chose to stay at a 3% differential on step, then a step would not be possible at a 2% wage increase so the entire base schedule would need to be changed by 2% in order to accomplish a 2% schedule change.



Mr. Lucero asked what the benefit is to moving the differential from 3% to 1.5%. Vice President Hatch stated the advantage is to minimize salary compression.

Last year's salary increase at 3% was just 0.1% below the average increase at other institutions. On average, slightly larger increases in faculty at 2.3%, 1.9% in classified staff, 1.2% for administrative staff, with several institutions stating they're not planning to give any increases in any of the categories in the upcoming year.

Vice President Hatch reviewed upcoming proposed changes to healthcare expenses for employees as well as inflation rates.

### ***7.C. First Read: Tuition and Fees Schedule***

Vice President Hatch reviewed the tuition and fees schedules with the Board, stating staff recommends tuition rates be set for the next three years, 2014-15, 2015-16, 2016-17, at a \$2 incremental increase in each of those years. Apache County and out-of-state tuition would increase at the same rate which is \$10 per year. WICHE WUE rate is a compact with a number of member organizations at 150% of the in-state rate for students whose residency is in an adjoining state.

Mr. Peaches asked since Monument Valley is in Utah, what the tuition rate was for students there. Vice President Vest stated Navajo students, regardless of their state of residency, receive in-state tuition rates under Arizona state law.

Vice President Hatch stated there are four tuition proposals that were discussed at the last Board retreat. The first two are scholarship type proposals. The first is no tuition for the last 12 credits of a degree. Students would have to apply for this. It is proposed that the College budget this as a scholarship not to exceed \$150,000 in the first year. The second proposal is to give seven general education credits each semester with no tuition to junior and senior high school students. This also would have an application process along with GPA requirements not to exceed \$150,000 in the first year. The other two proposals are discounts in tuition. The first is to reduce tuition for all summer session courses by 50%. Secondly, establish a 50% tuition reduction for all adult basic education courses.

Mr. Winslow asked if Director Rickey Jackson could address the issue of TLC as a pipeline to College level courses. Director Rickey Jackson stated there's a wait list of 400-500 students for adult basic education. Many students are waiting for available scholarship money, in which \$126,000 has been put aside for ABE scholarships. About 50% of students test into a TLC class. If students could get through TLC classes quicker than they could move on to general education courses sooner. Vice President Vest stated that he believes that if TLC pipelines are expanded by offering discounted tuition, then in one or two years there will be an increase in students enrolling in general education classes.

### ***7.D. First Read: Future Capital Reserve Policy***

Vice President Hatch stated at the last DGB meeting the concept of a Future Capital Reserve Policy was discussed. Vice President Hatch reviewed the proposed policy with the Board. Mr.



**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

Matteson suggested the word “identify” be added to strengthen the wording. This will be voted on by the Board at the March DGB.

**7.E. Request to Accept Expenditure Limitation Report**

Mr. Lucero moved to accept the Expenditure Limitation Report. Mr. Matteson seconded the motion. *The vote was unanimous in the affirmative.*

**7.G. Review of Affordable Care Act Information.**

Item 7.G. was moved to end of agenda by Chair Handorf.

**7.H. Request to Approve Deletion of the Human Services certificate of Proficiency in Substance Abuse in Counseling**

Vice President Vest stated the substance abuse counseling program has been on the books since 2008. At that time the program was run on a contract basis with several external agencies. These agencies have not requested this program in the last five years. The courses will be retained but the program will be removed from the catalog.

Mr. Matteson moved to approve deletion of the Human Services Certificate of Proficiency in Substance Abuse in Counseling. Mr. Lucero seconded the motion. *The vote was unanimous in the affirmative.*

**7.I. Request to Approve Modification for Computer Information Systems Program**

Vice President Vest stated this modification for Computer Information Systems Program is merely a curriculum clean up change. There are currently two math options in this program and would like to request Math 121 be dropped and also that AIS 170 be changed to BUS 170. Also, would like to drop digital photography as a requirement since it often has low enrollment.

Mr. Matteson moved to approve the modification to the Computer Information Systems Program. Mr. Lucero seconded the motion. *The vote was unanimous in the affirmative.*

**7.J. Request to Approve Modification for fire Science Program**

Vice President Vest stated the revision to the fire science program are based on recommendations to move the fire science program to match the national fire academy/fire and emergency services higher education model which means restructuring the curriculum. The advantage to students is that the number of required course is significantly reduced which gives students a lot more flexibility in regards to electives.

Mr. Matteson moved to approve the modification to the Fire Science Program. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*



**7.K. Request to Approve Program Modification for Nursing, Associate of Applied Science in Paramedic to RN**

Vice President Vest stated that the Board approved the Paramedic to RN program this time last year. When Dean Erdman approached the State Nursing Board about Paramedic to RN program she received some initial advice from the Board on a direction, that curriculum was brought to the Board, but the State Nursing Board strongly requested further changes. Vice President Vest stated there is enough demand to run the program both in fall and spring next year and then as students demand.

Mr. Matteson moved to approve program modification to the Fire Science Program. Mr. Lucero seconded the motion. Mr. Peaches was absent for the vote. ***The vote passed with a majority vote.***

**7.G. Review of Affordable Care Act Information.**

Mr. Matteson made a motion to table item 7.G. until the next meeting. Mr. Lucero seconded. ***The vote was unanimous in the affirmative.***

**Agenda Item 9: Standing Business**

**8.A. Strategic Planning and Accreditation Steering Committee Report**

None.

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

Vice President Hatch summarized the human resources report with the Board.

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

President Swarthout introduced Dr. Clay Goodman, Vice President of Occupational Education at Estrella Mountain Community College and Consortium Director of Get into Energy, and Steve Keifer who is the Project Director of Arizona Get into Energy Consortium. The ACCT conference was held recently and discussion took place about organizing a ten community College president's retreat around topics that have been recommended, including completion agendas and success agendas, as well as data discussions. The Board will be updated as this develops. Senator Carlyle Begay has requested a mini-economic town hall at the Holbrook campus in April, and the Board will be updated as details are solidified.

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

**Agenda Item 10: Announcement of Next Regular Meeting: March 18, 2014.**



**Agenda Item 11: Adjournment**

*The meeting was adjourned at 12:40 p.m. upon a motion by Mr. Matteson, a second by Mr. Lucero and a unanimous affirmative vote.*

Respectfully submitted,

---

Lisa Jayne  
Recording Secretary to the Board

DRAFT





## REQUEST TO APPROVE NEW EDU CERTIFICATE OF PROFICIENCY IN EDUCATION PROFESSIONS

### Recommendation:

The Instructional Council recommends approval of the addition of an Education (EDU) Program, Certificate of Proficiency (CP) in Education Professions. Details of the addition noted in the text below.

### Summary:

The EDU CP in Education Professions is a one-year program of 20 credit hours in Education and Early Childhood available to all students (JTEDs and traditional) who wish to pursue employment in education. The certificate will prepare students to obtain a national certification as a paraprofessional. It will also prepare students for substituting; effective date will be Fall 2014.

### NORTHLAND PIONEER COLLEGE EDUCATION PROGRAM CERTIFICATE OF PROFICIENCY IN EDUCATION PROFESSIONS

#### Certificate of Proficiency (CP) Education Professions

To earn a **Certificate of Proficiency in Education Professions** a student must complete the following 20 credits:

ECD 250 • Child Development I .....	3 credit
ECD 251 • Child Development II .....	2 credit
EDU 101 • Effective Tutoring .....	1 credit
EDU 137 • Principles of Child Guidance .....	1 credit
EDU 138 • Managing Children's Behavior .....	1 credit
EDU 200 • Introduction to Education .....	3 credit
EDU 201 • Substitute Teaching in the Schools .....	3 credit
EDU 222 • Introduction to Special Education.....	3 credit
EDU/CIS 286 • Educational Technology .....	3 credit





## REQUEST TO APPROVE DELETION OF THE PHOTOGRAPHY TECHNICIAN PROGRAM

### Recommendation:

The Instructional Council recommends approval of the deletion of the Photography Technician (PHO) Program, including the Associate of Applied Science (AAS), Certificate of Applied Science (CAS) and Certificates of Proficiency (CP) in Black and White Photography, Color Photography and Photography Marketing. Details of deletions noted in text below.

### Summary:

The program does not currently have substantial interest from students and the college no longer has a full-time faculty member to teach and promote the program. No student has been awarded a degree or certificate in photography since 2009. Interest in courses remains but there seems little demand for degrees or certificates. Given this, no courses will be deleted from the catalog.

## ~~Photography Technician (PHO) (AAS/CAS/CP)~~

### ~~About this Program~~

~~The Photography Technician program prepares graduates to apply technical skills and aesthetics in photography. Photographers and camera operators use camera and film to portray people, places and events much as writers use words.~~

~~Salaried jobs for photographers are found, for the most part, in photographic or commercial art studios. About half of all photographers and camera operators are self-employed. Many are freelance photographers who do individual projects on a one-time only or occasional basis.~~

~~Local career opportunities exist in all Northland district communities in varying degrees, but career opportunities also exist in suburban and metropolitan areas throughout the state and nation. Related occupations include visual artists, illustrators, designers, painters, sculptors, and graphic communications technicians.~~

~~The NPC Photography Technician program is available at the White Mountain Campus in Show Low. Interested persons from other communities will probably need to attend part or most of the program at that location.~~

## ~~Associate of Applied Science (AAS)~~

### ~~About this Degree • 64 credits~~

~~To earn an Associate of Applied Science degree in Photography Technician the student must~~



**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

complete 16 general education credits, 27 core requirement credits, 15 credits of required electives, and six credits of unrestricted electives.

**General Education Requirements • 16 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
- SPT 120 Public Speaking ..... 3 credit

**Mathematics • 3 credits**

- MAT 101 Basic Technical Mathematics..... 3 credit

**Discipline Studies • 7 credits**

Per the AAS Discipline Studies list on page 60-61.

**Core Requirements • 27 credits**

- PHO 100 Beginning Photography..... 3 credit
- PHO 115 Pictorial Journalism ..... 3 credit
- PHO 200 Intermediate Photography..... 3 credit
- PHO 212 Color Photography I..... 3 credit
- PHO 213 Color Photography II ..... 3 credit
- PHO 220 Advanced Photography..... 3 credit
- PHO 230 View Camera Photography ..... 3 credit
- PHO 240 Photography Portfolio..... 3 credit
- PHO 250 Photography As An Art Medium..... 3 credit

**Required Electives • 15 credits**

Select a minimum of 15 credits from the following list:

- ART 103 Basic Design..... 3 credit
- BUS 100 Introduction to Business ..... 3 credit
- BUS 110 Small Business Management..... 3 credit
- PHO 198 Internship..... 1-8 credit
- PHO 199 Workshop ..... 0.5-6 credit
- PHO 299 Special Problems ..... 1-3 credit

**Unrestricted Electives • 6 credits**

Select any unduplicated 100 or higher level courses.

---

**Certificate of Applied Science (CAS)**

To complete a **Certificate of Applied Science in Photography Technician**, a student must complete the core requirement credits, ENL 101 and MAT 101 **(33 credits)**.

---

**Certificates of Proficiency (CP)**

■ **Black and White Photography • 17 credits**

- PHO 100 Beginning Photography..... 3 credit



PHO 115 Pictorial Journalism ..... 3 credit  
PHO 200 Intermediate Photography ..... 3 credit  
PHO 220 Advanced Photography ..... 3 credit  
PHO 230 View Camera Photography ..... 3 credit  
PHO 280 Photography Practicum ..... 2 credit

■ **Color Photography • 16.5–21 credits**

PHO 100 Beginning Photography ..... 3 credit  
PHO 200 Intermediate Photography ..... 3 credit  
PHO 212 Color Photography I ..... 3 credit  
PHO 213 Color Photography II ..... 3 credit  
PHO 245 Photography Desktop Publishing ... 3 credit  
PHO 199 Workshop ..... 0.5-3 credit  
PHO 299 Special Problems ..... 1-3 credit

■ **Photography Marketing • 18 credits**

PHO 100 Beginning Photography ..... 3 credit  
PHO 200 Intermediate Photography ..... 3 credit  
PHO 212 Color Photography I ..... 3 credit  
PHO 240 Photography Portfolio ..... 3 credit  
PHO 245 Photography Desktop Publishing ... 3 credit  
PHO 270 Freelance/Stock Photography ..... 3 credit



**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu



## REQUEST TO APPROVE PROGRAM MODIFICATION FOR COSMETOLOGY

### Recommendation:

The Instructional Council recommends approval of the program modification for the Cosmetology (COS) Program, including requested changes to the program description and the changes in the Certificate of Proficiency (CP) in Nail Technician. Details of deletions are noted in text below.

### Summary:

The recommended program description changes will add verbiage to the NPC Catalog to clarify that the CP in Instructor training and the CP in Nail Technician require additional training. New course numbers, titles, topics and objectives will bring the CP in Nail Technician curriculum up to date. Proposed effective date will be Fall, 2014.

This is a 1600 hour program that will prepare individuals in hair cutting/styling; nails; facial/scalp treatments; shampooing; chemical applications; salon management; customer service; and Arizona State Laws and Regulations. Upon successful completion you will be prepared to take the AZ State Board of Cosmetology Licensing Practical/Written Examinations.

Associate of Applied Science (AAS)

About this Degree • 68 credits

To complete an Associate of Applied Science degree in Cosmetology a student must complete the 16 general education requirement credits and 52 credits of required electives.

General Education Requirements • 16 credits

Communications • 6 credits

ENL 101 College Composition I .....3 credits

Plus one of the following:

ENL 102 College Composition II .....3 credits

ENL 109 Technical Writing .....3 credits

SPT 120 Public Speaking .....3 credits



**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

Mathematics • 3 credits

Select MAT 101, MAT 103, MAT 105, MAT 109 or MAT 112 or any math course for which MAT 112 is a prerequisite.

Discipline Studies • 7 credits

Per the AAS Discipline Studies list on page 64-65.

Core Requirements • 52 credits

COS 113 Introduction to Cosmetology .....	10 credits
COS 114 Theory of Cosmetology II.....	3 credits
COS 115 Theory of Cosmetology III - General Science of Cosmetology.....	3 credits
COS 116 Theory of Cosmetology IV - Hair Care .....	2 credits
COS 117 Theory of Cosmetology V - Skin Care and Nail Care .....	2 credits
COS 215 Basic Practicum Practice I .....	2 credits
COS 216 Basic practicum Practice II .....	2 credits
COS 217 Basic Practicum Practice III.....	2 credits
COS 218 Basic Practicum Practice IV .....	2 credits
COS 219 Basic Practicum Practice V .....	2 credits
COS 220 Basic Practicum Practice VI .....	2 credits
COS 221 Advanced Practicum Practice VII.....	2 credits
COS222 Advanced Practicum Practice VIII .....	2 credits
COS 223 Advanced Practicum Practice IX.....	2 credits
COS 224 Advanced Practicum Practice X .....	2 credits
COS 225 Advanced Practicum Practice XI .....	2 credits
COS 226 Advanced Practicum Practice XII.....	2 credits
COS 227 Advanced Practicum Practice XIII .....	2 credits
COS 228 Advanced Practicum Practice XIV .....	2 credits
COS229 Advanced practicum Practice XV .....	2 credits
COS 230 Advanced Practicum Practice XVI .....	2 credits

#### Certificate of Applied Science (CAS)

To complete a Certificate of Applied Science in Cosmetology, the student must complete 6 credits of general education requirements: ENL 101 and MAT 101 or MAT 103 or MAT 105 or MAT 109 or MAT 112 or any math class for which MAT 112 is a prerequisite and the 52 credits of core requirements.

#### Certificates of Proficiency (CP)

To earn a Certificate of Proficiency in Cosmetology the student must complete the requirements as follows:

Cosmetology • 52 credits

Student must complete the cosmetology program's 52 credits of core requirements.



**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu



**Additional training offered that leads to state board certification and licensing.**

**Cosmetology Instructor • 16 credits**

This is a 650 hour training that will prepare an individual in basic instructional methods and techniques for the effective instructing of students in cosmetology or nail technology related management and skills, preparing lesson plans, theory and demonstration methods and the AZ State Board of Cosmetology Laws and Regulations. Upon successful completion you will be prepared to take the AZ State Board of Cosmetology/Nail Technology Instructors Licensing Practical/Written Examinations. A student must have a current cosmetology license.

COS 209 Science for Cosmetology Instructors .....	1 credit
COS 210 Management for Cosmetology Instructors .....	3 credits
COS 211 Instructing in Cosmetology I .....	3 credits
COS 212 Instructing in Cosmetology II .....	3 credits
COS 213 Instructing in Cosmetology III.....	3 credits
COS 214 Instructing in Cosmetology IV.....	3 credits

**Nail Technician • 20 credits**

This is a 600 hour training that will prepare an individual in nail technology; manicuring, pedicuring, nail enhancements, salon management, customer service and AZ State Board of Cosmetology Laws and Regulations. Upon successful completion the individual will be prepared to take the AZ State Board of Cosmetology Nail Technology Licensing Practical/Written Examinations.

COS 101 Manicuring I.....	4 credits
COS 102 Manicuring II .....	4 credits
COS 103 Manicuring III.....	4 credits
COS 104 Manicuring IV.....	4 credits
COS 118 Manicuring, Hand and Arm Massage .....	2 credits
COS 130 Nail Technology Theory I.....	3 credits
COS 131 Nail Technology Theory II .....	3 credits
COS 132 Nail Technology Basic Practicum Practice.....	2 credits
COS 133 Nail Technology Basic Practicum Practice.....	2 credits
COS 134 Nail Technology Advanced Practicum Practice .....	2 credits
COS 135 Nail Technology Advanced Practicum Practice .....	2 credits
COS 136 Nail Technology Advanced Practicum Practice .....	2 credits
COS 137 Nail Technology Advanced Practicum Practice .....	2 credits
COS 138 Nail Technology Advanced Practicum Practice .....	2 credits





Articulation Agreement (Undergraduate)  
between  
Northland Pioneer College  
and  
Grand Canyon University



Grand Canyon University (“GCU”) hereby establishes an Articulation Agreement to facilitate students’ transfer from Northland Pioneer College to Undergraduate Programs at GCU.

**I. PURPOSE**

A. This Articulation Agreement formally recognizes that Northland Pioneer College is committed to providing greater educational opportunities and services for students and GCU is committed to providing greater educational opportunities and services for students who transfer. This commitment strongly supports the concept of seamless transfer that embraces the principle that transfer students should not be required to repeat competencies already demonstrated.

B. The purpose of this collaboration is to facilitate the matriculation of Northland Pioneer College students to an academically challenging baccalaureate degree through Grand Canyon University.

C. Grand Canyon University enters into this Articulation Agreement in the spirit of recognizing Northland Pioneer College as a quality institution with a history of demonstrated excellence delivering high quality educational programs. Each institution, furthermore, was and is dedicated to serving students from all walks of life, regardless of race, ethnicity, sex, disability, color, age, marital status, or national origin.

D. Through ongoing communication with Northland Pioneer College graduates, GCU will better understand the needs of students who are transferring and cooperate in responding to these needs.

**II. TRANSFER ELEMENTS**

**A. Treatment of Associate Degrees and General Education Core as Admission Criteria**

1. This Articulation Agreement establishes the principle that all applicable Associate Degrees at Northland Pioneer College transfer to GCU, allowing Northland Pioneer College Associate degrees to combine with GCU’s baccalaureate degree. Credits are accepted and applied toward the designated/appropriate college degree(s). Articulated Associate degrees will be identified, maintained, and available as Appendix A to this Articulation Agreement.

2. Northland Pioneer College graduates with a minimum cumulative GPA of 2.0, courses numbered 100 and above, entering under the terms of this Articulation Agreement are guaranteed admission into the University. Students should be advised that some degree programs at GCU, specifically the Registered Nurse to Bachelor of Science in Nursing (RN to BSN) program, requires a 2.8 or higher GPA for admission. To be considered for this program, students must possess a current unencumbered, unrestricted license as a registered nurse in the state where they are employed as an RN. Programs in the College of Arts and Sciences, College of Nursing and Health Care Professionals, and College of Fine Arts and Production may require college-specific admission requirements. Program admission criteria are available in the GCU Policy Handbook.

3. Northland Pioneer College graduates will follow GCU's transfer process and, therefore, must meet all applicable requirements and deadlines pertaining to application for admission, advising, registration, length of program availability, and payment of tuition and fees. They will abide by the policies and procedures, along with any revisions thereof that apply to all students from that institution.

4. In order to complete the baccalaureate program in a timely manner, students are advised to follow the Transfer Guide for the academic program they plan to pursue at GCU (See Appendix C). If the student intends to change degree focus upon admission to GCU, the student may be required to complete some lower division preparation work prior to beginning the program at GCU.

#### **B. Treatment of Northland Pioneer College Coursework**

Students who transfer to GCU with less than an Associate Degree and have not completed the General Education requirements will complete their General Education requirements at GCU. However, if these students have taken equivalent General Education courses at Northland Pioneer College, these courses will be accepted toward satisfying General Education requirements at GCU (See Appendix B).

#### **C. Total Number of Transferable Credits**

The determination of how many credit hours GCU may accept from Northland Pioneer College programs is subject to accreditations and regulatory requirements. GCU agrees to provide an Articulation Agreement for Northland Pioneer College Associate Degrees. After GCU evaluates the student's transfer credits, GCU will only apply those transfer credits that fulfill program requirements including general education, electives, and, with college approval, courses in the program major.

#### **D. Evaluation Process**

There will be an annual evaluation of the partnership supported by this Articulation Agreement. The information obtained from this evaluation will be used to improve the transfer process for the benefit of students.

### **III. OTHER ITEMS RELATED TO THIS ARTICULATION AGREEMENT**

#### **A. Internship and Work Study Agreements**

If applicable to the students program GCU will endeavor to provide internship and work-study opportunities for Northland Pioneer College transfer students. These opportunities will be based on availability and students must be enrolled in a course to be considered eligible. It is understood that internship and work-study employment decisions are made by the employers, not GCU. Also, applicable U.S. Federal Regulations, INS guidelines and all other laws and regulations will be followed.

#### **B. Creating and Distributing GCU Materials**

All GCU-related printed and media materials created by Northland Pioneer College shall be approved by GCU prior to their use.

#### **C. Longevity of the Articulation Agreement**

This Articulation Agreement shall be effective immediately upon approval and shall continue in force and effect until terminated by Grand Canyon University or Northland Pioneer College. Immediate termination will occur if either Grand Canyon University or Northland Pioneer College loses their current accreditation status. Termination shall occur upon written notice by the Office of the Chief Academic Officer/Provost at Grand Canyon University. Either party may terminate this Articulation Agreement with a 45 day written notice. If an agreement is terminated due to the loss of accreditation the Articulation Agreement will end retroactive to the date the accreditation status changed. In the event of termination, GCU agrees to ensure students currently enrolled in a program under this Articulation Agreement will be given the opportunity to complete their degree with GCU.

#### **D. Opportunities to Expand the Articulation Agreement**

Upon mutual agreement, GCU and Northland Pioneer College may choose to expand this Articulation Agreement as opportunities are presented or in response to the needs that are identified.

### **IV. RESPONSIBILITIES OF GCU**

GCU will provide enrollment counseling and/or academic advising to Northland Pioneer College students. Additionally, GCU will provide materials, catalogs, and other information to Northland Pioneer College students to facilitate their understanding of University requirements and academic programs.



GCU may place Northland Pioneer College students, interested in attending GCU, on its mailing list and invite the students to participate in cultural events, social activities, and presentations open to the public.

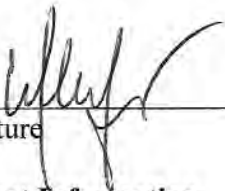
**V. JOINT RESPONSIBILITIES**

Northland Pioneer College and GCU agree to exchange data and documents as agreed that will contribute to the maintenance and improvement of these transfer arrangements, and promote effective cooperation between the two institutions. The Federal Family Educational Rights and Privacy Act (FERPA) governs the disclosure of information about students. The institutions will exchange admissions, grades, and retention data after obtaining appropriate permission from the students involved and in compliance with all federal, state, and local guidelines.

In collaboration with Northland Pioneer College, the development, distribution, and accuracy of all transfer articulation products (e.g., Transfer Guide) are the responsibility of GCU.

NORTHLAND PIONEER COLLEGE

GRAND CANYON UNIVERSITY

  
\_\_\_\_\_  
Signature

3/4/14  
\_\_\_\_\_  
Date

**Contact Information**

Mark Vest  
Vice President of Learning and  
Student Services  
1001 W. Deuce of Clubs  
Show Low, AZ 85901

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Contact Information**

Jennifer Lech  
Vice President of Academic Affairs and  
University Registrar  
Grand Canyon University  
Office of Academic Affairs  
3300 West Camelback Road  
Phoenix, AZ 85017-1097

The following table is the list of Articulated Associate Degrees between Northland Pioneer College and Grand Canyon University (GCU). Students who complete a transfer-oriented associate degree (Associate of Arts or Associate of Science) may fulfill Grand Canyon University's General Education requirements. Students without a transfer-oriented degree (Associate of Applied Science) must fulfill the General Education requirements and have a course-by-course evaluation completed. Additional programmatic admission requirements and transfer policy information can be found within the [University Policy Handbook](#).

Northland Pioneer College Degree	Grand Canyon University Degree
<ul style="list-style-type: none"> <li>Associate of Applied Science in Nursing</li> </ul>	<ul style="list-style-type: none"> <li>Registered Nurse to Bachelor of Science in Nursing (RN-BSN)</li> </ul>

All Grand Canyon University programs follow a Program of Study, which can be changed by the University at any time. All Programs of Study are subject to the terms, conditions, and policies outlined in the University's enrollment application and the [University Policy Handbook](#).

**Associate of Applied Science in Nursing – Registered Nurse to Bachelor of Science in Nursing (RN to BSN)**

The following table outlines the requirements needed to receive an Associate of Applied Science in Nursing from Northland Pioneer College. Within the table we have identified preferred courses from Northland Pioneer College that will be applicable towards Grand Canyon University's Registered Nurse to Bachelor of Science in Nursing (RN to BSN). The following will be used in evaluating official transcripts.

<b>Northland Pioneer College– Associate of Applied Science in Nursing</b>	<b>Credits</b>	<b>Registered Nurse to Bachelor of Science in Nursing (RN to BSN)</b>	<b>GCU Applied Semester Credits</b>
<b>Communication- 6</b>			
ENL-101: College Composition I	3	ENG-105: English Composition I	3
ENL-102: College Composition II	3	ENG-106: English Composition II	3
<b>Math-3</b>			
MAT-121: Intermediate Algebra	3	MAT-134: Applications of Algebra	3
<b>Physical and Biological Science- 20</b>			
CHM-130: Fundamental Chemistry	4	CHM-101: Introduction to Chemistry	4
BIO-181: General Biology	4	BIO-181&BIO-181L: General Biology I Lecture and Lab	4
BIO-201: Human Anatomy and Physiology I	4	BIO-201&BIO-201L: Human Anatomy and Physiology I Lecture and Lab	4
BIO- 202: Human Anatomy and Physiology II	4	BIO-202&202L: Human Anatomy and Physiology II Lecture and Lab	4
BIO-205: Microbiology Lecture and Lab	4	BIO-205&BIO-205L: Microbiology Lecture and Lab	4
<b>Social and Behavioral Sciences- 6</b>			
PSY-240: Developmental Psychology	3	PSY-357: Lifespan Development	3
ANT-102: Cultural Anthropology <b>OR</b>	3	SOC-315: Cultural Anthropology	3
SOC-120: General Sociology	3	SOC-102: Principles of Sociology	3
<b>Core Requirements- 40</b>			
NUR-117: Pharmacology I	2	General Elective	2
NUR-118: Pharmacology II	2	General Elective	2
NUR-121: Nursing I	8	General Elective	8
NUR-122: Nursing II	8	General Elective	8
NUR-125: Practical Nurse Completion	2	General Elective	2
NUR-221: Nursing III	8	General Elective	8
NUR-222: Nursing IV	8	General Elective	8
NUR-219: NCLEX Review Seminar	2	General Elective	2
Any approved Social Science or Humanities course	9	General Education: Global Awareness	9
<b>Minimum Number of Credits Required for Associate of Applied Science in Nursing at Northland Pioneer College</b>			<b>84</b>
<b>Total Credits Applied Towards Grand Canyon University's Registered Nurse to Bachelor of Science in Nursing (RN to BSN)</b>			<b>84</b>



The following table outlines the requirements needed to receive a Registered Nurse to Bachelor of Science in Nursing (RN to BSN) from Grand Canyon University.

Course #	Registered Nurse to Bachelor of Science in Nursing (RN to BSN)	Semester Credits
NRS-430V	Professional Dynamics	3
NRS-429V	Family Centered Health Promotion	3
NRS-434V	Health Assessment	3
NRS-427V	Concepts in Community and Public Health	3
HLT-362V	Statistics	3
NRS-433V	Introduction to Nursing Research	3
NRS-437V	Ethical Decision-Making in Health Care	3
HLT-310V	Spirituality in Health Care	3
NRS-451V	Nursing Leadership and Management	3
NRS-410V	Pathophysiology and Nursing Management of Client Health	3
NRS-440V	Trends and Issues in Health Care	3
NRS-441V	Professional Capstone Project	3
<b>Total Credits Completed at Grand Canyon University</b>		<b>36</b>
Transfer Credits Applied From Associate of Applied Science in Nursing		84 semester credits
Program Major Requirement - Grand Canyon University		36 semester credits
<b>Total Credit Hours Needed to Complete Registered Nurse to Bachelor of Science in Nursing (RN to BSN)</b>		<b>120 credits</b>

\*Traditional campus students who have transferred in a minimum of 24 college level credits and have a 3.0 GPA or higher can waive the University Foundations course, UNV-303. For additional graduation requirements, please see the [University Policy Handbook](#).

To obtain a baccalaureate degree at Grand Canyon University (GCU), a student must earn a minimum of 36 semester credits in upper division (300 or above) courses.

A minimum of 120 credits are required for completion of this program of study. If taking one course at a time, this program will take on average 48 months at GCU. Students with transfer credit that applies to this program will shorten the time to completion from that stated on this transfer guide. Please contact your Academic Advisor for more information.

All Grand Canyon University programs follow a Program of Study, which can be changed by the University at any time. All Programs of Study are subject to the terms, conditions, and policies outlined in the University's enrollment application and the [University Policy Handbook](#).

The following table is the assessment of the courses between Northland Pioneer College and Grand Canyon University (GCU). The following will be used in evaluating official transcripts.

These courses fulfill the competency requirements; however, the courses may not fulfill the credit requirements. To obtain an undergraduate degree at GCU, students are required to meet a minimum of 120 semester credit hours.

Northland Pioneer College			Grand Canyon University	
Course Code	Course Title	Credits	Course Equivalency	Applied Semester Credits
ANT-102	Cultural Anthropology	3	SOC-315: Cultural Anthropology	3
BIO-181	General Biology	4	BIO-181&BIO-181L: General Biology I Lecture and Lab	4
BIO-201	Human Anatomy and Physiology I	4	BIO-201&BIO-201L: Human Anatomy and Physiology I Lecture and Lab	4
BIO-202	Human Anatomy and Physiology II	4	BIO-202&BIO-202L: Human Anatomy and Physiology II Lecture and Lab	4
BIO-205	Microbiology	4	BIO-205&BIO-205L: Microbiology Lecture and Lab	4
CHM-130	Fundamental Chemistry	4	CHM-101: Introduction to Chemistry	4
ENL-101	College Composition I	3	ENG-105: English Composition I	3
ENL-102	College Composition II	3	ENG-106: English Composition II	3
HES-120	Law and Ethics of the Health Care Professional	3	NRS-437V: Ethical Decision-Making in Health Care	3
MAT-121	Intermediate Algebra	3	MAT-134: Applications of Algebra	3
MAT-125	Introduction to Statistics	3	HLT-362V: Statistics	3
MAT-152	Advanced Algebra	3	General Education: Critical Thinking	3
NUR-117	Pharmacology I	2	General Elective	2
NUR-118	Pharmacology II	2	General Elective	2
NUR-121	Nursing I	8	General Elective	8
NUR-122	Nursing II	8	General Elective	8
NUR-125	Practical Nurse Completion	2	General Elective	2
NUR-221	Nursing III	8	General Elective	8
NUR-222	Nursing IV	8	General Elective	8
NUR-219	NCLEX Review Seminar	2	General Elective	2
PSY-201	Introduction to Research and Statistics	4	HLT-362V: Statistics	4
PSY-240	Developmental Psychology	3	PSY-357: Lifespan Development	3
SOC-120	General Sociology	3	SOC-102: Principles of Sociology	3



# Navajo County Schools EBT

## *Affordable Care Act (ACA) Update*

Aaron Polkoski – Segal Consulting

January 31st, 2014

Copyright ©2013 by The Segal Group, Inc., parent of The Segal Company. All rights reserved.



# Today's Agenda



- What have we accomplished for Health Reform requirements?
- What's Required Next?
- Special Attention to Ways to Avoid the 4980H Penalties



## In 2011: What You've Already Done

- **The Patient Protection and Affordable Care Act (PPACA) was passed in March of 2010.**
- **PPACA (also called “ACA” or “Health Reform”) was effective on the first plan year on or after 9-23-2010.**
- **You have already made the following changes to your medical plan options to comply with ACA:**
  - ✓ Expanded eligibility to dependent children up to age 26
  - ✓ Eliminated the medical plan lifetime maximum
  - ✓ Removed the annual dollar maximum on “essential” benefits
  - ✓ Eliminated pre-existing conditions for individuals under 19 years
  - ✓ Provided required PPACA plan notices (grandfather notice or non-GF notices)

As always, plan sponsors should rely on legal counsel for authoritative advice on the interpretations and application of federal laws and regulations.

## In 2013: What You've Already Done

- **W-2 Reporting:** For employers with 250 or more employees, form W-2 reporting on the **value of employer-sponsored coverage was required starting Jan 2013.**
- **Health FSA:**
  - A. **\$2,500/person limit** on health flexible spending accounts (FSA's)
  - B. Option to ADD a CARRYOVER provision to a Health FSA, carrying over up to \$500 of unused FSA balance to next plan year
- **New excise tax (fee) on medical-device manufacturers and brand prescription-drug makers**
  - The fee **started in 2013** and is **2.3% of the sales price** of any taxable medical device by the manufacturer or importer of the device
- **Summary of Benefits and Coverage (SBC) Distribution**
- **Marketplace Notice**

## In 2014: More Changes to Implement

- **Changes to all your Medical Plans (regardless of grandfathered status) starting with plan year in 2014:**
  - **No overall annual medical plan benefit maximum.**
  - **Also, no annual dollar limits on essential health benefits\* in medical plans...convert to visit/day limits or remove or mirror a benchmark plan.**
  - **No pre-existing condition limitation for any plan participant** (currently applies to individuals over age 19)
  - For benefits-eligible individuals, **no “waiting period” for coverage in excess of 90 days** (Regs released 3-18-13)
  - The level of **penalties/incentives for wellness plans can increase to 30%** from 20%. Up to 50% for smoking cessation programs.
- **For Non-GF plans, true “out-of-pocket” limit**
  - 2014 max OOP limit: \$6,350/individual, \$12,700/family (increases annually)

\*“Essential Health Benefits” includes ambulatory services, hospitalization, emergency services, maternity & newborn care, MH/SA, Rx, rehabilitation & habilitation, lab, preventive & chronic disease management & pediatric services including oral and vision care

## In 2014: Our Individual Mandate Tax

- **Individual Shared Responsibility Mandate (IRC section 5000A)**: Non-exempt individuals will be required to obtain “minimum essential coverage\*” beginning in 2014 or pay a monthly personal income tax penalty for each month they are without coverage.
- For each month a taxpayer does not maintain minimum essential coverage, they will be assessed a tax penalty that is the **greater of** a flat dollar amount or a percentage of household income.
  - **In 2014**, the annual penalty is **the greater of**: \$95 per adult (\$47.50 per child), up to \$285 for a family (3x the single penalty) or, **1.0% of taxable income**.
    - › For a child under the age 18, the penalty is one half of the adult amount.
  - **2015: annual penalty is the greater of \$325/adult or 2% of taxable income**
  - **2016: annual penalty is the greater of \$695/adult or 2.5% of taxable income**
  - **2017 and beyond: amount is indexed for future years**

\*“**Minimum Essential Coverage (MEC)**” that satisfies the individual mandate includes eligible employer sponsored plan whether insured or self-funded including COBRA, employer sponsored retiree health plan, Medicare Part A, Medicare Advantage Plans, Medicaid, CHIP, TRICARE, coverage under the Health Insurance Marketplace, self-funded student health coverage. For 2014 plan years, self-funded student health and state high risk pool will also be considered MEC, thereafter they must apply to HHS for continued recognition. MEC is NOT coverage only for vision care or dental care, workers’ compensation, or coverage only for a specific disease or condition.



## In 2014: Health Insurance Exchange (HIX)

- Beginning January 1, 2014, medical coverage is to be available from a public Health Insurance **Exchange** (also called a **Health Insurance Marketplace**) for eligible **individuals and small businesses**
  - **Individuals and small employers** (with 50 or less employees unless state defines differently) **can purchase medical plan coverage through the public Exchange**: 3 types of exchanges... state based, partnership, federal exchange.
    - **1<sup>st</sup> open enrollment in Exchange** = 6 month period of Oct. 1, 2013 through March 31, 2014. If enroll by Dec 15, 2013, coverage in Exchange starts January 1, 2014.
    - **2<sup>nd</sup> open enrollment in Exchange**: Nov 15, 2014 through Jan 15, 2015
    - Small employer enrollment in SHOP Marketplace delayed until November 2014.
  - 2016: Small business employers with 100 or fewer employees can also purchase medical plan coverage in an Exchange
  - Large employers cannot purchase medical plan coverage as a plan sponsor through the Exchange until 2017 (and only if their state approves large employers to purchase coverage in the Exchange)
- **A new fee called the Risk Adjustment Fee (estimated at \$1.00/enrollee/year) will be applied to individual and small group coverage purchased in and out of an Exchange**

# Health Insurance Exchanges

- An Exchange allows individuals & small employers to purchase health coverage from a menu of insurance products
- **Govt. has rebranded the term “Exchange” as a “Marketplace”**
  - **Group rates can vary only by** geographic area, age (no more than 3 to1), tobacco use (no more than 1.5 to 1) and individual vs family. **Cannot vary by** gender, a person’s health status or pre-ex conditions, claims history, medical underwriting, group size or industry
  - Plans on Marketplace may mostly be narrow networks or HMOs. Pay attention to details of plans when shopping. Will individual consumers care about the lack of choice of providers?
  - Health plans on the Exchange **must offer “essential health benefits” (EHB), plus must offer one Silver plan and one Gold plan**
- **Financial assistance in the form of federal subsidies (both advance premium assistance tax credits & cost-sharing reductions) will be available to help many people buy coverage on the exchange.**
- Medicaid coverage expands to 133% of the Federal Poverty Level (if state adopts the expansion...and about ½ the states have)

# Can Individuals with Employer-Sponsored Coverage Receive the Premium Assistance Tax Credit?



- Generally, No
- However, employees may apply for the premium assistance tax credit when the employer-sponsored coverage they are offered is:
  - Below 60% of actuarial value (not minimum value), or
  - Not affordable (i.e., the employee premium for lowest cost self-only medical coverage exceeds 9.5% of household income)
- Premium assistance money from the govt. **goes to the insurance companies** to subsidize the cost of coverage for low income individuals in the Exchange
- Premium assistance tax credit is based on the premium cost of the 2<sup>nd</sup> lowest cost Silver Plan

## 5 Exchange Plan Benefit Levels

All plans in the Exchange must offer Essential Health Benefits (EHB)  
The higher the actuarial value, the less cost-sharing the enrollee will have, on average.

**Platinum:** 90% of the full actuarial value

**Gold:** 80% of the full actuarial value

**Silver:** 70% of the full actuarial value (keyed to subsidies)

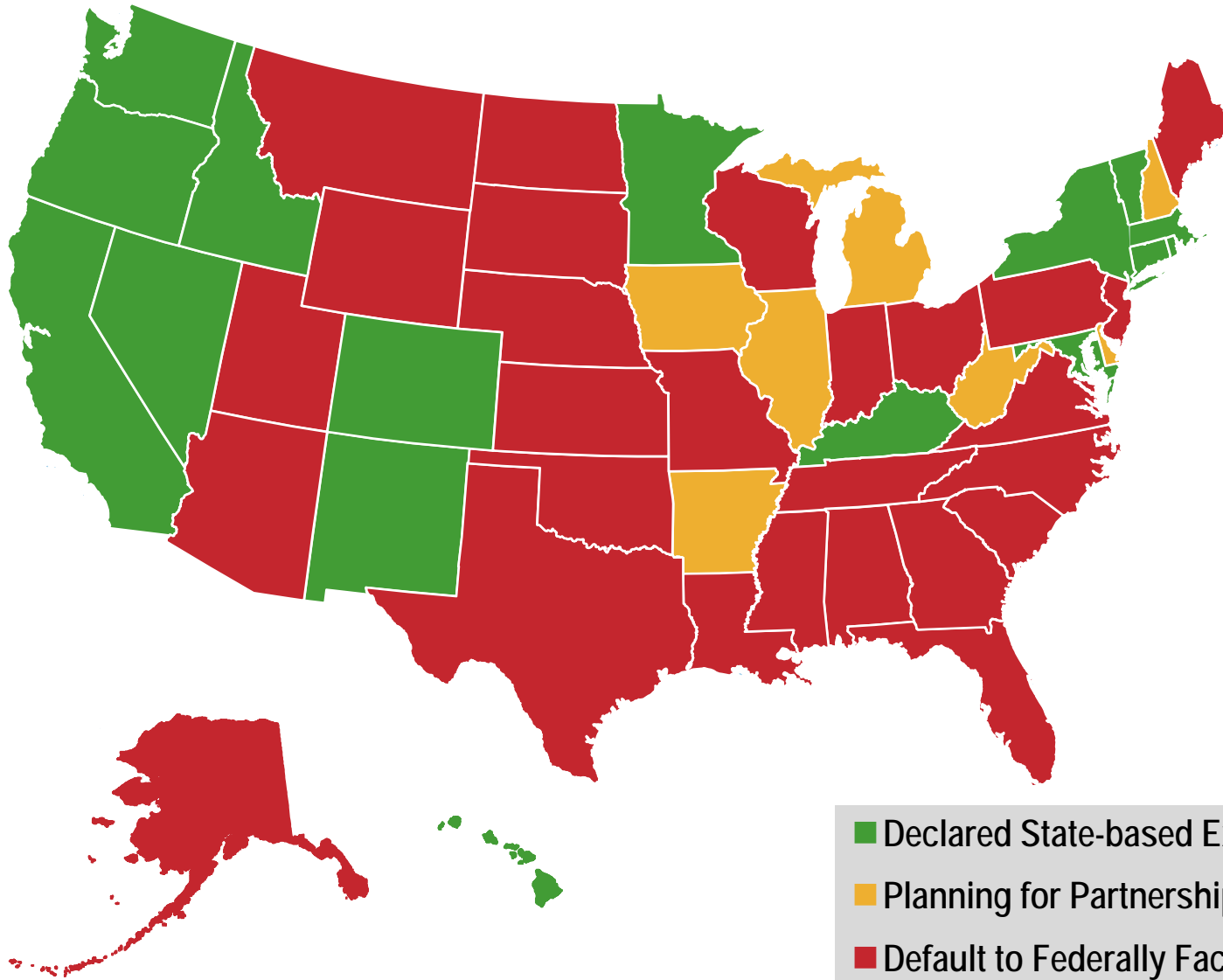
**Bronze:** 60% of the full actuarial value

**Young Invincible**  
(catastrophic plan for individuals under 30)

A plan with an actuarial value of 70% (referred to as a "silver" plan) means that for a standard population, the plan will pay 70% of their health care expenses, while the enrollee will pay 30% through some combination of deductibles, copays, and coinsurance.

All Exchange plans must cover preventive services at 100%  
Plans falling between the defined metallic levels are not permitted.

# 3 Types of Health Insurance Marketplaces *(as of May 10, 2013)*



First open enrollment begins October 2013

Employers with more than 100 employees may be eligible to purchase medical plan coverage as a plan sponsor through the Exchange starting in 2017 (if their state approves this)

- Declared State-based Exchange—17
- Planning for Partnership Exchange—7
- Default to Federally Facilitated Exchange—27

## Employer Shared Responsibility Penalty (4980H)

- Beginning with the **first day of the plan year in 2015\***, certain large employers may be subject to a penalty tax, called an **Employer Shared Responsibility Penalty**, for failing to offer minimum essential health care coverage to full-time employees and their dependent children **OR** offering such coverage that is not affordable **and/or** does not offer a minimum value.
- \* On July 2, 2013, the Treasury Department announced that it is **delaying until 2015, the employer shared responsibility penalties that were to have started with the 2014 plan year**. Treasury is also delaying by one year, the detailed reporting requirements for employers and insurers that would have applied to coverage provided during 2014. This transition relief does not currently apply to any other provisions of the ACA, including the individual mandate.



## Transition Rule for Fiscal Year Plans

- Proposed regulations include transitional relief for employers maintaining fiscal-year plans.
- Fiscal year means a NON-calendar year plan
  - If an employer maintained a fiscal-year plan as of December 27, 2012, then the employer may maintain that fiscal-year plan into 2014 2015, and no 4980H penalties will be assessed prior to the start of the 2014 2015 plan year.
    - For example, if the plan year begins July 1, then the 4980H penalties would not apply until the beginning of the July 1, 2014 2015 plan year.
    - The employer must maintain the same plan year. **Employers cannot change their plan year in 2013 to take advantage of the transitional relief.**
      - » In other words, an employer whose plan year began on July 1, 2012, may not move the start of the plan year to October 1.

## Paying the Penalties

- The Congressional Budget Office has projected that employers will pay \$150 BILLION in penalty payments over a 10-year period.
- If you are a large employer, how much do you want to contribute to this revenue goal?



Large employers  
will need to learn the  
“ins and outs”  
of this  
(4980H) penalty tax  
in order to avoid it.



## Employer Shared Responsibility Penalty (4980H)

- **4980H penalty applies to “large” employers starting on the first day of their plan year in 2015**
- **“Large employer”** means an employer who employed an average of at least 50 “full-time employees” on business days during the preceding calendar year *(include FT equivalencies of part-time employees based on 120 hours = 1 FTE for 1 month. Employees references a common law relationship between employer and employee.)*
  - **“Full-time employee”** means an employee who works **on average 30 “hours of service” or more per week** (e.g., 130 hours of service or more per month)
    - **“Hour of Service”** includes:
      - » Hours Worked (meaning each hour for which the employee is paid, or entitled to payment, “for the performance of duties”); AND
      - » Paid-Time Off (meaning each hour for which the employee is paid, or entitled to payment, for the period of time due to vacation, holiday, illness, incapacity (including disability), layoff, jury duty, military duty, or leave of absence)
- **4980H penalty not applied if employee worked <3 months**

## Employer Shared Responsibility Penalty 4980H(a)

### ➤ No Coverage Penalty (also known as “Pay or Play” or 4980H(a))

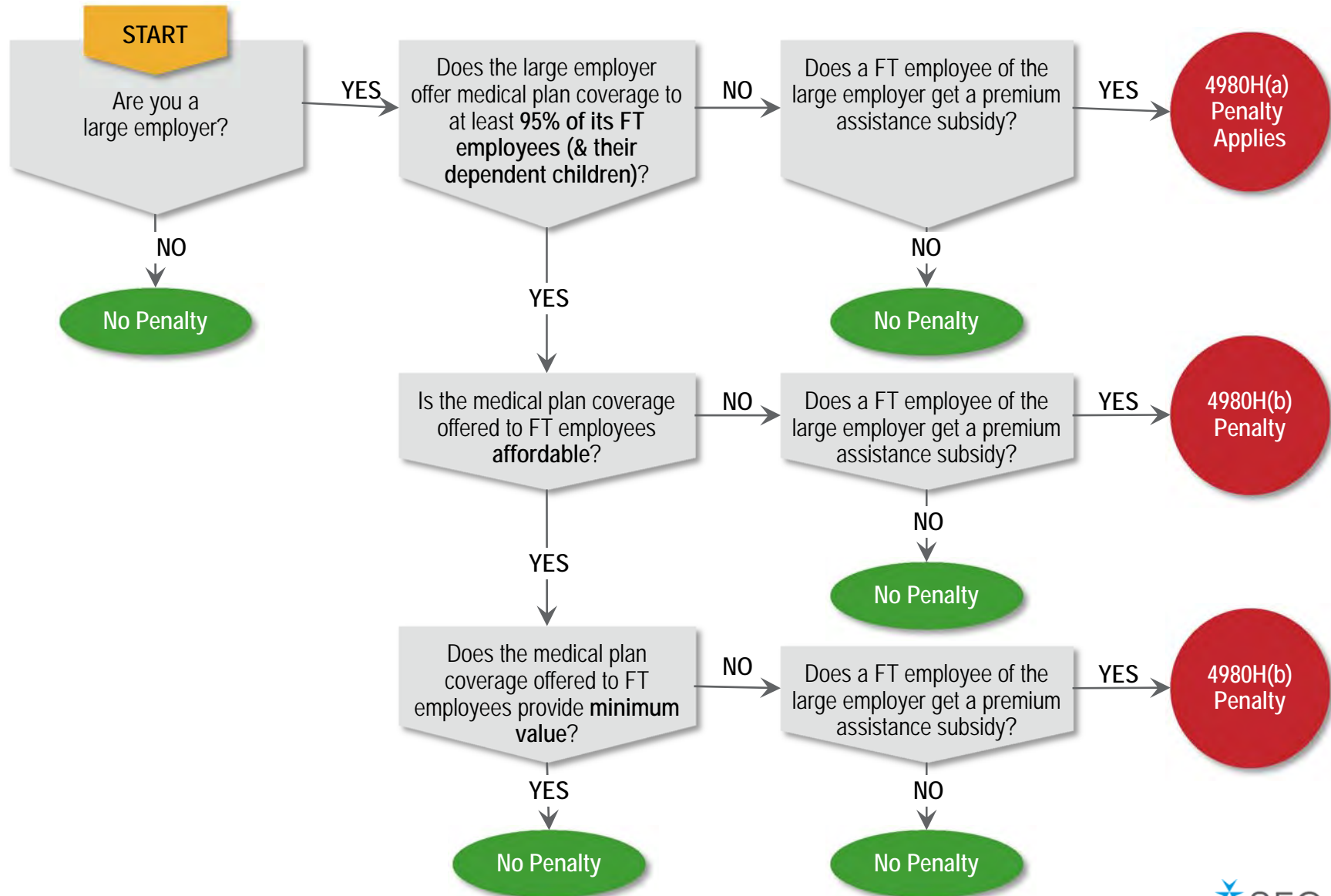
- If a “large employer” **does not offer to 95% of its “full-time employees”** (and their dependent children up to age 26) an opportunity to enroll in minimum essential coverage (group medical plan coverage), and at least **one full-time employee enrolls in the Exchange and receives a government subsidy** to help pay for Exchange coverage, then the large employer is subject to a penalty.
- **The 4980H(a) penalty is \$2,000/year\*\* times EACH of an employer’s full-time employees.**
  - (\*\* adjusted for inflation)
  - In calculating the penalty the first 30 full-time employees are excluded.
  - **Minimum essential coverage** means any employment-based group health plan of any actuarial value, insured or self-insured, except one that consists only of HIPAA “excepted benefits” like insured dental and vision coverage.

## Employer Shared Responsibility Penalty 4980H(b)

### ➤ Unaffordable Coverage (also known as “Free Rider” or 4980H(b)) Penalty

- If a large employer offers to at least 95% of its full-time employees (and their dependent children) an opportunity to enroll in minimum essential coverage, that alone will not necessarily avoid penalties, because the coverage offered must be both **affordable** and **valuable** to the employee
- If at least one full-time employee enrolls in the Exchange and that employee is able to receive a government subsidy because the employer’s coverage is considered to be either **unaffordable or of low-value**, then the employer is subject to the 4980H(b) penalty
- **The 4980H(b) penalty is \$3,000/year\*\* times each full-time employee who is certified to receive a government subsidy**
  - (\*\*adjusted for inflation)
  - This 4980H(b) penalty is capped at the level of the value of the 4980H(a) penalty
- Note that this (b) penalty could be applied to any full-time employees that you fail to offer minimum essential coverage, if they receive a subsidy toward Exchange coverage.

# The 4980H Penalty Process



## Safe Harbor for Determining Hours of Service

- The IRS safe harbor method allows a large employer the opportunity to assess whether or not certain employees constitute a “full-time” employee to whom coverage must be offered or else a 4980H penalty could apply.
- Large employers have the option to use a “look back” measurement period of between 3 and 12 months to determine whether variable-hour employees or seasonal employees are full-time employees, without being subject to a 4980H penalty.
  - **Thus a key advantage of the safe harbor is that a variable hour or seasonal employee does not have to be offered coverage during the measurement period.**
- Using the safe harbor method is voluntary
- Do not need to use the safe harbor if it is reasonably clear which employees have 30 or more **hours of service** per week (130 hours per month) and which have fewer hours than that

# Large Employer: 4980H “To Do” List

## How BIG is your 4980H penalty possibility?

- A. Investigate all the **people that work for you that are NOT paid using a W-2**....which of these people do you think will continue to work for you on the first day of your 2015 plan year? Are these people your **common law employees**? Check with your legal counsel on potential common law employee issues and have counsel review contracts!
- B. Determine **how many employees you have where you are NOT offering them benefits?** How many of these employees work close to or over 130 hours/month...be sure to add together the employee's hours worked in multiple departments/locations?
- C. How many **employees don't work 130 hours/month yet are still offered benefits?** Can you afford to continue this?
- D. Can you **afford to offer coverage in 2015 to the people in “A,” “B” and “C” above?** If not, discuss strategy with your Segal consultant.
- E. Are there PT employees for whom you will NOT offer benefits starting in 2015? If so, you must closely **monitor their hours worked to avoid reaching the level of a 4980H penalty** or, put aside money so you can pay the 4980H penalties you could incur.
- F. Do you need to redesign your eligibility rules? Be mindful of the 90-day waiting period for people who are benefits eligible. Discuss workforce redesign options with legal counsel.

# Questions?



**Don't sit back and relax....You have steps to take to comply with PPACA!**



As always, plan sponsors should rely on legal counsel for authoritative advice on the interpretations and application of federal laws and regulations.

## 2014-15 INTRODUCTORY BUDGET ANALYSIS

### Summary:

The 2014-15 budget development process continues on target. A copy of the current budget calendar, assumptions and guidelines is included. The proposed preliminary budget will be presented during the regular April District Governing Board meeting on the official forms provided by the Office of the Auditor General. The following analysis is intended to give an overview of the anticipated revenues for the upcoming fiscal year and the expenditure budget requests received. Please note that the budget requests reflect review by the budget managers and include alignment with the President's initiatives and the strategic plan.

The preliminary expenditure budget currently reflects recommended increases in wages, anticipated increases in employee related expenses, and all operational budget requests. Recommendations for the general fund contingency line item and general fund transfers to other funds have not been finalized.

The following items summarize the major components of the budget.

1. President's Initiatives and Strategic Plan priorities and linkages
2. General fund revenue estimates

Overall revenues are expected to increase by \$393,618 compared to current fiscal year

Primary property tax is assumed to be levied at the maximum rate, which is 4% higher than current year tax and will require a truth-in-taxation hearing. Property tax valuation is continuing to decline causing a greater than 4% increase in the current tax rate of \$1.4769/\$100 NAV to a rate of \$1.6610.

With the proposed tuition increase of \$2 per credit hour and a media fee increase of \$5 per semester, overall tuition and fee revenues are still expected to decline by five percent compared to the 2013-14 budget as a result of enrollment trends and the planned addition of reduced tuition for TLC courses.

State funding expected to decreased by approximately \$260,000 due to declines in both enrollment and the gap to the rural net assessed valuation average.

A budgeted increase in investment earnings reflects improved market conditions and other miscellaneous revenues are budgeted to remain the same.

General fund transfers to other funds remain the same as budgeted in the current year except for a reduction in the transfer to the Auxiliary fund by \$30,000.

Available revenues for the General Fund total \$24,855,753, an increase of 1.7%





Primary property tax (max levy):	\$14,035,753	+ \$694,418
Tuition:	\$4,500,000	- \$255,000
State Aid:	\$6,900,000	-\$260,000
Investment earnings:	\$140,000	+ \$15,000
Grants and Contracts:	\$1,800,000	+200,000
Other:	\$200,000	No change
Transfers out:	- \$2,720,000	+30,000
<b>TOTAL</b>	<b>\$24,855,753</b>	<b>+\$423,618</b>

3. General fund expenditures

Requested wages and ERE:	\$ 17,412,805	+ \$350,000	+2.0%
Operating Expenditures:	\$ 7,087,960	+\$247,778	+3.6%
<b>TOTAL</b>	<b>\$24, 500,765</b>	<b>+\$597,778</b>	<b>+2.5%</b>

- The shared governance process recommendation of two percent increase in wages is included in request summary. The additional expense is approximately \$250,000.
- Benefit cost increases include employee base health insurance increase of three percent totaling about \$45,000 in additional cost. Changes in the base plan benefits, including increases in office visit co-pays, the deductible, and out-of-pocket maximums have been introduced. The high deductible health insurance plan is available to all employees as a lower cost option.
- Arizona State Retirement System cost increases for employer match increase from 11.54% to 11.6% totals approximately \$5,000
- Adjustments to adjunct, faculty overload, lab aid and temporary help expenditures expenditures total an additional \$50,000.
- Budget managers have submitted a \$52,222 (0.8%) reduction for non-employee costs. However, the addition of potential scholarship programs related to tuition proposals before the Board would bring operating expenditures to a net increase of \$247,778.

4. Unrestricted plant fund (capital) for 2014-15

a. Revenue includes

i. State STEM Aid	\$ 377,500	+254,900
ii. General fund transfer:	\$2,000,000	No change
iii. Fund balance:	\$8,919,500	-\$1,146,500

b. Expenditure requests:	\$11,297,000	-\$902,300
--------------------------	--------------	------------

5. Restricted fund (grants and student federal financial aid)

- a. General fund transfer remains same
- b. Anticipate increases in all revenue and expenditure categories
  - i. Increased grant opportunities



**Northland Pioneer College**

Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

- ii. Increased federal financial aid awards
  - c. Building Workforce Development (Proposition 301) construction fund.
- 6. Auxiliary fund
  - a. General fund transfer reduced by \$30,000
  - b. Corporate Training is expected to continue to grow
  - c. Non-credit courses will continue to be offered
  - d. Bookstore revenues are declining
  - e. Other auxiliary activities remaining steady
- 7. Expenditure limitation

Staff anticipates the expenditure limit will be breached in FYE 2014; however, carry-forward will be used as a short-term solution as legislative options being identified.



# STRATEGIC PLANNING AND BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2014 – 2015

APPROVED NOVEMBER 19, 2013

ACTIVITY	RESOURCE	DUE BY
1. Receive and approve budget calendar	DGB	✓19 November
2. Receive proposed three-year strategic plan	DGB	✓19 November
3. College Council review of wage/salary recommendations	✓ERC-FA-✓CASO	*13 December
4. Approve three-year strategic plan	DGB	✓17 December
5. Receive and approve budget assumptions & overview	DGB	✓17 December
6. Review approved strategic plan and current year budget	Budget Managers	*20 December
7. Distribute materials for departmental operational & capital	Director Fin Svcs	✓3 January
8. College President receives wage & salary recommendation	College Council	✓4 January
9. Receive departmental operational & capital requests	Executive Team	✓3 February
10. Executive review of operational & capital budget	Executive Team	✓10 February
11. Receive introductory budget analysis	DGB	✓18 February
12. Receive wage and salary recommendation	DGB	✓18 February
13. Receive tuition and fee schedules	DGB	✓18 February
14. Budget hearings	SPASC co-chairs Director Fin Svcs Budget Managers	✓3 March
15. Receive preliminary budget analysis	DGB	18 March
16. Approve tuition and fee schedules	DGB	18 March
17. Approve salary schedules	DGB	18 March
18. Receive complete budget analysis	DGB	16 April
19. Approve budget publication	DGB	16 April
20. Adopt tentative current budget & three-year capital budget	DGB	16 April
21. Publish notice of budget public hearing/TNT hearing	VP Adm Svcs	2 May
22. Notice of TNT hearing second publication	VP Adm Svcs	9 May
23. Publish notice of budget public hearing/TNT hearing	VP Adm Svcs	16 May
24. Public hearing conducted for taxpayers	DGB	20 May
25. Final current budget and three-year capital budget adopted	DGB	20 May
26. Notify PTOC of primary property tax levy	VP Adm Svcs	21 May
27. Submit Tax levy to Navajo County	VP Adm Svcs	21 May

**Northland Pioneer College  
Budget Development Assumptions  
FY 2014-15**

**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 breached. Carry-forward is available to address short-term issues and expenditures will not be restricted by statutory limitations

**REVENUE ASSUMPTIONS**

- Overall revenues are expected to remain flat compared to current fiscal year
- State funding expected to be decreased in FY14-15 by approximately \$260,000
- Tuition and general fees will be set at a rate that
  - (A) Gives consideration to the impact on students, student enrollment, and student retention rates
  - (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
- Primary property tax will be levied at the maximum rate, which is 4% 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 4% increase in the current tax rate of \$1.4769/\$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** through operational plans developed at the division or departmental level. Any budget amounts that are higher than FY13-14 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 3, 2014.**

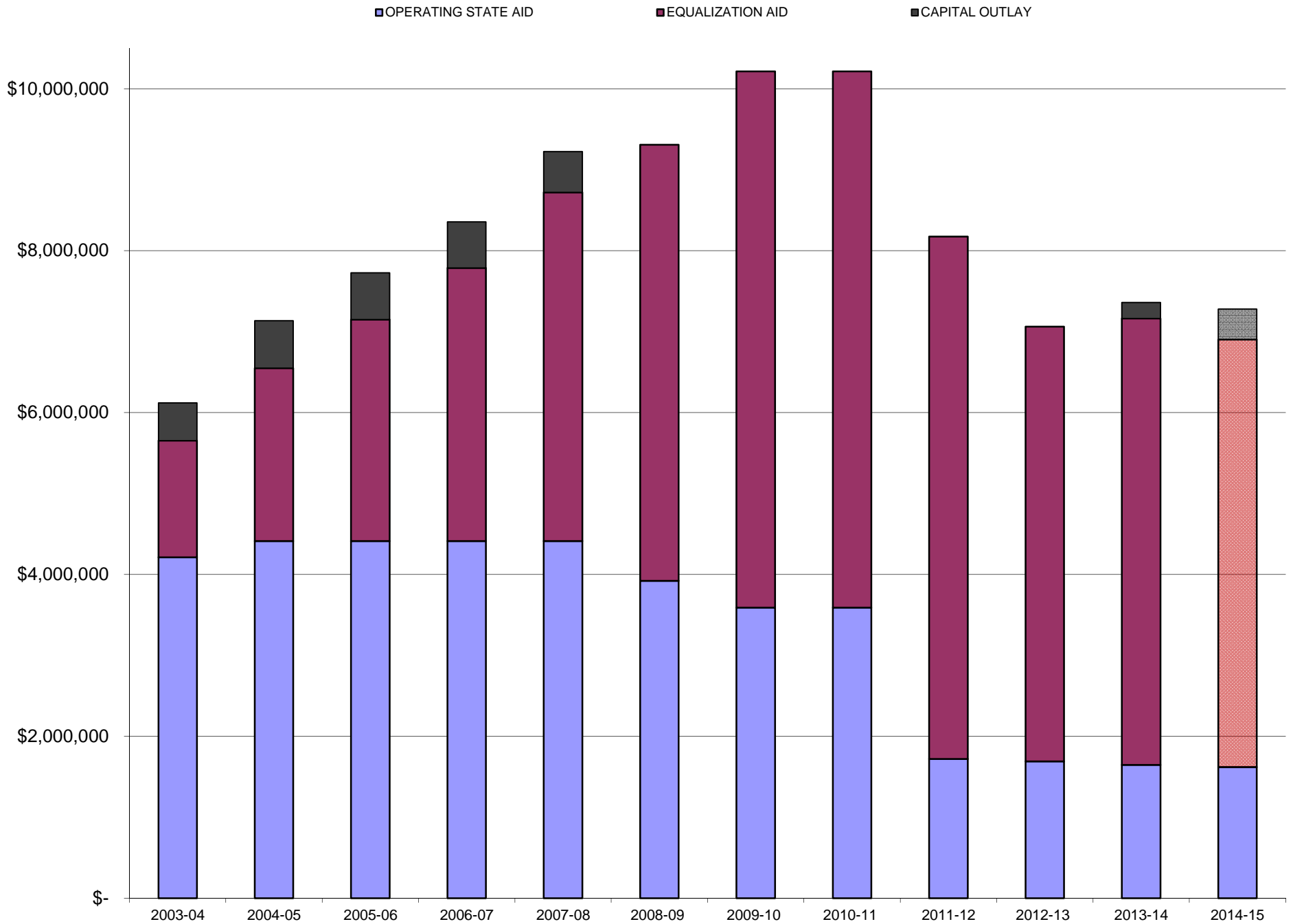
- SALARY SCHEDULES will be developed with
  - (A) Incrementally increasing rates
  - (B) Consideration to competitive market conditions with the goal to maintain a comparative position to the average increases/rates at other local public entities, other Arizona community colleges, and other similar institutions.
  - (C) Consideration to salary recommendations received through the shared governance process
  - (D) Other
- BENEFITS will be developed with
  - (A) No major changes expected in plan benefit structure or options
  - (B) Consideration on impacts from 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 (2014 – 2017)
- GRANT funding will continue to be identified and pursued
- AUXILIARY fund activities will be maintained
- Other

**Budget Development Assumptions  
FY 2014-15**

**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 14-15.</li> <li>• Budget requests should reflect only those items identified in division or departmental operational plans.</li> <li>• Any new programs/services must demonstrate linkage to the adopted strategic plan.</li> </ul>
Capital Expenditures	<ul style="list-style-type: none"> <li>• All requests for funding will be linked to revenues from the operational budget, grant funds, or reserved funds.</li> <li>• Minimal state funding for STEM is expected to continue.</li> </ul>

# NPC State Aid Revenues





## 2014 LEVY LIMIT WORKSHEET

Date: 2/10/2014

<b>NAVAJO COUNTY - NORTHLAND PIONEER COLLEGE</b>
--

2014 New Construction = \$9,347,135

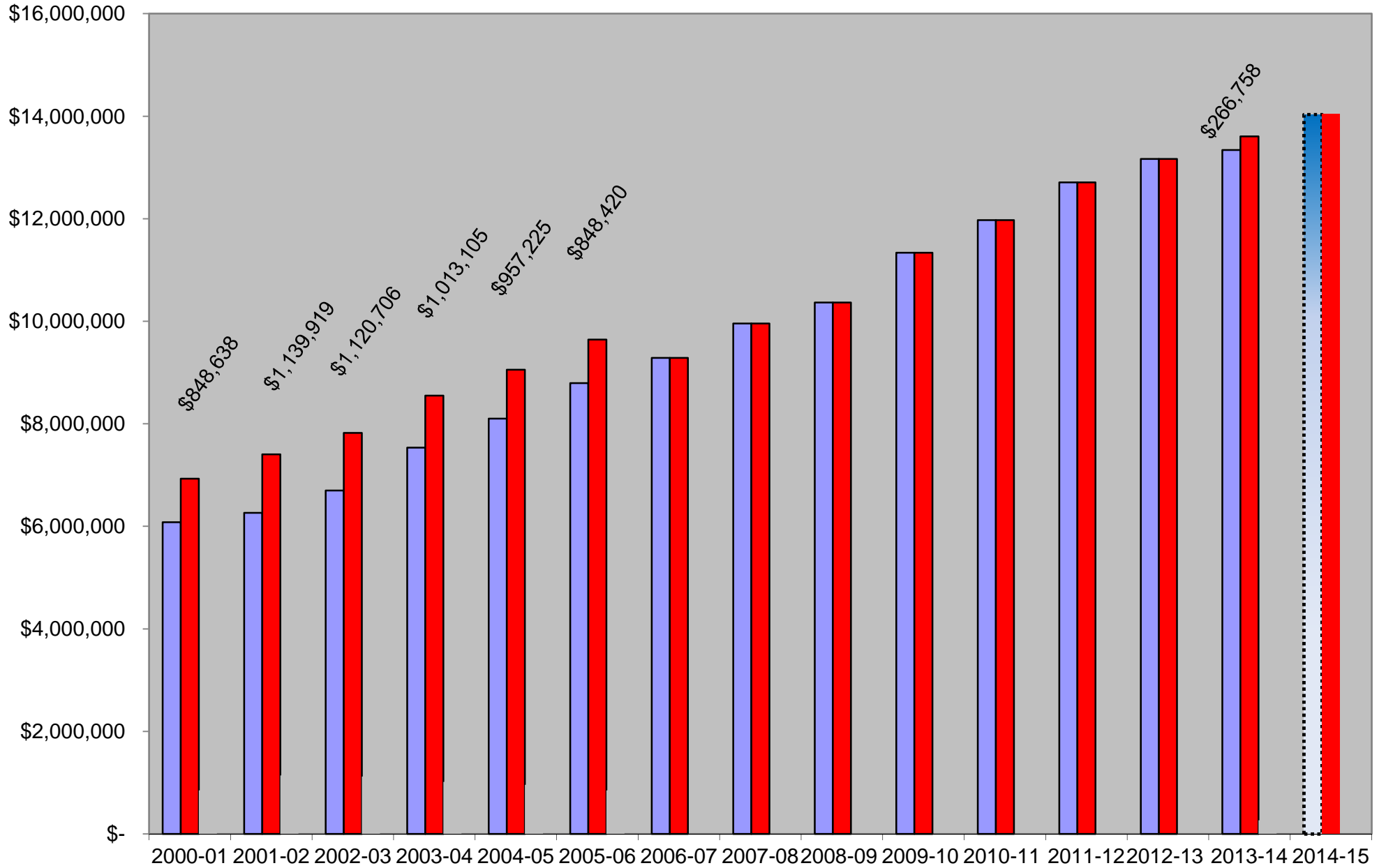
<b>MAXIMUM LEVY</b>	<b>2013</b>
A.1. Maximum Allowable Primary Tax Levy	\$13,608,093
A.2. A.1 multiplied by 1.02	\$13,880,255

<b>CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR</b>	<b>2014</b>
B.1. Centrally Assessed	\$268,659,489
B.2. Locally Assessed Real Property	\$550,232,462
B.3. Locally Assessed Personal Property	\$16,779,150
B.4. Total Assessed Value (B.1 through B.3)	\$835,671,101
B.5. B.4. divided by 100	\$8,356,711

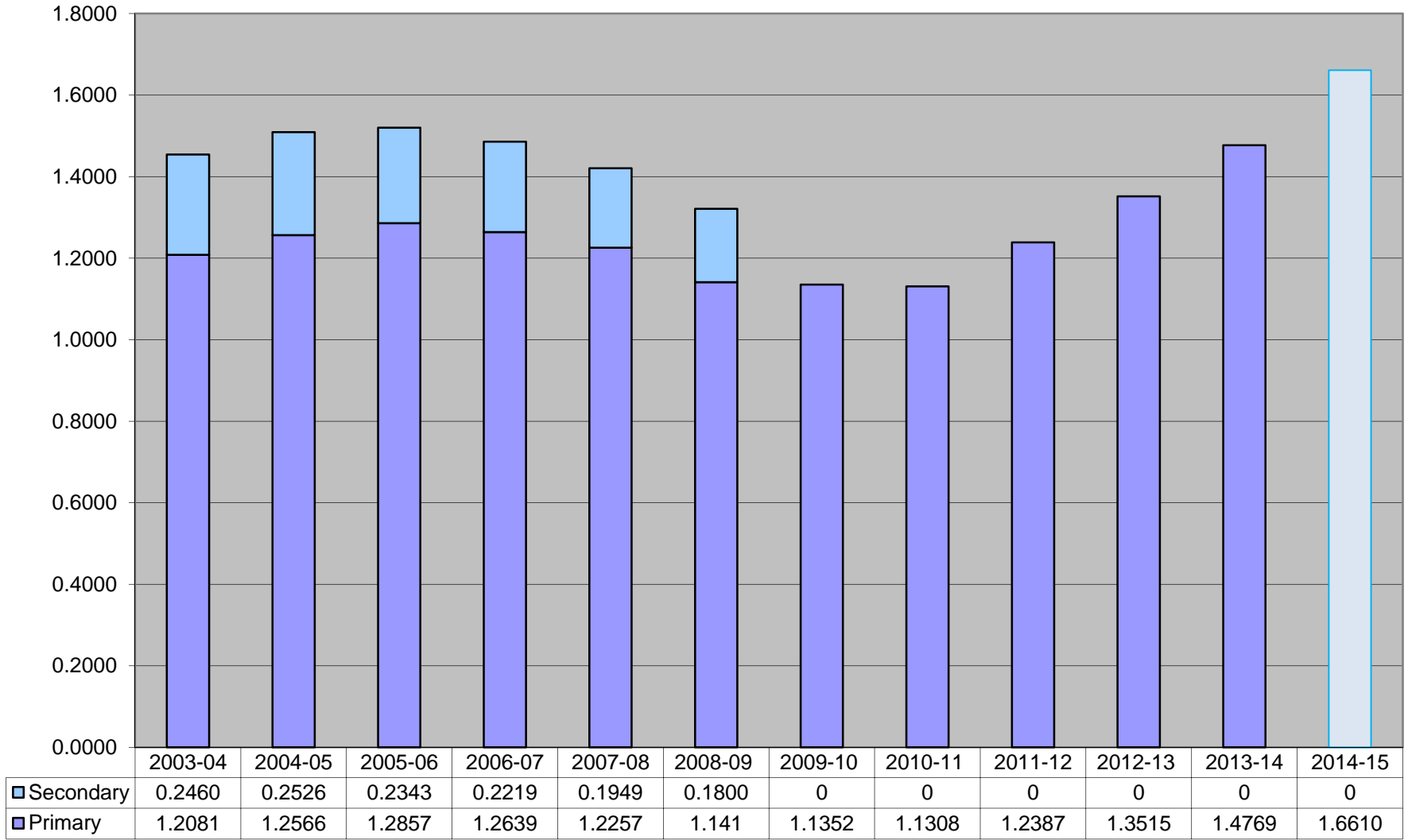
<b>CURRENT YEAR NET ASSESSED VALUES</b>	<b>2014</b>
C.1. Centrally Assessed	\$274,277,258
C.2. Locally Assessed Real Property	\$553,959,727
C.3. Locally Assessed Personal Property	\$16,781,251
C.4. Total Assessed Value (C.1 through C.3)	<b>\$845,018,236</b>
C.5. C.4. divided by 100	\$8,450,182

<b>LEVY LIMIT CALCULATION</b>	<b>2014</b>
D.1. LINE A.2	\$13,880,255
D.2. LINE B.5	\$8,356,711
<b>D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)</b>	<b>1.6610</b>
D.4. LINE C.5	\$8,450,182
<b>D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT</b>	<b>\$14,035,753</b>
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
<b>D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)</b>	<b>\$14,035,753</b>

# NPC Primary Maximum Property Tax Levy compared to Actual Levy



### NPC Historical Property Tax Rates



Estimated

IDENTIFICATION OF TAXING ENTITIES								
Auth #	CODE	TAXING ENTITY	2012			2013		
			Primary	Secondary	Total	Primary	Secondary	Total
02000	COUNTY	NAVAJO COUNTY	0.6401	0.0000	0.6401	0.6995	0.0000	0.6995
15728	NCFC	NAVAJO COUNTY FLOOD CONTROL DIST	0.0000	0.3000	0.3000	0.0000	0.3000	0.3000
08150	NPC	NORTHLAND JR COLLEGE	1.3515	0.0000	1.3515	1.4769	0.0000	1.4769
14900	NCLD	NAVAJO COUNTY LIBRARY DISTRICT	0.0000	0.0500	0.0500	0.0000	0.0704	0.0704
11900	FDAF	FIRE DISTRICT ASSISTANCE FUND	0.0000	0.1000	0.1000	0.0000	0.1000	0.1000
29999	NCPHSD	NAVAJO COUNTY PUBLIC HEALTH SVCS DIST	0.0000	0.1963	0.1963	0.0000	0.2151	0.2151
02001	SE	SCHOOL EQUALIZATION	0.4717	0.0000	0.4717	0.5123	0.0000	0.5123
<b>TOTAL</b>	<b>TOT</b>	<b>TOTAL OF ABOVE</b>	<b>2.4633</b>	<b>0.6463</b>	<b>3.1096</b>	<b>2.6887</b>	<b>0.6855</b>	<b>3.3742</b>
<b>SCHOOLS</b>								
07001	SD1	#1 WINSLOW UNIFIED	2.4699	2.8483	5.3182	2.2361	3.0821	5.3182
07002	SD2	#2 JOSEPH CITY UNIFIED	2.3412	0.6194	2.9606	2.2267	0.6055	2.8322
07003	SD3	#3 HOLBROOK UNIFIED	4.3870	2.9142	7.3012	4.0987	3.2025	7.3012
07004	SD4	#4 PINON UNIFIED	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
07005	SD5	#5 SNOWFLAKE UNIFIED	4.9873	0.7382	5.7255	4.8242	0.9565	5.7807
07006	SD6	#6 HEBER-OVERGAARD UNIFIED	2.8956	0.8523	3.7479	3.5046	1.0016	4.5062
07010	SD10	#10 SHOW LOW UNIFIED	4.1768	0.9809	5.1577	4.6373	0.8555	5.4928
07020	SD20	#20 WHITERIVER UNIFIED	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
07025	SD25	#25 CEDAR UNIFIED SD	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
07027	SD27	#27 KAYENTA UNIFIED	0.0000	8.0000	8.0000	0.0000	8.0000	8.0000
07032	SD32	#32 BLUE RIDGE UNIFIED	2.9147	1.2589	4.1736	3.5860	1.4028	4.9888
07990	MST	MINIMUM SCHOOL TAX SD2	0.1255	0.0000	0.1255	0.4312	0.0000	0.4312
07999	CED	COUNTY EDUCATION DISTRICT	1.9585	0.0000	1.9585	2.1265	0.0000	2.1265
<b>INCORPORATED MUNICIPALITIES</b>								
04151	HOL	CITY OF HOLBROOK	0.2789	0.0000	0.2789	0.2789	0.0000	0.2789
04152	SHO	CITY OF SHOW LOW	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
04153	SNO	TOWN OF SNOWFLAKE	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
04154	TAY	TOWN OF TAYLOR	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
04155	WIN	CITY OF WINSLOW	0.9880	0.0000	0.9880	1.1934	0.0000	1.1934
04156	PLI	TOWN OF PINETOP-LAKESIDE	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
10350	NHD	NAVAPACHE HOSPITAL DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
<b>FIRE DISTRICTS</b>								
11201	JCFD	JOSEPH CITY FIRE DISTRICT	0.0000	1.7781	1.7781	0.0000	2.0990	2.0990
11202	LFD	LAKESIDE FIRE DISTRICT	0.0000	2.4616	2.4616	0.0000	2.6978	2.6978
11203	PFD	PINETOP FIRE DISTRICT	0.0000	2.2131	2.2131	0.0000	2.5246	2.5246
11204	SFD	SHOW LOW FIRE DISTRICT	0.0000	2.3983	2.3983	0.0000	2.9071	2.9071
11205	HOFD	HEBER-OVERGAARD FIRE DISTRICT	0.0000	1.5859	1.5859	0.0000	1.5994	1.5994
11206	WMLFD	WHITE MTN LAKES FIRE DISTRICT	0.0000	2.9737	2.9737	0.0000	3.1156	3.1156
11207	CSPFD	CLAYSPRINGS-PINEDALE FIRE DISTRICT	0.0000	1.6681	1.6681	0.0000	1.6681	1.6681
11208	WFD	WOODRUFF FIRE DISTRICT	0.0000	1.7466	1.7466	0.0000	1.8060	1.8060
11209	LDFD	LINDEN FIRE DISTRICT	0.0000	3.0777	3.0777	0.0000	3.2441	3.2441
11210	SVFD	SUN VALLEY FIRE DISTRICT	0.0000	3.2201	3.2201	0.0000	3.2500	3.2500
11211	MRFD	MCLAWS ROAD FIRE DISTRICT	0.0000	0.4776	0.4776	0.0000	0.5181	0.5181

SPECIAL DISTRICTS								
13001	JCSLID	JOSEPH CITY SLID #13-98	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
13002	SLSLID	CITY OF SHOW LOW STREET LIGHT DIST	0.0000	0.0910	0.0910	0.0000	0.1131	0.1131
15726	SCFC	SILVER CREEK FLD CONTROL DIST (Protection)	0.0000	0.1244	0.1244	0.0000	0.1451	0.1451
15727	LCFC	LITTLE COLORADO FLD CONTROL DIST	0.0000	0.2000	0.2000	0.0000	0.2000	0.2000
16826	WID	WOODRUFF IRRIGATION DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SANITARY DISTRICTS								
21251	P-LSD	PINETOP-LAKESIDE SANITARY DISTRICT	0.0000	0.2590	0.2590	0.0000	0.2890	0.2890
21253	JCSD	JOSEPH CITY SANITARY DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
21254	WMLSD	WHITE MTN LAKES SANITARY DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
21255	H-OSD	HEBER-OVERGAARD SANITARY DISTRICT	0.0000	0.2875	0.2875	0.0000	0.2920	0.2920
20001	TASPRD#1	TIMBERLAND ACRES SPEC RD DIST #1	0.0000	1.5674	1.5674	0.0000	1.7211	1.7211
20002	CCDCID	COUNTRY CLUB DRIVE CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20003	PME#2CID	PORTER MTN ESTATES #2 CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20004	ADCID	ALCHESAY DRIVE CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20005	WSID	WINSLOW STREET IMP DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20006	DFDCRID	DEEP FOREST DR #2 CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20007	ELCRID	EAST LANE CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20008	TPDCID	TALL PINE DR CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20009	NHBPCRID	NIGHT HAWK/BLACK PANTHER CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20010	SCCRID	SILVER CREEK CRID	0.0000	0.8320	0.8320	0.0000	0.8619	0.8619
20011	OLRID	OSPREY LANE RD IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20012	CTCRID	CHRISTMAS TREE CIRCLE RD IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20013	ACRID	AIRPINE COUNTY RID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20014	MH2CID	MOUNTAIN HOMES #2 CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20015	HWRDCID	HIDDEN WAY RD ACCES CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20016	SVCWCRID	SWEEPING VISTA/CHARRO WAY CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20018	PDCRID	PALOMINO DR CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20019	SECRID	SOARING EAGLE CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20020	HCRID	HOMESTEAD CO ROAD IMPR DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20021	MCCID	MOON CREEK CIRCLE IMPR DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20022	WHRID1	WILD HORSE ROAD IMPR DIST 1	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20027	CDID	CHAPARRAL DRIVE IMPROVEMENT DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20028	PMCCID	PINE MEADOWS COUNTRY CLUB IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20029	HTID	HIAWTHA TRAIL IMPROVEMENT DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20030	DSLID	DRIFTING SNOW LOOP IMPR DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20031	WWID	WILDCAT WAY IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20032	BDCID	BEAVER DAM CIRCLE IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20033	SDID	SUTTER DRIVE IMPROVEMENT DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20035	SPNID	SCOTT'S PINE NORTH IMP DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20036	MLID	MADISON LAND IMPROVEMENT DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20037	SRID	SHUMWAY ROAD IMPROVEMENT DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20038	VHRMD	VICTORY HEIGHTS ROAD MD	0.0000	1.5249	1.5249	0.0000	1.7214	1.7214
20039	BUID	BUCKING HORSE IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20040	NWSLID	NORTH WHISTLE STOP LOOP IMPROVEMENT DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

20041	HDID	HILLTOP DRIVE IMPROVEMENT DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
20042	MVID	MOUNTAIN VIEW IMPROVEMENT DISTRICT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23950	NIRD#1	NAVAJO INDIAN RES DISTRICT #1	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23951	HIRD#1	HOPI INDIAN RES DISTRICT #1	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23952	NIRD#2	NAVAJO INDIAN RES DISTRICT #2	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23953	NIRD#3	NAVAJO INDIAN RES DISTRICT #3	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23954	HIRD#3	HOPI INDIAN RES DISTRICT #3	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23955	NIRD#5	NAVAJO INDIAN RES DISTRICT #5	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23956	HIRD#5	HOPI INDIAN RES DISTRICT #5	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23957	FAIRD#20	FORT APACHE INDIAN RES DISTRICT #20	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23958	HIRD#25	HOPI INDIAN RES DISTRICT #25	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23959	NIRD#25	NAVAJO INDIAN RES DISTRICT #25	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23960	NIRD#27	NAVAJO INDIAN RES DISTRICT #27	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23961	HIRD#27	HOPI INDIAN RES DISTRICT #27	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23962	NIRD#4	NAVAJO INDIAN RES DISTRICT #4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
23963	HIRD#4	HOPI INDIAN RES DISTRICT #4	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28301	PLCID	PINETOP LAKES CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28303	SPMCID	SCOTTS PINE MEADOWS CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28304	TPCID	TIMBERLAKE PINES CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28307	WMSHDWCID	WHITE MTN SUMMER HOME DOM WATER CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28308	SPM#2CID	SCOTTS PINE MEADOWS #2 CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28309	WMLR#2CRID	WHITE MTN LKE #2 SPC CRID	0.0000	1.5379	1.5379	0.0000	1.6096	1.6096
28310	WDWCID	WOODRUFF DOMESTIC WATER CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28311	PMDWCID	PORTER MTN DOMESTIC WATER CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28313	PVCID	PARK VALLEY CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28314	SLCCCID	SHOW LOW COUNTRY CLUB CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28315	WMLCID	WHITE MTN LAKES CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28320	DFDCID	DEEP FOREST DRIVE CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28323	MMDWCID	MISTY MOUNTAIN DOMESTIC WATER CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28324	MMCID	MISTY MOUNTAIN CID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28326	TOTDWID	THREE-O-THREE DOMESTIC WATER IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28327	PDWID	PINEDALE DOMESTIC WATER IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28329	CSDWID	CLAYSPRINGS DOMESTIC WATER IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28330	SHDWID	SKY-HI DOMESTIC WATER IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28332	WMLDWID	WHITE MTN LAKES DOMESTIC WATER IMP	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28333	WMLCRID	WHITE MTN LAKES CRID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28335	JCDWID	JOSEPH CITY DOMESTIC WATER IMP DIST	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28974	MDWWID	MOGOLLON DOMESTIC WWID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28975	FBDWID	FAWNBROOK DWID	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28976	OTDWW	OVERGAARD TOWNSITE DOM WASTE WATER	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28977	FHSID99A	FLAG HOLLOW SEWER IMPR DIST 99-A	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28978	WOTSID	WILD OAK TRAIL SID 97-D2	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28979	APIISID	AH-HO PINES II SID 97-A	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28983	WWWISID93B	WEST WAGON-WHEEL SID 93-B	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

28984	FVPSSID93A	FOREST VIEW PINEY SLOPE SID 93-A	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28988	LLWSID	LARSON/LAKE OF TH WDS SID 88-B	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28989	NPSID	NORTH PINETOP SID 88-A	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28990	MSID	MOUNTAIN SID 86-C	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
28991	RLPACSID	RAINBOW LK PNS-APCH CV SID 86-A	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
30000	NAVIT	NORTHERN ARIZONA VIT	0.0000	0.0500	0.0500	0.0000	0.0500	0.0500
30001	NATIVE	NE AZ TECHNOLOGICAL INST OF VOC ED	0.0000	0.0500	0.0500	0.0000	0.0500	0.0500
32001	SLBCFD	SHOW LOW BLUFF CFD	0.0000	3.5500	3.5500	0.0000	3.5500	3.5500

TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
0100	TOT,SD#1,NAVIT	4.9332	3.5446	8.4778	4.9248	3.8176	8.7424
0100P	TOT-NCFCD,SD#1,NAVIT	4.9332	3.2446	8.1778	4.9248	3.5176	8.4424
0101	TOT,SD#1,NAVIT	4.9332	3.5446	8.4778	4.9248	3.8176	8.7424
0101P	TOT-NCFCD,SD#1,NAVIT	4.9332	3.2446	8.1778	4.9248	3.5176	8.4424
0102	TOT,SD#1,NAVIT	4.9332	3.5446	8.4778	4.9248	3.8176	8.7424
0102P	TOT-NCFCD,SD#1,NAVIT	4.9332	3.2446	8.1778	4.9248	3.5176	8.4424
0103	TOT,SD#1,NAVIT	4.9332	3.5446	8.4778	4.9248	3.8176	8.7424
0103P	TOT-NCFCD,SD#1,NAVIT	4.9332	3.2446	8.1778	4.9248	3.5176	8.4424
0105	TOT,SD#1,LCFC,NAVIT	4.9332	3.7446	8.6778	4.9248	4.0176	8.9424
0105P	TOT-NCFCD,SD#1,NAVIT	4.9332	3.2446	8.1778	4.9248	3.5176	8.4424
0130	TOT,SD#1,WIN,LCFC,NAVIT	5.9212	3.7446	9.6658	6.1182	4.0176	10.1358
0130P	TOT-NCFCD,SD#1,WIN,NAVIT	5.9212	3.2446	9.1658	6.1182	3.5176	9.6358
0131	TOT,SD#1,WIN,NAVIT	5.9212	3.5446	9.4658	6.1182	3.8176	9.9358
0131P	TOT-NCFCD,SD#1,WIN,NAVIT	5.9212	3.2446	9.1658	6.1182	3.5176	9.6358
0132	TOT,SD#1,WIN,LCFC,WSID,NAVIT	5.9212	3.7446	9.6658	6.1182	4.0176	10.1358
0132P	TOT-NCFCD,SD#1,WIN,WSID,NAVIT	5.9212	3.2446	9.1658	6.1182	3.5176	9.6358
0200	TOT,SD#2,NAVIT	4.9300	1.3157	6.2457	5.3466	1.3410	6.6876
0200P	TOT-NCFCD,SD#2,NAVIT	4.9300	1.0157	5.9457	5.3466	1.0410	6.3876
0201	TOT,SD#2,JCFD,LCFC,JCSD,JCSLID,JCDWID,NAVIT	4.9300	3.2938	8.2238	5.3466	3.6400	8.9866
0201P	TOT-NCFCD,SD#2,JCFD,NAVIT	4.9300	2.7938	7.7238	5.3466	3.1400	8.4866
0202	TOT,SD#2,NAVIT	4.9300	1.3157	6.2457	5.3466	1.3410	6.6876
0202P	TOT-NCFCD,SD#2,NAVIT	4.9300	1.0157	5.9457	5.3466	1.0410	6.3876
0203	TOT,SD#2,JCFD,LCFC,NAVIT	4.9300	3.2938	8.2238	5.3466	3.6400	8.9866
0203P	TOT-NCFCD,SD#2,JCFD,NAVIT	4.9300	2.7938	7.7238	5.3466	3.1400	8.4866
0204	TOT,SD#2,JCFD,JCSLID,JCDWID,NAVIT	4.9300	3.0938	8.0238	5.3466	3.4400	8.7866
0204P	TOT-NCFCD,SD#2,JCFD,NAVIT	4.9300	2.7938	7.7238	5.3466	3.1400	8.4866
0205	TOT,SD#2,LCFC,NAVIT	4.9300	1.5157	6.4457	5.3466	1.5410	6.8876
0205P	TOT-NCFCD,SD#2,NAVIT	4.9300	1.0157	5.9457	5.3466	1.0410	6.3876
0206	TOT,SD#2,LCFC,JCSD,JCSLID,JCDWID,NAVIT	4.9300	1.5157	6.4457	5.3466	1.5410	6.8876
0206P	TOT-NCFCD,SD#2,NAVIT	4.9300	1.0157	5.9457	5.3466	1.0410	6.3876
0207	TOT,SD#2,MRFD,NAVIT	4.9300	1.7933	6.7233	5.3466	1.8591	7.2057
0207P	TOT-NCFCD,SD#2,MRFD,NAVIT	4.9300	1.4933	6.4233	5.3466	1.5591	6.9057
0210	TOT,SD#2,JCFD,JCSD,JCSLID,JCDWID,NAVIT	4.9300	3.0938	8.0238	5.3466	3.4400	8.7866
0210P	TOT-NCFCD,SD#2,JCFD,NAVIT	4.9300	2.7938	7.7238	5.3466	3.1400	8.4866
0211	TOT,SD#2,HOL,LCFC,NAVIT	5.2089	1.5157	6.7246	5.6255	1.5410	7.1665
0211P	TOT-NCFCD,SD#2,HOL,NAVIT	5.2089	1.0157	6.2246	5.6255	1.0410	6.6665
0212	TOT,SD#2,JCFD,LCFC,JCSLID,JCDWID,NAVIT	4.9300	3.2938	8.2238	5.3466	3.6400	8.9866
0212P	TOT-NCFCD,SD#2,JCFD,NAVIT	4.9300	2.7938	7.7238	5.3466	3.1400	8.4866
0300	TOT,SD#3,NAVIT	6.8503	3.6105	10.4608	6.7874	3.9380	10.7254
0300P	TOT-NCFCD,SD#3,NAVIT	6.8503	3.3105	10.1608	6.7874	3.6380	10.4254
0301	TOT,SD#3,WFD,LCFC,WID,WDWCID,NAVIT	6.8503	5.5571	12.4074	6.7874	5.9440	12.7314
0301P	TOT-NCFCD,SD#3,WFD,WID,WDW,NAVIT	6.8503	5.0571	11.9074	6.7874	5.4440	12.2314
0302	TOT,SD#3,NAVIT	6.8503	3.6105	10.4608	6.7874	3.9380	10.7254
0302P	TOT-NCFCD,SD#3,NAVIT	6.8503	3.3105	10.1608	6.7874	3.6380	10.4254
0303	TOT,SD#3,NAVIT	6.8503	3.6105	10.4608	6.7874	3.9380	10.7254
0303P	TOT-NCFCD,SD#3,NAVIT	6.8503	3.3105	10.1608	6.7874	3.6380	10.4254
0304	TOT,SD#3,NAVIT	6.8503	3.6105	10.4608	6.7874	3.9380	10.7254
0304P	TOT-NCFCD,SD#3,NAVIT	6.8503	3.3105	10.1608	6.7874	3.6380	10.4254
0305	TOT,SD#3,LCFC,NAVIT	6.8503	3.8105	10.6608	6.7874	4.1380	10.9254
0305P	TOT-NCFCD,SD#3,NAVIT	6.8503	3.3105	10.1608	6.7874	3.6380	10.4254
0306	TOT,SD#3,WFD,LCFC,WID,NAVIT	6.8503	5.5571	12.4074	6.7874	5.9440	12.7314
0306P	TOT-NCFCD,SD#3,WFD,WID,NAVIT	6.8503	5.0571	11.9074	6.7874	5.4440	12.2314



TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
0307	TOT,SD#3,SVFD,NAVIT	6.8503	6.8306	13.6809	6.7874	7.1880	13.9754
0307P	TOT-NCFCD,SD#3,SVFD,NAVIT	6.8503	6.5306	13.3809	6.7874	6.8880	13.6754
0308	TOT,SD#3,TOTDWD,NAVIT	6.8503	3.6105	10.4608	6.7874	3.9380	10.7254
0308P	TOT-NCFCD,SD#3,TOT-NCFCDWID,NAVIT	6.8503	3.3105	10.1608	6.7874	3.6380	10.4254
0309	TOT,SD#3,MRF,NAVIT	6.8503	4.0881	10.9384	6.7874	4.4561	11.2435
0309P	TOT-NCFCD,SD#3,MRF,NAVIT	6.8503	3.7881	10.6384	6.7874	4.1561	10.9435
0310	TOT,SD#3,MRF,LCFC,NAVIT	6.8503	4.2881	11.1384	6.7874	4.6561	11.4435
0310P	TOT-NCFCD,SD#3,MRF,NAVIT	6.8503	3.7881	10.6384	6.7874	4.1561	10.9435
0350	TOT,SD#3,HOL,LCFC,NAVIT	7.1292	3.8105	10.9397	7.0663	4.1380	11.2043
0350P	TOT-NCFCD,SD#3,HOL,NAVIT	7.1292	3.3105	10.4397	7.0663	3.6380	10.7043
0355	TOT,SD#3,HOL,NAVIT	7.1292	3.6105	10.7397	7.0663	3.9380	11.0043
0355P	TOT-NCFCD,SD#3,HOL,NAVIT	7.1292	3.3105	10.4397	7.0663	3.6380	10.7043
0356	TOT,SD#3,HOL,MRF,LCFC,NAVIT	7.1292	4.2881	11.4173	7.0663	4.6561	11.7224
0356P	TOT-NCFCD,SD#3,HOL,MRF,NAVIT	7.1292	3.7881	10.9173	7.0663	4.1561	11.2224
0400	TOT,SD#4,NATIVE	2.4633	0.6963	3.1596	2.6887	0.7355	3.4242
0400P	TOT-NCFCD,SD#4,NATIVE	2.4633	0.3963	2.8596	2.6887	0.4355	3.1242
0401	TOT,SD#4,NATIVE	2.4633	0.6963	3.1596	2.6887	0.7355	3.4242
0401P	TOT-NCFCD,SD#4,NATIVE	2.4633	0.3963	2.8596	2.6887	0.4355	3.1242
0500	TOT,SD#5,NAVIT	7.4506	1.4345	8.8851	7.5129	1.6920	9.2049
0500P	TOT-NCFCD,SD#5,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0501	TOT,SD#5,NHD,SCFC,NAVIT	7.4506	1.5589	9.0095	7.5129	1.8371	9.3500
0501P	TOT-NCFCD,SD#5,NHD,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0502	TOT,SD#5,NHD,SCFC,SWRID,NAVIT	7.4506	1.5589	9.0095	7.5129	1.8371	9.3500
0502P	TOT-NCFCD,SD#5,NHD,SWRID,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0503	TOT,SD#5,NHD,SWRID,NAVIT	7.4506	1.4345	8.8851	7.5129	1.6920	9.2049
0503P	TOT-NCFCD,SD#5,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0508	TOT,SD#5,SNO,NHD,NAVIT	7.4506	1.4345	8.8851	7.5129	1.6920	9.2049
0508P	TOT-NCFCD,SD#5,SNO,NHD,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0540	TOT,SD#5,NHD,NAVIT	7.4506	1.4345	8.8851	7.5129	1.6920	9.2049
0540P	TOT-NCFCD,SD#5,NHD,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0545	TOT,SD#5,NHD,WMLFD,NAVIT	7.4506	4.4082	11.8588	7.5129	4.8076	12.3205
0545P	TOT-NCFCD,SD#5,NHD,WMLFD,NAVIT	7.4506	4.1082	11.5588	7.5129	4.5076	12.0205
0546	TOT,SD#5,NHD,WMLFD,SCFC,SRID,NAVIT	7.4506	4.5326	11.9832	7.5129	4.9527	12.4656
0546P	TOT-NCFCD,SD#5,NHD,WMLFD,NAVIT	7.4506	4.1082	11.5588	7.5129	4.5076	12.0205
0561	TOT,SD#5,SNO,NHD,SCFC,NAVIT	7.4506	1.5589	9.0095	7.5129	1.8371	9.3500
0561P	TOT-NCFCD,SD#5,SNO,NHD,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0570	TOT,SD#5,TAY,NHD,NAVIT	7.4506	1.4345	8.8851	7.5129	1.6920	9.2049
0570P	TOT-NCFCD,SD#5,TAY,NHD,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0571	TOT,SD#5,TAY,NHD,SCFC,NAVIT	7.4506	1.5589	9.0095	7.5129	1.8371	9.3500
0571P	TOT-NCFCD,SD#5,TAY,NHD,NAVIT	7.4506	1.1345	8.5851	7.5129	1.3920	8.9049
0600	TOT,SD#6,NAVIT	5.3589	1.5486	6.9075	6.1933	1.7371	7.9304
0600P	TOT-NCFCD,SD#6,NAVIT	5.3589	1.2486	6.6075	6.1933	1.4371	7.6304
0601	TOT,SD#6,ACRID,NAVIT	5.3589	1.5486	6.9075	6.1933	1.7371	7.9304
0601P	TOT-NCFCD,SD#6,ACRID,NAVIT	5.3589	1.2486	6.6075	6.1933	1.4371	7.6304
0605	TOT,SD#6,HOFD,TPCRID,HOSD,NAVIT	5.3589	3.4220	8.7809	6.1933	3.6285	9.8218
0605P	TOT-NCFCD,SD#6,HOFD,TPCRID,NAVIT	5.3589	3.1220	8.4809	6.1933	3.3285	9.5218
0607	TOT,SD#6,HOFD,HOSD,NAVIT	5.3589	3.4220	8.7809	6.1933	3.6285	9.8218
0607P	TOT-NCFCD,SD#6,HOFD,HOSD,NAVIT	5.3589	3.1220	8.4809	6.1933	3.3285	9.5218
0614	TOT,SD#6,HOFD,HOSD,OTDWW,NAVIT	5.3589	3.4220	8.7809	6.1933	3.6285	9.8218
0614P	TOT-NCFCD,SD#6,HOFD,HOSD,NAVIT	5.3589	3.1220	8.4809	6.1933	3.3285	9.5218

TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
0639	TOT,SD#6,HOFD,HOSD,PMCCID,NAVIT	5.3589	3.4220	8.7809	6.1933	3.6285	9.8218
0639P	TOT-NCFCD,SD#6,HOFD,HOSD,NAVIT	5.3589	3.1220	8.4809	6.1933	3.3285	9.5218
0640	TOT,SD#6,NHD,NAVIT	5.3589	1.5486	6.9075	6.1933	1.7371	7.9304
0640P	TOT-NCFCD,SD#6,NHD,NAVIT	5.3589	1.2486	6.6075	6.1933	1.4371	7.6304
0641	TOT,SD#6,HOFD,HOSD,MDWWID,NAVIT	5.3589	3.4220	8.7809	6.1933	3.6285	9.8218
0641P	TOT-NCFCD,SD#6,HOFD,HOSD,MDWWID,NAVIT	5.3589	3.1220	8.4809	6.1933	3.3285	9.5218
1000	TOT,SD#10,NHD,LDFD,NAVIT	6.6401	4.7549	11.3950	7.3260	4.8351	12.1611
1000P	TOT-NCFCD,SD#10,NHD,LDFD,NAVIT	6.6401	4.4549	11.0950	7.3260	4.5351	11.8611
1001	TOT,SD#10,NHD,CSPFD,NAVIT	6.6401	3.3453	9.9854	7.3260	3.2591	10.5851
1001P	TOT-NCFCD,SD#10,NHD,CSPFD,NAVIT	6.6401	3.0453	9.6854	7.3260	2.9591	10.2851
1002	TOT,SD#10,NHD,LDFD,TASPRD#1,NAVIT	6.6401	6.3223	12.9624	7.3260	6.5562	13.8822
1002P	TOT-NCFCD,SD#10,NHD,LDFD,TASPRD#1,NAVIT	6.6401	6.0223	12.6624	7.3260	6.2562	13.5822
1003	TOT,SD#10,NHD,WMLFD,SCFC,NAVIT	6.6401	4.7753	11.4154	7.3260	4.8517	12.1777
1003P	TOT-NCFCD,SD#10,NHD,WMLFD,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1004	TOT,SD#10,SHO,NHD,SLSLID,NAVIT	6.6401	1.7682	8.4083	7.3260	1.7041	9.0301
1004P	TOT-NCFCD,SD#10,SHO,NHD,SLSLID,NAVIT	6.6401	1.4682	8.1083	7.3260	1.4041	8.7301
1005	TOT,SD#10,NHD,WMLFD,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1005P	TOT-NCFCD,SD#10,NHD,WMLFD,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1007	TOT,SD#10,NHD,WMLFD,WMLR#2CRID,WMLDWID,WMLCRID,NAVIT	6.6401	6.1888	12.8289	7.3260	6.3162	13.6422
1007P	TOT-NCFCD,SD#10,NHD,WMLFD,WMLR2,NAVIT	6.6401	5.8888	12.5289	7.3260	6.0162	13.3422
1008	TOT,SD#10,NHD,NAVIT	6.6401	1.6772	8.3173	7.3260	1.5910	8.9170
1008P	TOT-NCFCD,SD#10,NHD,NAVIT	6.6401	1.3772	8.0173	7.3260	1.2910	8.6170
1009	TOT,SD#10,NHD,WMLFD,WMLCID,WMLDWID,WMLCRID,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1009P	TOT-NCFCD,SD#10,NHD,WMLFD,WMLCID,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1010	TOT,SD#10,NHD,WMLFD,WMLSD,WMLR#2CRID,WMLDWID,WMLCRID,NAVIT	6.6401	6.1888	12.8289	7.3260	6.3162	13.6422
1010P	TOT-NCFCD,SD#10,NHD,WMLFD,WMLSD,WMLRD2,NAVIT	6.6401	5.8888	12.5289	7.3260	6.0162	13.3422
1011	TOT,SD#10,NHD,WMLFD,WMLSD,WMLDWID,WMLCRID,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1011P	TOT-NCFCD,SD#10,NHD,WMLFD,WMLDWID,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1012	TOT,SD#10,NHD,WMLFD,SCCRID,WMLDWID,WMLCRID,NAVIT	6.6401	5.4829	12.1230	7.3260	5.5685	12.8945
1012P	TOT-NCFCD,SD#10,NHD,WMLFD,SCCID,NAVIT	6.6401	5.1829	11.8230	7.3260	5.2685	12.5945
1013	TOT,SC#10,NHD,WMLFD,SCCRID,WMLCID,WMLDWID,WMLCRID,NAVIT	6.6401	5.4829	12.1230	7.3260	5.5685	12.8945
1013P	TOT-NCFCD,SD#10,NHD,WMLFD,SCCID,WMLCID,NAVIT	6.6401	5.1829	11.8230	7.3260	5.2685	12.5945
1014	TOT,SD#10,NHD,CSPFD,PDWID,NAVIT	6.6401	3.3453	9.9854	7.3260	3.2591	10.5851
1014P	TOT-NCFCD,SD#10,NHD,CSPFD,PDWID,NAVIT	6.6401	3.0453	9.6854	7.3260	2.9591	10.2851
1015	TOT,SD#10,NHD,CSPFD,CSDWID,NAVIT	6.6401	3.3453	9.9854	7.3260	3.2591	10.5851
1015P	TOT-NCFCD,SD#10,NHD,CSPFD,CSDWID,NAVIT	6.6401	3.0453	9.6854	7.3260	2.9591	10.2851
1016	TOT,SD#10,SHO,NHD,LDFD,SLSLID,NAVIT	6.6401	4.8459	11.4860	7.3260	4.9482	12.2742
1016P	TOT-NCFCD,SD#10,SHO,NHD,LDFD,SLSLID,NAVIT	6.6401	4.5459	11.1860	7.3260	4.6482	11.9742
1017	TOT,SD#10,NHD,WMLFD,WMLDWID,WMLCRID,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1017P	TOT-NCFCD,SD#10,NHD,WMLFD,WMLDWID,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1018	TOT,SD#10,NHD,WMLFD,WMLCRID,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1018P	TOT-NCFCD,SD#10,NHD,WMLFD,WMLCRID,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1019	TOT,SD#10,NHD,CSPFD,VHRMD,NAVIT	6.6401	4.8702	11.5103	7.3260	4.9805	12.3065
1019P	TOT-NCFCD,SD#10,CSPFD,NAVIT	6.6401	4.5702	11.2103	7.3260	4.6805	12.0065
1020	TOT,SD#10,SHO,NHD,SFD,SLSLID,NAVIT	6.6401	4.1665	10.8066	7.3260	4.6112	11.9372
1020P	TOT-NCFCD,SD#10,SHO,NHD,SFD,SLSLID,NAVIT	6.6401	3.8665	10.5066	7.3260	4.3112	11.6372
1021	TOT,SD#10,SHO,NHD,SFD,SLSLID,PVCID,NAVIT	6.6401	4.1665	10.8066	7.3260	4.6112	11.9372
1021P	TOT-NCFCD,SD#10,SHO,NHD,SFD,SLSLID,PVCID,NAVIT	6.6401	3.8665	10.5066	7.3260	4.3112	11.6372
1022	TOT,SD#10,SHO,NHD,SFD,SLSLID,SLCCID,NAVIT	6.6401	4.1665	10.8066	7.3260	4.6112	11.9372
1022P	TOT-NCFCD,SD#10,SHO,NHD,SFD,SLSLID,SLCCID,NAVIT	6.6401	3.8665	10.5066	7.3260	4.3112	11.6372

TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
1023	TOT,SD#10,NHD,WMLFD,WMLSD,WMLDWID,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1023P	TOT-NCFCD,SD#10,WMLFD,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1024	TOT,SD#10,NHD,WMLFD,WMLDWID,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1024P	TOT-NCFCD,SD#10,NHD,WMLFD,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1025	TOT,SD#10,NHD,LDFD,CDID,NAVIT	6.6401	4.7549	11.3950	7.3260	4.8351	12.1611
1025P	TOT-NCFCD,SD#10,NHD,NAVIT	6.6401	4.4549	11.0950	7.3260	4.5351	11.8611
1026	TOT,SD#10,SHO,NHD,LDFD,NAVIT,SLSLID	6.6401	4.7549	11.3950	7.3260	4.8351	12.1611
1026P	TOT-NCFCD,SD#10,SHO,NHD,LDFD,NAVIT,SLSLID	6.6401	4.4549	11.0950	7.3260	4.5351	11.8611
1027	TOT,SD#10,SHO,NHD,SFD,SLSLID,NAVIT	6.6401	4.1665	10.8066	7.3260	4.6112	11.9372
1027P	TOT-NCFCD,SD#10,SHO,NHD,SFD,NAVIT	6.6401	3.8665	10.5066	7.3260	4.3112	11.6372
1028	TOT,SD#10,SHO,NHD,SFD,SLSLID,SLBCFD,NAVIT	6.6401	7.7165	14.3566	7.3260	8.1612	15.4872
1028P	TOT-NCFCD,SD#10,SHO,NHD,SFD,NAVIT	6.6401	7.4165	14.0566	7.3260	7.8612	15.1872
1029	TOT-SD#10,TAY,NHD,WMLFD,SCFC,NAVIT	6.6401	4.7753	11.4154	7.3260	4.8517	12.1777
1029P	TOT-NCFCD,SD#10,TAY,NHD,WMLFD,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1030	TOT-SD#10,TAY,NHD,WMLFD,NAVIT	6.6401	4.6509	11.2910	7.3260	4.7066	12.0326
1030P	TOT-NCFCD,SD#10,TAY,NHD,WMLFD,NAVIT	6.6401	4.3509	10.9910	7.3260	4.4066	11.7326
1070	TOT,SD#10,NHD,SFD,NAVIT	6.6401	4.0755	10.7156	7.3260	4.4981	11.8241
1070P	TOT-NCFCD,SD#10,NHD,SFD,NAVIT	6.6401	3.7755	10.4156	7.3260	4.1981	11.5241
2000	TOT,SD#20,NHD,NAVIT	2.4633	0.6963	3.1596	2.6887	0.7355	3.4242
2000P	TOT-NCFCD,SD#20,NHD,NAVIT	2.4633	0.3963	2.8596	2.6887	0.4355	3.1242
2500	TOT,SD#25	2.4633	0.6463	3.1096	2.6887	0.6855	3.3742
2500P	TOT-NCFCD,SD#25	2.4633	0.3463	2.8096	2.6887	0.3855	3.0742
2501	TOT,SD#25	2.4633	0.6463	3.1096	2.6887	0.6855	3.3742
2501P	TOT-NCFCD,SD#25	2.4633	0.3463	2.8096	2.6887	0.3855	3.0742
2502	TOT,SD#25	2.4633	0.6463	3.1096	2.6887	0.6855	3.3742
2502P	TOT-NCFCD,SD#25	2.4633	0.3463	2.8096	2.6887	0.3855	3.0742
2700	TOT,SD#27,NATIVE	2.4633	8.6963	11.1596	2.6887	8.7355	11.4242
2700P	TOT-NCFCD,SD#27,NATIVE	2.4633	8.3963	10.8596	2.6887	8.4355	11.1242
2701	TOT,SD#27,NATIVE	2.4633	8.6963	11.1596	2.6887	8.7355	11.4242
2701P	TOT-NCFCD,SD#27,NATIVE	2.4633	8.3963	10.8596	2.6887	8.4355	11.1242
2702	TOT,SD#27,NATIVE	2.4633	8.6963	11.1596	2.6887	8.7355	11.4242
2702P	TOT-NCFCD,SD#27,NATIVE	2.4633	8.3963	10.8596	2.6887	8.4355	11.1242
3200	TOT,SD#32,NHD,NAVIT	5.3780	1.9552	7.3332	6.2747	2.1383	8.4130
3200P	TOT-NCFCD,SD#32,NHD,NAVIT	5.3780	1.6552	7.0332	6.2747	1.8383	8.1130
3201	TOT,SD#32,NHD,LFD,MMDWCID,MMCID,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3201P	TOT-NCFCD,SD#32,NHD,MMDWCID,MMCID,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3202	TOT,SD#32,NHD,LFD,P-LSD,BRSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3202P	TOT-NCFCD,SD#32,NHD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3203	TOT,SD#32,PLI,NHD,P-LSD,NAVIT	5.3780	2.2142	7.5922	6.2747	2.4273	8.7020
3203P	TOT-NCFCD,SD#32,PLI,NHD,P-LSD,NAVIT	5.3780	1.9142	7.2922	6.2747	2.1273	8.4020
3204	TOT,SD#32,NHD,PF,SHDWID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3204P	TOT-NCFCD,SD#32,NHD,PF,SHDWID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3205	TOT,SD#32,NHD,PMDWCID,LFD,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3205P	TOT-NCFCD,SD#32,NHD,PMDW,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3206	TOT,SD#32,NHD,LFD,PME#2CID,PMDWCID,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3206P	TOT-NCFCD,SD#32,NHD,LFD,PME#2,PMDW,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3210	TOT,SD#32,PLI,NHD,PF,P-LSD,PWCDFI,WOSID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3210P	TOT-NCFCD,SD#32,PLI,NHD,PF,P-LSD,PWCDFI,WOSID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3211	TOT,SD#32,PLI,NHD,LFD,P-LSD,WOSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3211P	TOT-NCFCD,SD#32,PLI,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3213	TOT,SD#32,NHD,LFD,P-LSD,APIISID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998

<b>TAX RATES</b>		<b>2012</b>			<b>2013</b>		
<b>AREA</b>							
<b>CODE</b>		<b>Primary</b>	<b>Secondary</b>	<b>Total</b>	<b>Primary</b>	<b>Secondary</b>	<b>Total</b>
<b>3213P</b>	TOT-NCFCO,SD#32,NHD,LFD,P-LSD,NAVIT	<b>5.3780</b>	<b>4.3758</b>	<b>9.7538</b>	<b>6.2747</b>	<b>4.8251</b>	<b>11.0998</b>

TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
3214	TOT,SD#32,NHD,PFD,P-LSD,WMSHDWCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3214P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3217	TOT,SD#32,NHD,LFD,SPNID,P-LSD,SPM#2CID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3217P	TOT-NCFCD,SD#32,NHD,LFD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3218	TOT,SD#32,NHD,LFD,SPNID,SPM#2CID,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3218P	TOT-NCFCD,SD#32,NHD,LFD,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3219	TOT,SD#32,NHD,LFD,SPNID,P-LSID,SPM#2CID,SPMSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3219P	TOT-NCFCD,SD#32,NHD,LFD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3220	TOT,SD#32,NHD,PFD,DFDCRID,MLCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3220P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3221	TOT,SD#32,SHO,NHD,SLSLID,NAVIT	5.3780	2.0462	7.4242	6.2747	2.2514	8.5261
3221P	TOT-NCFCD,SD#32,SHO,NHD,SLSLID,NAVIT	5.3780	1.7462	7.1242	6.2747	1.9514	8.2261
3222	TOT,SD#32,NHD,PFD,BHID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3222P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3223	TOT,SD#32,NHD,PFD,P-LSD,BHID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3223P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3224	TOT,SD#32,NHD,SFD,FBWID,NAVIT,SHO,SLSLID	5.3780	4.4445	9.8225	6.2747	5.1585	11.4332
3224P	TOT-NCFCD,SD#32,NHD,SFD,NAVIT,SHO,SLSLID	5.3780	4.1445	9.5225	6.2747	4.8585	11.1332
3225	TOT,SD#32,NHD,PFD,NWSLID,P-LSD,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3225P	TOT-NCFCD,SD#32,NHD,PFD,NWSLID,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3226	TOT,SD#32,NHD,PFD,P-LSD,PDWCID,NAVIT,BDCID	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3226P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3227	TOT,SD#32,SHO,NHD,SFD,SLSLID,NAVIT	5.3780	4.4445	9.8225	6.2747	5.1585	11.4332
3227P	TOT-NCFCD,SD#32,SHO,NHD,SFD,P-LSD,SLSLID,NAVIT	5.3780	4.1445	9.5225	6.2747	4.8585	11.1332
3228	TOT,SD#32,NHD,PFD,P-LSD,PDWCID,WWID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3228P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3229	TOT,SD#32,NHD,LFD,P-LSD,FHSID99A,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3229P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3231	TOT,SD#32,NHD,PFD,DSLID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3231P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3232	TOT,SD#32,PLI,NHD,PFD,P-LSD,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3232P	TOT-NCFCD,SD#32,PLI,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3233	TOT,SD#32,NHD,PFD,PDWCID,HTID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3233P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3237	TOT,SD#32,NHD,PFD,BLCID,PDWCID,P-LSD,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3237P	TOT-NCFCD,SD#32,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3239	TOT,SD#32,NHD,PFD,WHRID1,PDWCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3239P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3240	TOT,SD#32,NHD,PFD,P-LSD,MCCID,PDWCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3240P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3241	TOT,SC#32,PLI,NHD,LFD,P-LSD,BRSID,PRSID94-A,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3241P	TOT-NCFCD,SD#32,PLI,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3242	TOT,SD#32,NHD,LFD,P-LSD,WWWID93-B,HCRID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3242P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3243	TOT,SD#32,NHD,LFD,P-LSD,WWWID93-B,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3243P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3244	TOT,SD#32,NHD,LFD,P-LSD,FVPLSID93-A,BRSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3244P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,FVPSID,BRSID,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3245	TOT,SD#32,SHO,NHD,LFD,SLSLID,NAVIT	5.3780	4.5078	9.8858	6.2747	4.9492	11.2239
3245P	TOT-NCFCD,SD#32,SHO,NHD,LFD,SLSLID,NAVIT	5.3780	4.2078	9.5858	6.2747	4.6492	10.9239
3247	TOT,SD#32,NHD,PFD,PWCDF1,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3247P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3249	TOT,SD#32,PLI,NHD,PFD,P-LSD,PWCDF1,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3249P	TOT-NCFCD,SD#32,PLI,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3250	TOT,SD#32,NHD,PFD,NHBCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376

TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
3250P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3251	TOT,SD#32,NHD,PFD,P-LSD,NHBCRID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3251P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3252	TOT,SD#32,NHD,PFD,P-LSD,TPDCID,PDWCID,PCCESID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3252P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3253	TOT,SD#32,NHD,PFD,SECRID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3253P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3254	TOT,SD#32,NHD,PFD,P-LSD,PDCRID,PDWCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3254P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,PDCRID,PDWID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3255	TOT,SD#32,NHD,LFD,P-LSD,LLWSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3255P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3256	TOT,SD#32,PLI,NHD,PFD,P-LSD,NPSID,PWCDFI,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3256P	TOT-NCFCD,SD#32,PLI,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3257	TOT,SD#32,NHD,LFD,P-LSD,MSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3257P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,MSID,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3258	TOT,SD#32,NHD,LFD,P-LSD,RLPACSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3258P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3259	TOT,SD#32,PLI,NHD,PFD,P-LSD,WMCESID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3259P	TOT-NCFCD,SD#32,PLI,NHD,PFD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3260	TOT,SD#32,PLI,NHD,LFD,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3260P	TOT-NCFCD,SD#32,PLI,NHD,LFD,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3262	TOT,SD#32,PLI,NHD,LFD,P-LSD,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3262P	TOT-NCFCD,SD#32,PLI,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3263	TOT,SD#32,PLI,NHD,PFD,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3263P	TOT-NCFCD,SD#32,PLI,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3264	TOT,SD#32,PLI,NHD,PFD,WMSHDWCID,PWCDFI,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3264P	TOT-NCFCD,SD#32,PLI,NHD,PFD,WMSHW,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3265	TOT,SD#32,PLI,NHD,NAVIT	5.3780	1.9552	7.3332	6.2747	2.1383	8.4130
3265P	TOT-NCFCD,SD#32,PLI,NHD,NAVIT	5.3780	1.6552	7.0332	6.2747	1.8383	8.1130
3267	TOT,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3267P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3268	TOT,SD#32,NHD,PFD,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3268P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3270	TOT,SD#32,NHD,SFD,NAVIT	5.3780	4.3535	9.7315	6.2747	5.0454	11.3201
3270P	TOT-NCFCD,SD#32,NHD,SFD,NAVIT	5.3780	4.0535	9.4315	6.2747	4.7454	11.0201
3271	TOT,SD#32,SHO,NHD,SFD,SLSLID,NAVIT	5.3780	4.4445	9.8225	6.2747	5.1585	11.4332
3271P	TOT-NCFCD,SD#32,SHO,NHD,SFD,SLSLID,NAVIT	5.3780	4.1445	9.5225	6.2747	4.8585	11.1332
3272	TOT,SD#32,NHD,PFD,DFDCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3272P	TOT-NCFCD,SD#32,NHD,PFD,DFDCID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3273	TOT,SD#32,NHD,PFD,P-LSD,DFDCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3273P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,DFDCID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3274	TOT,SD#32,NHD,SFD,HWRDCID,NAVIT	5.3780	4.3535	9.7315	6.2747	5.0454	11.3201
3274P	TOT-NCFCD,SD#32,NHD,SFD,HWRDCID,NAVIT	5.3780	4.0535	9.4315	6.2747	4.7454	11.0201
3275	TOT,SD#32,NHD,PFD,SVCWCRID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3275P	TOT-NCFCD,SD#32,NHD,PFD,SVCWCRID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3276	TOT,SD#32,NHD,LFD,P-LSD,SPMSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3276P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,SPMSID,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3277	TOT,SD#32,NHD,PFD,ELCRID,PDWCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3277P	TOT-NCFCD,SD#32,NHD,PFD,ELCID,PDWID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3278	TOT,SD#32,PLI,NHD,PFD,P-LSD,WADWCID,BRISID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3278P	TOT-NCFCD,SD#32,PLI,NHD,PFD,P-LSD,WADW,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3279	TOT,SD#32,NHD,PFD,ADCID,PDWCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3279P	TOT-NCFCD,SD#32,NHD,PFD,ADCID,PDWID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3280	TOT,SD#32,NHD,PFD,PDWCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3280P	TOT-NCFCD,SD#32,NHD,PFD,PDWID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376

TAX RATES		2012			2013		
AREA		Primary	Secondary	Total	Primary	Secondary	Total
3282	TOT,SD#32,NHD,PFD,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3282P	TOT-NCFCD,SD#32,NHD,PFD,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3283	TOT,SD#32,NHD,PFD,P-LSD,PDWCID,PCCESID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3283P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,PDWID,PCCESID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3284	TOT,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3284P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3285	TOT,SD#32,NHD,PFD,MH2CID,P-LSD,PDWCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3285P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,MH2CID,PDWID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3287	TOT,SD#32,PLI,NHD,PFD,P-LSD,OLRID,PWCDF1,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3287P	TOT-NCFCD,SD#32,PLI,NHD,PFD,P-LSD,OLRID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3288	TOT,SD#32,NHD,PFD,WMSHDWCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3288P	TOT-NCFCD,SD#32,NHD,PFD,WMSHW,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3289	TOT,SD#32,NHD,PFD,CCDCID,PDWCID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3289P	TOT-NCFCD,SD#32,NHD,PFD,CCD,PDWID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3290	TOT,SD#32,NHD,LFD,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3290P	TOT-NCFCD,SD#32,NHD,LFD,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3292	TOT,SD#32,NHD,LFD,P-LSD,BRSID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3292P	TOT-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3293	TOT,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3293P	TOT-NCFCD,SD#32,NHD,LFD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3294	TOT,SD#32,NHD,LFD,SPM2CID,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3294P	TOT-NCFCD,SD#32,NHD,LFD,SPM2CID,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3295	TOT,SD#32,PLI,NHD,PFD,DFDCRID,P-LSD,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3295P	TOT-NCFCD,SD#32,PLI,NHD,PFD,P-LSD,DFDCID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3296	TOT,SD#32,NHD,PFD,DFDCRID,NAVIT	5.3780	4.1683	9.5463	6.2747	4.6629	10.9376
3296P	TOT-NCFCD,SD#32,NHD,PFD,DFDCID,NAVIT	5.3780	3.8683	9.2463	6.2747	4.3629	10.6376
3297	TOT,SD#32,NHD,PFD,P-LSD,PDWCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3297P	TOT-NCFCD,SD#32,NHD,PFD,P-LSD,PDWCID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3298	TOT,SD#32,NHD,PFD,CTCRID,P-LSD,PDWCID,NAVIT	5.3780	4.4273	9.8053	6.2747	4.9519	11.2266
3298P	TOT-NCFCD,SD#32,NHD,PFD,CTCRID,P-LSD,DWID,NAVIT	5.3780	4.1273	9.5053	6.2747	4.6519	10.9266
3299	TOT,SD#32,NHD,LFD,SDID,NAVIT	5.3780	4.4168	9.7948	6.2747	4.8361	11.1108
3299P	TOT-NCFCD,SD#32,NHD,LFD,NAVIT	5.3780	4.1168	9.4948	6.2747	4.5361	10.8108
3301	TOT,SD#32,NHD,LFD,HDID,P-LSD,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3301P	TOT-NCFCD-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3302	TOT,SD#32,NHD,LFD,HDID,P-LSD,APIISID,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3302P	TOT-NCFCD-NCFCD,SD#32,NHD,LFD,P-LSD,APIISID,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
3303	TOT,SD#32,NHD,LFD,MVID,P-LSD,NAVIT	5.3780	4.6758	10.0538	6.2747	5.1251	11.3998
3303P	TOT-NCFCD-NCFCD,SD#32,NHD,LFD,P-LSD,NAVIT	5.3780	4.3758	9.7538	6.2747	4.8251	11.0998
4500	TOT,CED	4.4218	0.6463	5.0681	4.8152	0.6855	5.5007
4500P	TOT-NCFCD,CED	4.4218	0.3463	4.7681	4.8152	0.3855	5.2007

## 2014-15 WAGE AND SALARY RECOMMENDATION

### Recommendation:

Staff recommends increasing wages by two percent for the 2014-15 fiscal year. The recommendation includes adjusting the faculty schedule from a three percent differential between steps to 1.5 percent, adjusting the revised base schedule by one-half percent, and providing a step to all employees on the faculty schedule, which equals a two percent increase; increasing the overload/adjunct pay rates by two percent; providing a step to all employees on the non-exempt schedule and adjusting the base in the non-exempt schedule to assure that each employee in this class receive an increase of at least two percent as long as the employee is eligible for a step increase; providing a two percent increase to all exempt employees, with a one-half percent increase in the minimum and the maximum for each employee group band.

### Summary:

Board approved budget assumptions for salary include the following criteria: 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.

All recommended salary schedules are included along with the current schedules.

Also included is a chart showing detailing wage adjustments since FY 2004-05 and the salary changes at other Arizona community colleges for FY 2013-14 along with the expected changes for FY 2014-15

The expected budget impact of this recommendation has been factored in to the budget analysis and represents an annual increase of approximately \$250,000.

### EMPLOYEE RELATED EXPENSES

ASRS Employee and employer ASRS contributions will increase from 11.54 percent to 11.60 percent. The institutional impact is expected to be an increase in expenditures of approximately \$5,000. The Alternate Contribution Rate (ACR) will be applied to all ASRS retirees who are functioning as employees through ASRS Return to Work (RTW) provisions. The ACR will continue to be split evenly with RTW employees. The institutional impact is expected to remain unchanged. A graph is included with information on ASRS contribution rates since 2004-05.





Health Insurance The Navajo County School Employee Trust continued to operate well in 2013, successfully managing double-digit increases in healthcare cost. Employer cost is expected to increase about three percent and dependent coverage will continue to be offered as an option with the employee bearing the entire cost. Employees selecting basic coverage will see changes in office visit co-pays, deductible, and out-of-pocket maximum.

The new High Deductible Health Plan option offered in 2013-14 has been a positive alternative for many employees, which is combined with an employee Health Savings Account. The deductible is \$2,500 for employee only coverage or \$5,000 for employees covering dependents. The employer cost savings will be placed in the employee health savings accounts.

A chart showing the rates and the benefit changes to the PPO plan are also included.

Open enrollment for employees will occur in April.

### **COST OF LIVING**

The Consumer Price Index for All Urban Consumers (CPI-U) increased 0.1 percent in January on a seasonally adjusted basis. Over the last 12 months, the all items index increased 1.6 percent before seasonal adjustment; this compares to a 1.5 percent increase for the 12 months ending December. The index for all items less food and energy has also risen 1.6 percent over the last 12 months. The energy index has risen 2.1 percent over the span, and the food index has increased 1.1 percent.

Increases in the indexes for household energy accounted for most of the all items increase. The electricity index posted its largest increase since March 2010, and the indexes for natural gas and fuel oil also rose sharply. These increases more than offset a decline in the gasoline index, resulting in a 0.6 percent increase in the energy index.

An inflation forecast resource is also provided titled Survey of Professional Forecasters, which consolidates multiple well-regarded national macroeconomic forecasts. It is the oldest quarterly survey of its kind in the United States. The survey began in 1968 and was originally conducted by the American Statistical Association and the National Bureau of Economic Research. The Federal Reserve Bank of Philadelphia took over the survey in 1990. The most recent report was released November 25, 2013: The Fourth Quarter 2013 Survey of Professional Forecasters. The forecasters expect current-quarter headline CPI inflation to average 1.6 percent, slightly lower than the last survey's estimate of 1.7 percent. Measured on a fourth-quarter over fourth-quarter basis, headline CPI inflation is expected at levels unchanged from the previous survey: 1.4 percent in 2013, 2.0 percent in 2014, and 2.2 percent in 2015. Revisions to the projections for long-term inflation are also small. Over the next 10 years, 2013 to 2022, the forecasters expect headline CPI inflation to average 2.3 percent at an annual rate, up from 2.2 percent in the previous survey.



**Northland Pioneer College  
2013 - 2014 Faculty Salary Schedule**

		Grade											
		1	2	3	4	5	6	7	8	9	10	11	
Step		<b>PROPOSED</b>											
1													
2													
3													
4													
5													
6													
7	7A	1	\$41,071	\$41,810	\$42,562	\$43,329	\$44,108	\$44,902	\$45,711	\$46,533	\$47,371	\$48,224	\$49,092
	7B	2	\$41,687	\$42,226	\$42,985	\$43,760	\$44,547	\$45,349	\$46,165	\$46,997	\$47,842	\$48,704	\$49,580
8	8A	3	\$42,312	\$42,859	\$43,630	\$44,416	\$45,216	\$46,029	\$46,858	\$47,701	\$48,560	\$49,434	\$50,323
	8B	4	\$42,947	\$43,502	\$44,284	\$45,082	\$45,894	\$46,720	\$47,561	\$48,417	\$49,288	\$50,176	\$51,078
9	9A	5	\$43,591	\$44,155	\$44,949	\$45,759	\$46,582	\$47,421	\$48,274	\$49,143	\$50,027	\$50,928	\$51,844
	9B	6	\$44,245	\$44,817	\$45,623	\$46,445	\$47,281	\$48,132	\$48,998	\$49,880	\$50,778	\$51,692	\$52,622
10	10A	7	\$44,908	\$45,489	\$46,307	\$47,142	\$47,990	\$48,854	\$49,733	\$50,629	\$51,539	\$52,468	\$53,411
	10B	8	\$45,582	\$46,172	\$47,002	\$47,849	\$48,710	\$49,587	\$50,479	\$51,388	\$52,313	\$53,255	\$54,213
11	11A	9	\$46,266	\$46,864	\$47,707	\$48,566	\$49,441	\$50,331	\$51,236	\$52,159	\$53,097	\$54,054	\$55,026
	11B	10	\$46,960	\$47,567	\$48,423	\$49,295	\$50,182	\$51,086	\$52,005	\$52,941	\$53,894	\$54,864	\$55,851
12	12A	11	\$47,664	\$48,281	\$49,149	\$50,034	\$50,935	\$51,852	\$52,785	\$53,735	\$54,702	\$55,687	\$56,689
	12B	12	\$48,379	\$49,005	\$49,886	\$50,785	\$51,699	\$52,630	\$53,577	\$54,541	\$55,523	\$56,523	\$57,539
13	13A	13	\$49,105	\$49,740	\$50,634	\$51,547	\$52,474	\$53,419	\$54,380	\$55,360	\$56,355	\$57,371	\$58,402
	13B	14	\$49,841	\$50,486	\$51,394	\$52,320	\$53,262	\$54,220	\$55,196	\$56,190	\$57,201	\$58,231	\$59,278
14	14A	15	\$50,589	\$51,244	\$52,165	\$53,105	\$54,061	\$55,034	\$56,024	\$57,033	\$58,059	\$59,105	\$60,168
	14B	16	\$51,348	\$52,012	\$52,947	\$53,901	\$54,871	\$55,859	\$56,864	\$57,888	\$58,930	\$59,991	\$61,070
15	15A	17	\$52,118	\$52,792	\$53,742	\$54,710	\$55,695	\$56,697	\$57,717	\$58,757	\$59,814	\$60,891	\$61,986
	15B	18	\$52,900	\$53,584	\$54,548	\$55,530	\$56,530	\$57,547	\$58,583	\$59,638	\$60,711	\$61,804	\$62,916
16	16A	19	\$53,693	\$54,388	\$55,366	\$56,363	\$57,378	\$58,411	\$59,462	\$60,532	\$61,622	\$62,731	\$63,860
	16B	20	\$54,499	\$55,204	\$56,196	\$57,209	\$58,239	\$59,287	\$60,354	\$61,440	\$62,546	\$63,672	\$64,818
17	17A	21	\$55,316	\$56,032	\$57,039	\$58,067	\$59,112	\$60,176	\$61,259	\$62,362	\$63,484	\$64,627	\$65,790
	17B	22	\$56,146	\$56,872	\$57,895	\$58,938	\$59,999	\$61,079	\$62,178	\$63,298	\$64,436	\$65,597	\$66,777
18	18A	23	\$56,988	\$57,725	\$58,763	\$59,822	\$60,899	\$61,995	\$63,111	\$64,247	\$65,403	\$66,581	\$67,778

	18B	24	\$57,843	\$58,591	\$59,645	\$60,719	\$61,812	\$62,925	\$64,057	\$65,211	\$66,384	\$67,580	\$68,795
19	19A	25	\$58,711	\$59,470	\$60,539	\$61,630	\$62,739	\$63,869	\$65,018	\$66,189	\$67,380	\$68,593	\$69,827
	19B	26	\$59,591	\$60,362	\$61,448	\$62,555	\$63,681	\$64,827	\$65,993	\$67,182	\$68,390	\$69,622	\$70,874
20	20A	27	\$60,485	\$61,268	\$62,369	\$63,493	\$64,636	\$65,799	\$66,983	\$68,189	\$69,416	\$70,666	\$71,937
	20B	28	\$61,392	\$62,187	\$63,305	\$64,445	\$65,605	\$66,786	\$67,988	\$69,212	\$70,457	\$71,726	\$73,017
21	21A	29	\$62,313	\$63,119	\$64,254	\$65,412	\$66,589	\$67,788	\$69,008	\$70,250	\$71,514	\$72,802	\$74,112
	21B	30	\$63,248	\$64,066	\$65,218	\$66,393	\$67,588	\$68,805	\$70,043	\$71,304	\$72,587	\$73,894	\$75,223
22	22A	31	\$64,197	\$65,027	\$66,196	\$67,389	\$68,602	\$69,837	\$71,094	\$72,374	\$73,676	\$75,003	\$76,352
	22B	32	\$65,160	\$66,003	\$67,189	\$68,400	\$69,631	\$70,884	\$72,160	\$73,459	\$74,781	\$76,128	\$77,497
23	23	33	\$66,137	\$66,993	\$68,197	\$69,426	\$70,676	\$71,948	\$73,242	\$74,561	\$75,903	\$77,270	\$78,660

Adjunct Faculty Rate/Load Unit

Level	Amt
Level 1	\$685
Level 2	\$705
Level 3	\$725

Substitute Rate  
\$20.00/hr

**Northland Pioneer College  
Hourly Rate - Nonexempt Staff 2014-2015 Schedule**

Step	Grade >										
	1	2	3	4	5	6	7	8	9	10	11
1	\$ 12.74	\$ 13.10	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34
2	\$ 13.10	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70
3	\$ 13.46	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06
4	\$ 13.82	\$ 14.18	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42
5	\$ 14.18	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78
6	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14
7	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50
8	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86
9	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22
10	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58
11	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94
12	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30
13	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66
14	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02
15	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38
16	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74
Level 1			Level 2			Level 3					

**PROPOSED**

**Hourly Rate - Technical and Skilled Craft 2014-2015 Schedule**

Step	Grade >											
	1	2	3	4	5	6	7	8	9	10	11	12
1	\$ 14.54	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50
2	\$ 14.90	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86
3	\$ 15.26	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22
4	\$ 15.62	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58
5	\$ 15.98	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94
6	\$ 16.34	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30
7	\$ 16.70	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66
8	\$ 17.06	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02
9	\$ 17.42	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38
10	\$ 17.78	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74
11	\$ 18.14	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74	\$ 22.10
12	\$ 18.50	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74	\$ 22.10	\$ 22.46
13	\$ 18.86	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74	\$ 22.10	\$ 22.46	\$ 22.82
14	\$ 19.22	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74	\$ 22.10	\$ 22.46	\$ 22.82	\$ 23.18
15	\$ 19.58	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74	\$ 22.10	\$ 22.46	\$ 22.82	\$ 23.18	\$ 23.54
16	\$ 19.94	\$ 20.30	\$ 20.66	\$ 21.02	\$ 21.38	\$ 21.74	\$ 22.10	\$ 22.46	\$ 22.82	\$ 23.18	\$ 23.54	\$ 23.90
Level T1				Level T2			Level T3					

**Northland Pioneer College  
Exempt Salary Range Chart 2014-2015**

12 Month Staff		
Group	Base	Max
B2	\$34,772	\$48,681
B1	\$37,737	\$52,833
C3	\$38,702	\$54,182
C2	\$42,379	\$59,330
C1	\$45,104	\$63,146
D3	\$50,324	\$70,454
D2	\$63,000	\$88,201
D1	\$82,013	\$110,718
E	\$103,588	\$139,845

11 Month Staff		
B2	\$31,429	\$44,002
B1	\$34,110	\$47,754
C3	\$34,981	\$48,973
C2	\$38,305	\$53,626
C1	\$40,769	\$57,076

10 Month Staff		
B2	\$28,754	\$40,255
B1	\$31,205	\$43,688
C3	\$32,003	\$44,804
C2	\$35,043	\$49,061
C1	\$37,298	\$52,217

Exempt Positions by Salary Group	
B2	Center Manager
B2	Community and Corporate Learning Specialist
B2	Financial Aid Advisor/Technician
B2	Information Services Manager
B2	Lead Technician for Technical Services
B2	Network Support Technician
B2	Technical Designer/Production Manager
B1	Associate Librarian
B1	Bookstore Manager
B1	Campus Manager
B1	Small Business Analyst
C3	Academic Advisor
C3	Carl Perkins Grant Manager
C3	Recruitment Advisor
C2	Apache Families First Coordinator
C2	Assistant to the President
C2	Biology Lab Manager
C2	Coordinator of High School Programs
C2	General Ledger Accountant
C2	Head Librarian
C2	Media Relations Coordinator
C2	Payroll Supervisor
C2	Student Account Coordinator
C1	ABE Special Sites Coordinator
C1	ADOC Program Coordinator
C1	Community and Corporate Learning Coordinator
C1	Coordinator of Student Services Info Systems
C1	Disabilities Resource & Access Coordinator
C1	Institutional Research Analyst
C1	System Analyst/Programmer
D3	Apache County Coordinator
D3	Director of Financial Aid
D3	Director of Small Business Development Center
D2	Controller
D2	Director of Developmental Services
D2	Director of Facilities & Vehicles
D2	Director of Human Resources
D2	Director of Institutional Effectiveness
D2	Director of Marketing & Public Relations
D2	Director of Public Safety Education
D2	Network & Systems Administrator
D1	Dean of Arts and Sciences
D1	Dean of Career and Technical Education
D1	Dean of Nursing & Allied Health
D1	Director of Financial Services
D1	Dean of Students
D1	Director of Information Services
E	Vice President for Administrative Services
E	Vice President for Learning & Student Services



**Northland Pioneer College  
2013 - 2014 Faculty Salary Schedule**

Step	Grade										
	1	2	3	4	5	6	7	8	9	10	11
1											
2											
3											
4											
5											
6											
7	\$40,866	\$41,602	\$42,350	\$43,113	\$43,889	\$44,679	\$45,483	\$46,302	\$47,135	\$47,984	\$48,847
8	\$42,092	\$42,850	\$43,621	\$44,406	\$45,206	\$46,019	\$46,847	\$47,691	\$48,549	\$49,424	\$50,312
9	\$43,355	\$44,136	\$44,929	\$45,739	\$46,562	\$47,400	\$48,253	\$49,122	\$50,006	\$50,906	\$51,822
10	\$44,656	\$45,460	\$46,277	\$47,111	\$47,959	\$48,822	\$49,701	\$50,595	\$51,506	\$52,433	\$53,376
11	\$45,995	\$46,823	\$47,665	\$48,524	\$49,397	\$50,287	\$51,192	\$52,113	\$53,051	\$54,006	\$54,978
12	\$47,375	\$48,228	\$49,095	\$49,980	\$50,879	\$51,795	\$52,727	\$53,677	\$54,642	\$55,627	\$56,627
13	\$48,796	\$49,675	\$50,568	\$51,479	\$52,406	\$53,349	\$54,309	\$55,287	\$56,282	\$57,295	\$58,326
14	\$50,260	\$51,165	\$52,085	\$53,024	\$53,978	\$54,950	\$55,938	\$56,946	\$57,970	\$59,014	\$60,076
15	\$51,768	\$52,700	\$53,648	\$54,614	\$55,597	\$56,598	\$57,617	\$58,654	\$59,709	\$60,785	\$61,878
16	\$53,321	\$54,281	\$55,257	\$56,253	\$57,265	\$58,296	\$59,345	\$60,414	\$61,500	\$62,608	\$63,734
17	\$54,921	\$55,910	\$56,915	\$57,940	\$58,983	\$60,045	\$61,125	\$62,226	\$63,345	\$64,486	\$65,646
18	\$56,568	\$57,587	\$58,622	\$59,678	\$60,753	\$61,846	\$62,959	\$64,093	\$65,246	\$66,421	\$67,616
19	\$58,266	\$59,315	\$60,381	\$61,469	\$62,575	\$63,702	\$64,848	\$66,016	\$67,203	\$68,414	\$69,644
20	\$60,014	\$61,094	\$62,192	\$63,313	\$64,452	\$65,613	\$66,793	\$67,996	\$69,219	\$70,466	\$71,733
21	\$61,814	\$62,927	\$64,058	\$65,212	\$66,386	\$67,581	\$68,797	\$70,036	\$71,296	\$72,580	\$73,885
22	\$63,668	\$64,815	\$65,980	\$67,169	\$68,378	\$69,608	\$70,861	\$72,137	\$73,435	\$74,758	\$76,102
23	\$65,578	\$66,759	\$67,959	\$69,184	\$70,429	\$71,697	\$72,987	\$74,301	\$75,638	\$77,000	\$78,385

Adjunct Faculty Rate/Load Unit

<u>Level</u>	<u>Amount</u>
Level 1	\$670
Level 2	\$690
Level 3	\$710

Substitute Rate

\$20.00/hr

**Northland Pioneer College  
Hourly Rate - Nonexempt Staff 2013-2014 Schedule**

Step	Grade >										
	1	2	3	4	5	6	7	8	9	10	11
1	\$ 12.21	\$ 12.57	\$ 12.93	\$ 13.29	\$ 13.65	\$ 14.01	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81
2	\$ 12.57	\$ 12.93	\$ 13.29	\$ 13.65	\$ 14.01	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17
3	\$ 12.93	\$ 13.29	\$ 13.65	\$ 14.01	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53
4	\$ 13.29	\$ 13.65	\$ 14.01	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89
5	\$ 13.65	\$ 14.01	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25
6	\$ 14.01	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61
7	\$ 14.37	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97
8	\$ 14.73	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33
9	\$ 15.09	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69
10	\$ 15.45	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05
11	\$ 15.81	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05	\$ 19.41
12	\$ 16.17	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05	\$ 19.41	\$ 19.77
13	\$ 16.53	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05	\$ 19.41	\$ 19.77	\$ 20.13
14	\$ 16.89	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05	\$ 19.41	\$ 19.77	\$ 20.13	\$ 20.49
15	\$ 17.25	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05	\$ 19.41	\$ 19.77	\$ 20.13	\$ 20.49	\$ 20.85
16	\$ 17.61	\$ 17.97	\$ 18.33	\$ 18.69	\$ 19.05	\$ 19.41	\$ 19.77	\$ 20.13	\$ 20.49	\$ 20.85	\$ 21.21
Level 1			Level 2			Level 3					

**Hourly Rate - Technical and Skilled Craft 2013-2014 Schedule**

Step	Grade >											
	1	2	3	4	5	6	7	8	9	10	11	12
1	\$ 14.07	\$ 14.43	\$ 14.79	\$ 15.15	\$ 15.51	\$ 15.87	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03
2	\$ 14.43	\$ 14.79	\$ 15.15	\$ 15.51	\$ 15.87	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39
3	\$ 14.79	\$ 15.15	\$ 15.51	\$ 15.87	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75
4	\$ 15.15	\$ 15.51	\$ 15.87	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11
5	\$ 15.51	\$ 15.87	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47
6	\$ 15.87	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83
7	\$ 16.23	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19
8	\$ 16.59	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55
9	\$ 16.95	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91
10	\$ 17.31	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27
11	\$ 17.67	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27	\$ 21.63
12	\$ 18.03	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27	\$ 21.63	\$ 21.99
13	\$ 18.39	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27	\$ 21.63	\$ 21.99	\$ 22.35
14	\$ 18.75	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27	\$ 21.63	\$ 21.99	\$ 22.35	\$ 22.71
15	\$ 19.11	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27	\$ 21.63	\$ 21.99	\$ 22.35	\$ 22.71	\$ 23.07
16	\$ 19.47	\$ 19.83	\$ 20.19	\$ 20.55	\$ 20.91	\$ 21.27	\$ 21.63	\$ 21.99	\$ 22.35	\$ 22.71	\$ 23.07	\$ 23.43
Level T1				Level T2			Level T3					

**Northland Pioneer College  
Exempt Salary Range Chart 2013-2014**

12 Month Staff		
Group	Base	Max
B2	\$34,599	\$48,439
B1	\$37,549	\$52,570
C3	\$38,509	\$53,912
C2	\$42,168	\$59,035
C1	\$44,880	\$62,832
D3	\$50,074	\$70,103
D2	\$62,687	\$87,762
D1	\$81,605	\$110,167
E	\$103,073	\$139,149

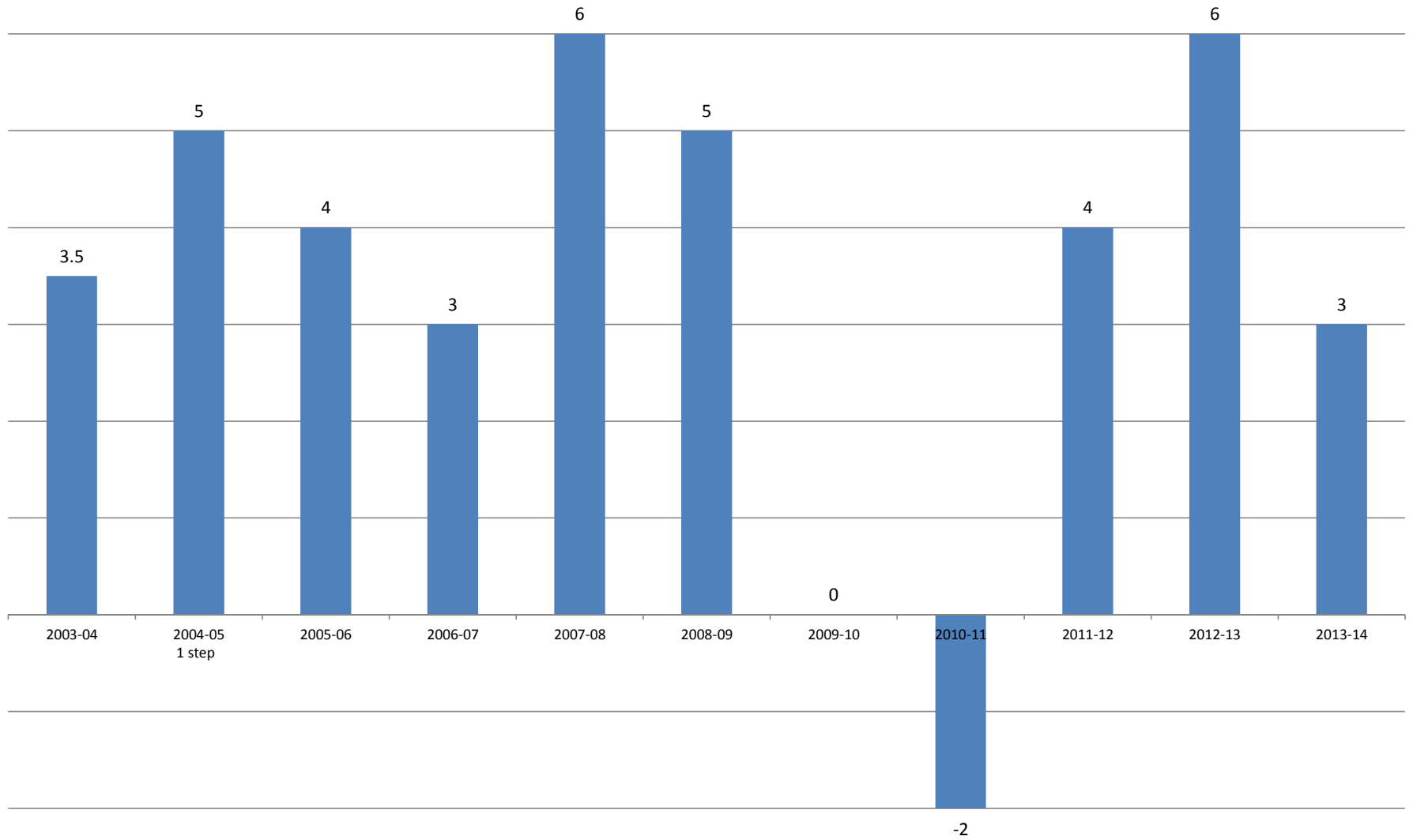
11 Month Staff		
B2	\$31,273	\$43,783
B1	\$33,940	\$47,516
C3	\$34,807	\$48,729
C2	\$38,114	\$53,359
C1	\$40,566	\$56,792

10 Month Staff		
B2	\$28,611	\$40,055
B1	\$31,050	\$43,471
C3	\$31,844	\$44,581
C2	\$34,869	\$48,817
C1	\$37,112	\$51,957

Exempt Positions by Salary Group	
B2	Center Manager
B2	Community and Corporate Learning Specialist
B2	Financial Aid Advisor/Technician
B2	Information Services Manager
B2	Lead Technician for Technical Services
B2	Network Support Technician
B2	Technical Designer/Production Manager
B1	Associate Librarian
B1	Bookstore Manager
B1	Campus Manager
B1	Small Business Analyst
C3	Academic Advisor
C3	Carl Perkins Grant Manager
C3	Recruitment Advisor
C2	Apache Families First Coordinator
C2	Assistant to the President
C2	Biology Lab Manager
C2	Coordinator of High School Programs
C2	General Ledger Accountant
C2	Head Librarian
C2	Media Relations Coordinator
C2	Payroll Supervisor
C2	Student Account Coordinator
C1	ABE Special Sites Coordinator
C1	ADOC Program Coordinator
C1	Community and Corporate Learning Coordinator
C1	Coordinator of Student Services Info Systems
C1	Disabilities Resource & Access Coordinator
C1	Institutional Research Analyst
C1	System Analyst/Programmer
D3	Apache County Coordinator
D3	Director of Financial Aid
D3	Director of Small Business Development Center
D2	Controller
D2	Director of Developmental Services
D2	Director of Facilities & Vehicles
D2	Director of Human Resources
D2	Director of Institutional Effectiveness
D2	Director of Marketing & Public Relations
D2	Director of Public Safety Education
D2	Network & Systems Administrator
D1	Dean of Arts and Sciences
D1	Dean of Career and Technical Education
D1	Dean of Nursing & Allied Health
D1	Director of Financial Services
D1	Dean of Students
D1	Director of Information Services
E	Vice President for Administrative Services
E	Vice President for Learning & Student Services



### Annual Percentage Change in Employee Wages

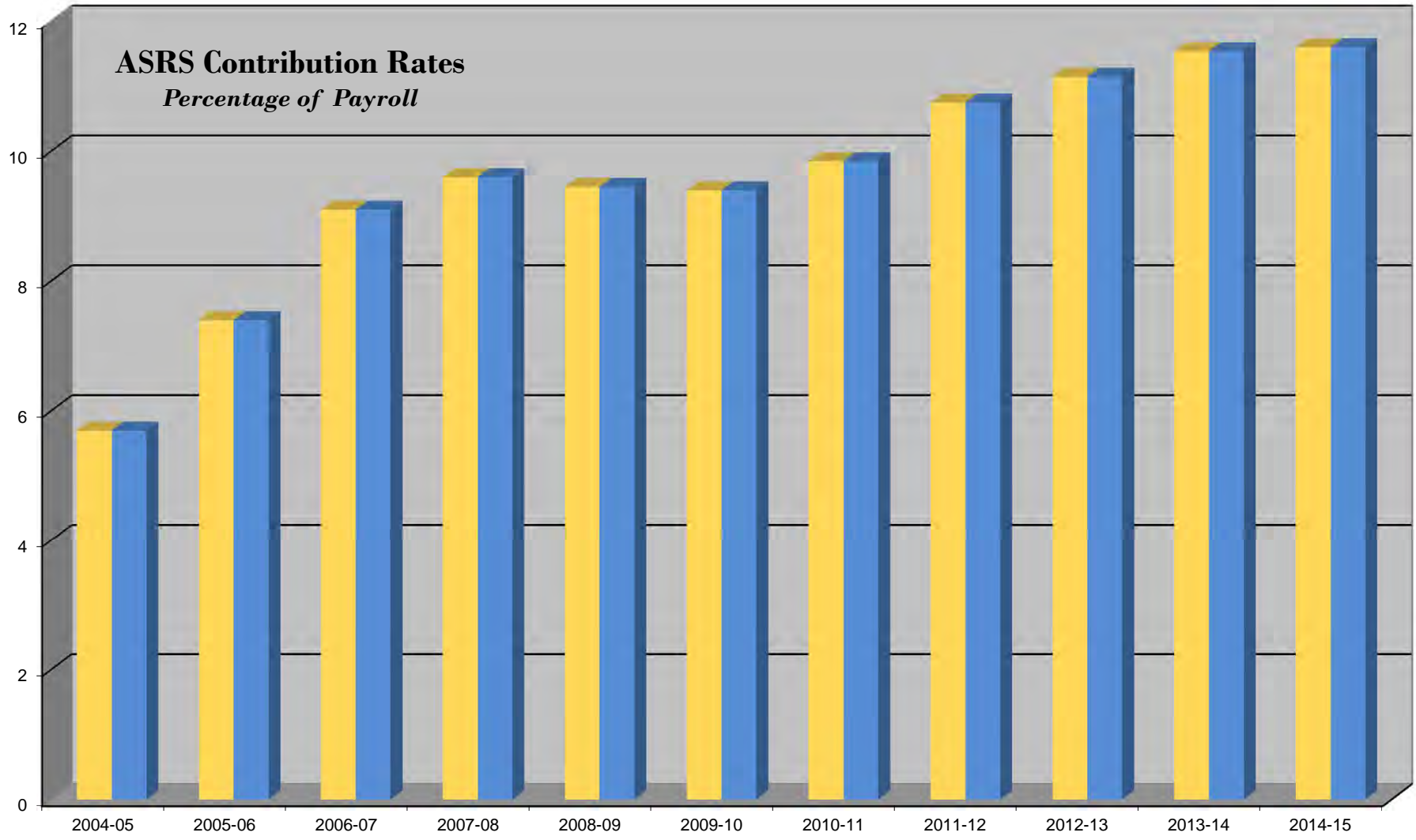


## CC Wage Update

<b>2013-2014</b>			
	Faculty	Classified Staff	Admin Staff
<b>Average</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>
Arizona Western	3.0%	3.0%	3.0%
Central	2.0%	2.0%	2.0%
Cochise	2.4%	2.9%	2.1%
Coconino	2.0%	2.0%	2.0%
Eastern	4.0%	4.0%	4.0%
Maricopa	2.4%	2.4%	2.4%
Mohave	2.4%	\$ 1,500	\$ 1,500
Northland	3.0%	3.0%	3.0%
Pima	3.2%	4.0%	\$ 1,000
Yavapai	3.0%	3.0%	3.0%

<b>2014-2015</b>			
	Faculty	Classified Staff	Admin Staff
<b>Average</b>	<b>1.9%</b>	<b>1.8%</b>	<b>1.8%</b>
A	0.0%	0.0%	0.0%
B	1.5%	1.5%	1.5%
C	1.6%	1.6%	1.6%
NPC	2.0%	2.0%	2.0%
D	2.0%	2.0%	2.0%
E	2.0%	2.0%	2.0%
F	2.0%	2.0%	2.0%
G	3.0%	2.0%	2.0%
H	3.0%	3.0%	3.0%
I	<i>Unknown</i>	<i>Unknown</i>	<i>Unknown</i>

***Preliminary Planning Only***



# NORTHLAND PIONEER COLLEGE

## Insurance Costs for Employees

Effective July 1, 2013

### Navajo County Schools Employee Benefits Trust Cost of Medical Insurance 2013-2014 Contribution Rates

#### Basic Plan (B-25)\*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$505	\$40	\$0
Employee & Spouse	\$1,010	\$86	\$551
Employee & Child (ren)	\$1,010	\$93	\$558
Employee & Family	\$1,120	\$126	\$701

#### High Deductible Health Plan\*\*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$505	\$40	\$0
Employee & Spouse	\$926	\$86	\$467
Employee & Child (ren)	\$926	\$93	\$474
Employee & Family	\$1,018	\$126	\$599

*\*The cost of the Basic Plan for employee medical & dental insurance is an employee benefit and is deducted from the total monthly cost.*

*\*\*The annual cost difference of the High Deductible Health Plan will be contributed to the employee Health Savings Account in July, 2013.*

#### VOLUNTARY DEDUCTION

Cost of Avesis Insurance Group ID 1056 Carrier #10790

Covered Group	Vision Cost
Employee Only	\$8.05
Employee & Spouse	\$15.13
Employee & Child (ren)	\$16.58
Employee & Family	\$20.93

For benefit questions call 1-800-828-9341

Locate an AVESIS Provider at [www.avesis.com](http://www.avesis.com)

# NORTHLAND PIONEER COLLEGE

## Insurance Costs for Employees

Effective July 1, 2014

### Navajo County Schools Employee Benefits Trust Cost of Medical Insurance 2014-2015 Contribution Rates

#### PPO Plan\*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$520	\$41	\$0
Employee & Spouse	\$1,040	\$88	\$567
Employee & Child (ren)	\$1,040	\$95	\$574
Employee & Family	\$1,153	\$129	\$721

#### High Deductible Health Plan\*\*

Covered Group	Medical	Dental	TOTAL Monthly Cost to Employee
Employee Only	\$520	\$41	\$0
Employee & Spouse	\$953	\$88	\$480
Employee & Child (ren)	\$953	\$95	\$487
Employee & Family	\$1,048	\$129	\$616

*\*The cost of the Basic Plan for employee medical & dental insurance is an employee benefit and is deducted from the total monthly cost.*

*\*\*The annual cost difference of the High Deductible Health Plan will be contributed to the employee Health Savings Account in July, 2014.*

#### VOLUNTARY DEDUCTION

Cost of Avesis Insurance Group ID 1056 Carrier #10790

Covered Group	Vision Cost
Employee Only	\$8.05
Employee & Spouse	\$15.13
Employee & Child (ren)	\$16.58
Employee & Family	\$20.93

For benefit questions call 1-800-828-9341

Locate an AVESIS Provider at [www.avesis.com](http://www.avesis.com)

NORTHLAND PIONEER COLLEGE  
2014-15 Plan Changes

**PPO Plan (previously Basic – B25):**

	<u>Current</u>	<u>New</u>
Out of Pocket Maximum		
Individual	\$ 3,500	\$ 4,000
Family	\$10,500	\$12,000
Office visit co-pay	\$ 25	\$ 35
Specialty office visit co-pay	\$ 35	\$ 50
Deductible		
Individual	\$ 350	\$ 500
Family	\$ 1,050	\$ 1,500

**High Deductible Health Plan:**

**\*\* No Changes \*\***

## REQUEST TO APPROVE TUITION SCHOLARSHIP PROGRAM FOR LAST 12 CREDITS OF DEGREE

### **Recommendation:**

Staff recommends approval of a tuition scholarship program for the last twelve credits to completion of a degree.

### **Summary:**

The intent of this scholarship program is to eliminate the tuition on the last twelve (12) credits of a degree. A reduction in total tuition costs would allow the allocated funds for scholarship to benefit individuals who are close to completion. Due to changes in federal Pell Grant criteria and ongoing difficult economic conditions, students who are attempting to complete a degree have mounting challenges. It is expected that students be required to apply for participation in the last twelve credits program, including, but not limited to a requirement to demonstrate that a Pell grant application has been completed and an active degree plan.

Current institutional priorities include addressing both enrollment and completion. Additionally, the previously offered tuition plateau allowed part-time students to move more quickly toward degree completion at an overall savings of up to half of the normal rate for the student.

Participation in the program is expected to grow as the option becomes more recognized and students begin planning to maximize the benefit. An initial annual budget established not to exceed \$150,000. The preliminary budget has included funds for this program.



## **REQUEST TO APPROVE TUITION SCHOLARSHIP PROGRAM 7 CREDITS OF GENERAL EDUCATION COURSES FOR QUALIFIED HIGH SCHOOL STUDENTS**

### **Recommendation:**

Staff recommends approval of a tuition scholarship program for the seven general education (AGEC) credits for qualified High School students.

### **Summary:**

The intent of the scholarship program is to offer up to seven general education (AGEC) credits each semester at no tuition for qualified high school students. It is recommended that the scholarship program be made available to qualified high school juniors and seniors with a 3.0 GPA. Participants will required to apply to the program.

Dual enrollment course availability and participation is declining in part due to the reduced availability throughout the district of qualified high school dual enrollment instructors, statutory limitations to NAVIT offerings, and school district financial challenges. This proposal provides additional opportunities to qualified high school students and incentives to current dual enrollment students to participate in Arizona General Education Complete courses which meet general education requirements for transfer degrees. Increased participation in regular college courses at nearby NPC facilities will allow high school students to progress more quickly toward degree or certificate completion.

An initial annual budget established not to exceed \$150,000. This amount has been included in the preliminary 25014-15 budget. Interest and potential participation is expected to grow as the benefits of the program become more apparent.





## REQUEST TO APPROVE A TUITION REDUCTION OF 50% FOR ADULT BASIC EDUCATION COURSES

### **Recommendation:**

Staff recommends approval of tuition for all Adult Basic Education courses at fifty percent of the applicable tuition rate.

### **Summary:**

Approval of this proposal will reduce tuition for Adult Basic Education (all TLC prefixes) courses by 50% of the applicable rate.

Due to the decrease in third-party payers, students with limited economic resources are finding it more difficult to attain a GED and seek out higher education opportunities. Currently, a student must have a GED or High school diploma to apply for Pell grant funding; as a result Adult Basic education (ABE) students have relied on third-party payers such as Work-force (NDWD), DES, tribal entities, and head start programs to fund their education. In the past, NPC has provided ABE students, who meet specific criteria, a scholarship to attend classes. However given the decrease in lab offerings over the last eight years and the elimination of the tuition plateau, a wait list has developed at numerous sites.

A reduction in tuition would allow the allocated funds for scholarship to benefit more individuals, which would reduce the wait list considerably, increase the number of students served, and provide a larger pool of students available to move to college level courses. It is expected that reduction of the wait list will generate additional enrollment.

Net tuition revenues are expected to decline less than \$15,000 in FY 2014-15 as a result of the proposed differential rate for TLC courses. The preliminary budget for tuition revenues has been adjusted accordingly.



## REQUEST TO APPROVE A TUITION REDUCTION OF 50% FOR SUMMER SESSION COURSES

### **Recommendation:**

Staff recommends approval of tuition for all Summer session courses at fifty percent of the applicable tuition rate.

### **Summary:**

In an effort to improve Summer enrollment, a tuition discount for courses offered during Summer sessions will provide students with additional options to move more quickly to degree or certificate completion. The changes in PELL award criteria limit options to students to participate in Summer sessions. A reduction in total tuition costs would allow students to maintain necessary course work on a continuing basis and reach educational goals as soon as possible while reducing the cost to the student.

Net tuition revenues are expected to remain stable or increase if the reduced tuition rate is implemented.



## REQUEST TO APPROVE TUITION AND FEE SCHEDULES

### Recommendation:

Staff recommends approval of the 2014-15 Tuition and Fee schedules as presented.

### Summary:

Staff has developed the tuition and fee information based on the Board approved of the Budget Development Guidelines, which include the following assumptions for tuition and fees: Tuition and general fees will be set at a rate that: A.) gives consideration to the impact on students, student enrollment, and student retention rates; B.) increases incrementally; and 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.

Historical tuition rates are included along with comparative information. The comparative information is presented at each credit hour point up to 15 credit hours with projected tuition rates at other community colleges in Arizona.

2014-15 revenues compared to the current budget a expected to drop approximately \$255,000 with the proposed \$2 per credit hour increase in tuition and a \$5 per semester increase in the media fee. However, overall tuition and fee revenues are expected to increase in subsequent years as a result of a proposed \$2 per credit hour increases in 2015-16 and in 2016-17 along with expected minor gains in enrollment in each of the three years. A similar percentage increase for in-state tuition is proposed for out-of-state tuition over the three year period.

In addition to the proposed increase in the media fee, the general fee schedule includes the elimination GED testing fees as discussed during last year's tuition and fee development and an increase in the HESI testing fee. The HESI Entrance exam is required for applicants into the nursing program. There are several components of this exam including, Anatomy/Physiology, grammar, math, and reading comprehension with minimum scores required before being accepted into the Nursing program.

### Western Undergraduate Exchange Participation Tuition

The Western Interstate Commission for Higher Education is a regional organization created by the Western Regional Education Compact and adopted in the 1950s by Western states. WICHE was created to facilitate resource sharing among the higher education systems of the West. It implements a number of activities to accomplish its objectives. WICHE's members include 15 Western states and the Pacific Island U.S. territories and freely associated states.



Northland Pioneer College participates in WICHE's Western Undergraduate Exchange (WUE). WUE is a regional tuition-reciprocity agreement that enables students from WICHE states to enroll in more than 150 participating two and four-year college public institutions at 150% of the enrolling institution's resident tuition. WUE is the largest program of its kind in the nation, and has been in operation since 1987. WUE is not a short term exchange, it is meant to be used for a full degree

### Course Fees

Instructional staff conducted a comprehensive review of all course fees to assure fees are based on cost of consumable supplies and other course specific expenses. Over 1,200 courses are listed in the current catalog, with less than one-third of the courses requiring a course fee.

No increases are proposed in the Arts and Sciences division. Proposed course fee changes in the other two divisions are expected to cover the increased cost of course supplies, equipment maintenance, and course-specific operational expenses.

In the Career and Technical Education division, the move from a \$500 fee for the multi-semester AJS course to \$200 is a result of consultation with partners from law enforcement entities who continue to assist in course instruction, which allows significant cost savings. All AIS courses are being replaced by BUS courses. The increased fees for ATO courses is related to an increase in the amount of consumables being used in the program as a result of a new web-based instruction tools, which allow more hands-on lab work. The reductions for COS courses are related the split from four credit courses to two credit blocks discussed at the January Board meeting. The FRS courses are being revised and all new courses with fees are associated with course handouts. The single instance of an increase is due to rising cost of books supplied for the course. All Mechatronics courses are new for the 2014-15 year and reflect the cost of course consumables, which include batteries, wires, nuts and bolts, fasteners ,fittings , etc.

The Nursing and Allied Health division is proposing increases in EMT 95 to supply an American Heart Association required book for each participant. The other proposed increases in the Nursing and Allied Health division reflect cost increases for needed lab supplies. The singular decrease reflects a reduction in the need for supplies in PHT 101.



**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
2014-17  
PROPOSED**

<b>TUITION</b>	<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>	<b>Proposed 2015-16</b>	<b>Proposed 2016-17</b>
<b>IN-STATE</b>	\$64 each credit hour	<b>\$66 each credit hour</b>	<b>\$68 each credit hour</b>	<b>\$70 each credit hour</b>
<b>APACHE COUNTY</b>	\$64 per credit hour	<b>\$66 per credit hour</b>	<b>\$68 each credit hour</b>	<b>\$70 each credit hour</b>
<b>OUT-OF-STATE</b>	\$305 per credit hour	<b>\$315 per credit hour</b>	<b>\$325 per credit hour</b>	<b>\$335 per credit hour</b>
<b>SENIOR CITIZENS 60 years or older</b>	50% of the applicable rate: In-District, Apache County, or Out-of-State. (Does not apply to non-credit courses)	50% of the applicable rate: In-District, Apache County, or Out-of-State. (Does not apply to non-credit courses)		
<b>WICHE WUE</b>	<b>150% of the In-State rate</b>	<b>150% of the In-State rate</b>		
<b>REFUNDS FOR TUITION</b>	100% before 1 <sup>st</sup> day of semester and if NPC cancels the class. 50% during 1 <sup>st</sup> and 2 <sup>nd</sup> weeks of the semester. No refund after the end of the second week of the semester	100% before 1 <sup>st</sup> day of semester and if NPC cancels the class. 50% during 1 <sup>st</sup> and 2 <sup>nd</sup> weeks of the semester. No refund after the end of the second week of the semester		
<b>SUMMER SESSION REFUNDS</b>	100% prior to 1 <sup>st</sup> day of session. 50% through 1 <sup>st</sup> two days of the term	100% prior to 1 <sup>st</sup> day of session. 50% through 1 <sup>st</sup> two days of the term		
<b>SHORT-TERM COURSE REFUNDS</b>	100% prior to 1 <sup>st</sup> day of session. 50% through 1 <sup>st</sup> two days of the term	100% prior to 1 <sup>st</sup> day of session. 50% through 1 <sup>st</sup> two days of the term		

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
2014-2015  
PROPOSED**

FEES	Approved 2013-14	Proposed 2014-15
<b>GENERAL</b>		
<b>Media Fee<sup>①</sup></b>	<b>\$35/semester</b>	<b>\$40/semester</b>
<b>SPECIAL</b>		
Transcript (each)	\$10	\$10
Transcript (each) On demand	\$15	\$15
Transcript (each) Next day delivery	\$20	\$20
Diploma/Certificate Replacement	\$15	\$15
NSF Check Collection	\$25	\$25
“Money Card” Replacement		
ACTIVE card	\$20	\$20
INACTIVE card	\$10	\$10
<del>GED Test</del>	<del>\$85</del>	Eliminated
<del>GED Retest</del>	<del>\$12</del>	Eliminated
COMPASS/ASSET Testing <sup>②</sup>	\$10	\$10
Late Registration	\$25	\$25
Credit by Exam	50% of in-state tuition rate	50% of in-state tuition rate
Credit by Evaluation <sup>③</sup>	50% of in-state tuition rate	50% of in-state tuition rate
Credit by Evaluation Fee (non-refundable)	\$15	\$15
Delinquent Account Charge	\$10/month	\$10/month
<b>HESI Testing</b>	<b>\$38</b>	<b>\$44</b>

① Assessed to all students enrolling in three (3) or more credit hours.

② Includes up to three (3) tests.

③ Evaluation of Learning Certificates from business, industry, government, military, and non-regionally accredited institutions without waiver agreement

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
2014-2015  
Proposed Course Fees**

<b>ARTS &amp; SCIENCES</b>			<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>
ART	103	Basic Design	\$15	\$15
ART	105	Beginning Drawing I	\$15	\$15
ART	110	Figure Drawing I	\$15	\$15
ART	140	Lettering	\$15	\$15
ART	150	Advertising Design	\$15	\$15
ART	155	Printmaking	\$15	\$15
ART	170	Sculpture I	\$15	\$15
ART	175	Painting	\$15	\$15
ART	180	Watercolor	\$15	\$15
ART	185	Handbuilding Pottery	\$20	\$20
ART	186	Clay Sculpture	\$20	\$20
ART	187	Raku Pottery	\$20	\$20
ART	190	Ceramics	\$20	\$20
ART	205	Drawing II	\$15	\$15
ART	206	Figure Drawing II	\$15	\$15
ART	220	Painting II	\$15	\$15
ART	225	Watercolor II	\$15	\$15
ART	245	Ceramics II	\$20	\$20
ART	246	Ceramics III	\$20	\$20
ART	247	Ceramics IV	\$20	\$20
ART	280	Art Studio – 2 Dimensional	\$15	\$15
ART	281	Art Studio – 3 Dimensional	\$20	\$20
BIO	100	Biological Concepts	\$35	\$35
BIO	160	Intro. to Human Anatomy & Physiology	\$35	\$35
BIO	181	General Biology I	\$35	\$35
BIO	182	General Biology II	\$35	\$35
BIO	201	Human Anatomy & Physiology I	\$35	\$35
BIO	202	Human Anatomy & Physiology II	\$35	\$35
BIO	205	Microbiology	\$35	\$35
CHM	ALL	All Courses	\$35	\$35

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.

ARTS & SCIENCES (cont'd)			Approved 2013-14	Proposed 2014-15
ECD	ALL	ECD Permanent Number/1 cr.	\$17	\$17
ECD	143	Inclusion of Children w/ Special Needs	\$17	\$17
ECD	233	Developing Policies & Procedures for Early Childhood Programs	\$35	\$35
EDU	281	Introduction to Structured English Immersion	\$55	\$55
GEO	111	Physical Geography	\$25	\$25
GLG	ALL	All Geology Courses	\$ 25	\$25
MUS	155	Music Applied (all)	\$120	\$120
PHO	100	Beginning Photography	\$20	\$20
PHO	101	Digital Photography	\$20	\$20
PHO	115	Pictorial Journalism	\$20	\$20
PHO	150	Investigative Photo I	\$20	\$20
PHO	151	Investigative Photo II	\$20	\$20
PHO	200	Intermediate Photography	\$20	\$20
PHO	201	Intermediate Digital Photography	\$20	\$20
PHO	212	Color Photography I	\$20	\$20
PHO	213	Color Photography II	\$20	\$20
PHO	220	Advanced Photography	\$20	\$20
PHO	230	View Camera Photo	\$20	\$20
PHO	240	Photography Portfolio	\$20	\$20
PHO	270	Free Lance/Stock Photo	\$20	\$20
PHO	280	Photography Practicum	\$20	\$20
POS	221	Arizona Constitution and Government	\$55	\$55
POS	222	U.S. Constitution	\$55	\$55
PHY	ALL	All Physics Courses	\$25	\$25
SPT	178	Stage Makeup	\$50	\$50

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.



**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
2014-2015  
Proposed Course Fees**

<b>CAREER &amp; TECHNICAL EDUCATION</b>			<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>
AIS	100	Keyboarding	\$15	Eliminated
AIS	102	Business Grammar	\$15	Eliminated
AIS	105	Developing your Professionalism	\$15	Eliminated
AIS	110	Basic Keyboarding and Formatting	\$15	Eliminated
AIS	111	Advanced Keyboarding & Document Processing	\$15	Eliminated
AIS	112	Proofreading	\$15	Eliminated
AIS	113	Basic Letter and Memo Writing	\$15	Eliminated
AIS	114	Introduction to the Modern Office	\$15	Eliminated
AIS	115	Ten Key Adding Machine	\$15	Eliminated
AIS	116	Electronic Calculators	\$15	Eliminated
AIS	118	MediSoft Billing	\$15	Eliminated
AIS	119	Medical Office Procedures	\$15	Eliminated
AIS	123	Vocabulary for the Medical Office	\$15	Eliminated
AIS	127	Medical Office Insurance and Coding	\$15	Eliminated
AIS	130	Machine Transcription	\$15	Eliminated
AIS	135	Introduction to Medical Transcription	\$15	Eliminated
AIS	140	Microsoft Word Basic	\$15	Eliminated
AIS	145	Microsoft Word for Windows	\$15	Eliminated
AIS	150	Microsoft Publisher Basics	\$15	Eliminated
AIS	153	Microsoft Publisher Complete	\$15	Eliminated
AIS	170	Written Business Communications	\$15	Eliminated
AIS	180	Records Management	\$15	Eliminated
AIS	181	Medical Records Management	\$15	Eliminated
AIS	190	Legal Terminology	\$15	Eliminated
AIS	191	Introduction to Law Office Procedures	\$15	Eliminated
AIS	202	Customer Service for the Office Professional	\$15	Eliminated
AIS	214	Administrative Office Management	\$15	Eliminated
AIS	226	Advanced WordPerfect	\$15	Eliminated
AIS	231	Introduction to Microsoft Office	\$15	Eliminated
AIS	232	Advanced Microsoft Office	\$15	Eliminated
AIS	235	Advanced Medical Transcription – I	\$15	Eliminated
AIS	236	Advanced Medical Transcription – II	\$15	Eliminated
AIS	245	Advanced Microsoft Word	\$15	Eliminated
<b>AJS</b>	<b>102</b>	<b>Intensive Police Academy</b>	<b>\$500</b>	<b>\$200</b>
<b>ATO</b>	<b>ALL*</b>	<b>All Automotive Courses</b>	<b>\$30</b>	<b>\$55</b>

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.

<b>CAREER &amp; TECHNICAL EDUCATION (cont'd)</b>			<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>
BUS	ALL*	All Business Courses	\$15	<b>\$15</b>
CIS	ALL*	All 1, 2 & 3 credit CIS courses except 141,142,145	\$15	\$15
CIS	141	Managing and Maintaining Your PC I	\$200	\$200
CIS	142	Managing and Maintaining Your PC II	\$200	\$200
CIS	145	Network + Certification Preparation	\$275	\$275
CON	100	Construction Math and Safety	\$45	\$45
CON	105	Engineering Principles/Construction Methods	\$45	\$45
CON	110	Plan Reading-Site Layout-Communication-Employment	\$45	\$45
CON	121	Cabinet Making I	\$45	\$45
CON	124	Masonry Systems	\$45	\$45
CON	125	Concrete Systems	\$45	\$45
CON	126	Framing Systems	\$45	\$45
CON	140	Computer Applications in Construction	\$45	\$45
CON	145	Roofing, Thermal & Moisture Protection Systems	\$45	\$45
CON	180	Construction Service Learning	\$45	\$45
CON	198	Construction Internship	\$45	\$45
CON	200	Integrated Construction Management/Design Laboratory	\$45	\$45
CON	221	Cabinet Making II	\$45	\$45
CON	223	Cabinet Making III	\$45	\$45
CON	227	Electrical, Mechanical, and Plumbing Systems	\$45	\$45
CON	228	Heavy Highway Construction	\$45	\$45
CON	230	Sustainable Construction	\$45	\$45
CON	241	Electrical Level 1	\$45	\$45
CON	242	Electrical Level 2	\$45	\$45
CON	263	Estimating, Scheduling, and Planning	\$45	\$45
<b>COS</b>	<b>ALL*</b>	<b>All Cosmetology Courses</b>	<b>\$50</b>	<b>\$25</b>
DRF	ALL*	All Drafting Courses	\$30	\$30
<del>FRS</del>	<del>100</del>	<del>Firefighter Orientation &amp; Terminology</del>	<del>\$10</del>	Eliminated
<b>FRS</b>	<b>101</b>	<b>Principles of Fire and Emergency Service Administration</b>	<b>New</b>	<b>\$10</b>
<del>FRS</del>	<del>102</del>	<del>First Responder for the Fire Service</del>	<del>\$10</del>	Eliminated
FRS	104	Firefighter I & II	\$225	\$225
<del>FRS</del>	<del>106</del>	<del>Firefighter Health &amp; Safety</del>	<del>\$10</del>	Eliminated
<del>FRS</del>	<del>109</del>	<del>Hazardous Materials Awareness</del>	<del>\$10</del>	Eliminated
FRS	110	HazMat First Responder	\$25	<b>\$25</b>

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.

CAREER & TECHNICAL EDUCATION			Approved 2013-14	Proposed 2014-15
FRS	<del>112</del>	<del>Managing Company Tactical Operations</del>	\$10	Eliminated
FRS	<del>113</del>	<del>Confined Space I</del>	\$10	Eliminated
FRS	<del>115</del>	<del>Principles of Fire Prevention</del>	\$10	Eliminated
FRS	<del>116</del>	<del>Introduction to Respiratory Protection</del>	\$10	Eliminated
FRS	<del>117</del>	<del>Introduction to Foreible Entry Tools</del>	\$10	Eliminated
FRS	<del>118</del>	<del>Introduction to Fire Hose, Streams &amp; Nozzles</del>	\$10	Eliminated
FRS	<del>119</del>	<del>Introduction to Fire Pumps/Apparatus</del>	\$10	Eliminated
FRS	<del>120</del>	<del>Emergency Vehicle Driving</del>	\$25	Eliminated
FRS	<del>121</del>	<del>Emergency Stabilization &amp; Extrication</del>	\$40	Eliminated
FRS	<del>122</del>	<del>Fire Service Ventilation &amp; Ladders</del>	\$10	Eliminated
FRS	<del>123</del>	<del>Introduction to Extinguishers &amp; Foam Suppression</del>	\$25	Eliminated
FRS	<del>124</del>	<del>Introduction to Fire Service Ropes &amp; Knots</del>	\$25	Eliminated
FRS	<del>125</del>	<del>Introduction to Water Supply &amp; Hydrant Testing</del>	\$10	Eliminated
FRS	126	Rope Rescue I	\$30	\$30
FRS	127	Rope Rescue II	\$30	\$30
FRS	128	Rope Rescue III	\$30	\$30
FRS	130	Incident Command System	\$10	\$10
FRS	<del>131</del>	<del>Vehicle Firefighting</del>	\$10	Eliminated
FRS	<b>132</b>	<b>Fire Investigation I</b>	<b>New</b>	<b>\$10</b>
FRS	<del>133</del>	<del>Introduction to Fire Behavior &amp; Detection</del>	\$10	Eliminated
FRS	<del>134</del>	<del>Rapid Intervention Crew</del>	\$10	Eliminated
FRS	<b>135</b>	<b>Fire Protection Hydraulics and Water Supply</b>	<b>New</b>	<b>\$10</b>
FRS	<del>136</del>	<del>Fire Apparatus, Equipment, &amp; Hydraulics</del>	\$10	Eliminated
FRS	137	Strategies and Tactics	\$10	\$10
FRS	<b>138</b>	<b>Legal Aspects of Emergency Services</b>	<b>New</b>	<b>\$10</b>
FRS	<b>139</b>	<b>Confined Space Operations</b>	<b>New</b>	<b>\$10</b>
FRS	<del>140</del>	<del>Fire Service Report Writing</del>	\$10	Eliminated
FRS	141	Fire Service Communication	\$10	\$10
FRS	<b>150</b>	<b>Wild Land Firefighter</b>	<b>\$20</b>	<b>\$25</b>
FRS	<b>200</b>	<b>Fire Behavior and Combustion</b>	<b>New</b>	<b>\$10</b>
FRS	<b>201</b>	<b>Fire Protection Systems</b>	<b>New</b>	<b>\$10</b>
FRS	<b>202</b>	<b>Principles of Emergency Services</b>	<b>New</b>	<b>\$10</b>
FRS	<b>203</b>	<b>Fire Prevention</b>	<b>New</b>	<b>\$10</b>
FRS	207	Building Construction for Fire Prevention	\$10	\$10
FRS	<b>208</b>	<b>Principles of Fire and Emergency Services Safety and Survival</b>	<b>New</b>	<b>\$10</b>
FRS	<del>210</del>	<del>Incident Safety Officer</del>	\$10	Eliminated

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.

<b>CAREER &amp; TECHNICAL EDUCATION (cont'd)</b>			<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>
FRS	211	Leadership I	\$10	Eliminated
FRS	212	Leadership II	\$10	Eliminated
FRS	213	Leadership III	\$10	Eliminated
FRS	214	Incident Safety Officer	\$10	Eliminated
FRS	216	Fire Officer I	\$10	Eliminated
FRS	217	Fire Officer II	\$10	Eliminated
HQO	109	Basic Operations Techniques/Tractors	\$200	\$200
HQO	119	Introduction to Earthmoving and Trucks	\$200	\$200
HQO	121	Rollers and Scrapers	\$200	\$200
HQO	122	Loaders and Forklifts	\$200	\$200
HQO	211	Backhoes and Dozers	\$200	\$200
HQO	212	Introduction to Crew Leader & Excavators	\$200	\$200
HQO	230	Motor Graders	\$200	\$200
HQO	232	Finishing/Grading & Soils	\$200	\$200
HQO	233	Cranes and Rigging	\$200	\$200
HQO	240	Advanced Loader Operation	\$200	\$200
HQO	241	Advanced Dump Truck Operation	\$200	\$200
HQO	242	Advanced Scraper Operation	\$200	\$200
HQO	243	Advanced Backhoe Operation	\$200	\$200
HQO	244	Advanced Excavator Operation	\$200	\$200
HQO	245	Advanced Forklift Operation	\$200	\$200
HQO	246	Advanced Dozer Operation	\$200	\$200
HQO	247	Advanced Motor Grader Operation	\$200	\$200
INA	ALL*	All Industrial Arts Courses	\$45	\$45
IMO	ALL*	All Industrial Maintenance Courses except 151-158, 160, 161, 200, 201, 270, 271	\$145	\$145
IMO	151	Electrical Level I	\$90	\$90
IMO	152	Electrical Level II	\$90	\$90
IMO	153	Electrical Level III	\$90	\$90
IMO	154	Electrical Level IV	\$90	\$90
IMO	155	Instrumentation Level I	\$90	\$90
IMO	156	Instrumentation Level II	\$90	\$90
IMO	157	Instrumentation Level III	\$90	\$90
IMO	158	Instrumentation Level IV	\$90	\$90
IMO	160	Robotics	\$10	\$10
IMO	161	Intro to Computer-Aided Mfg.	\$10	\$10
IMO	200	Systems Critical Thinking & Control	\$10	\$10
IMO	201	Introduction to Industrial Maintenance	\$75	\$75
IMO	214	Advanced Power Plant Specific Training	\$75	\$75

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.

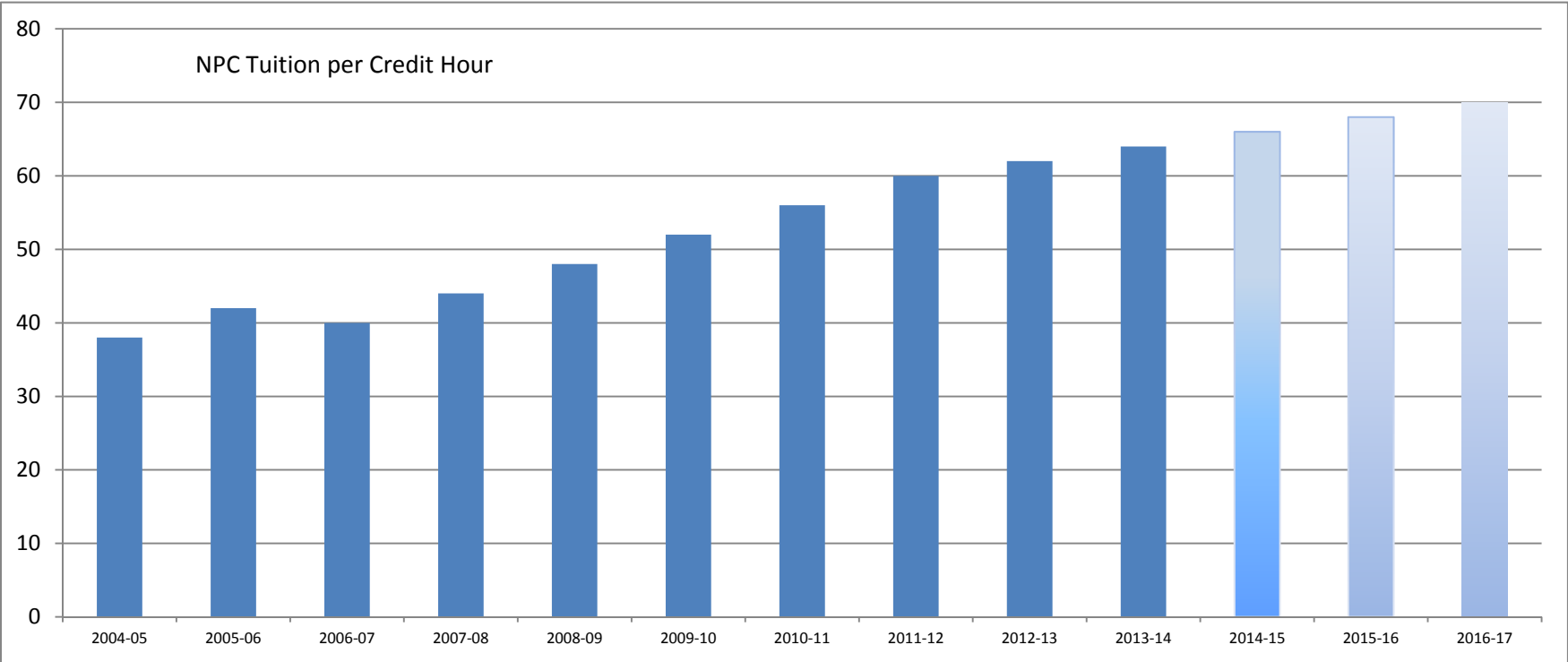
<b>CAREER &amp; TECHNICAL EDUCATION (cont'd)</b>			<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>
IMO	270	DC Analysis and Lab	\$50	\$50
IMO	271	AC Analysis and Lab	\$50	\$50
<b>MET</b>	<b>ALL</b>	<b>All Mechatronics Courses</b>	<b>New</b>	<b>\$50</b>
WLD	130	Metal Art	\$55	\$55
WLD	131	Int. Metal Art	\$55	\$55
WLD	151	Cutting Process & Welding	\$55	\$55
WLD	152	SMAW Plate I	\$55	\$55
WLD	153	SMAW Plate II	\$55	\$55
WLD	154	GMAW Plate	\$55	\$55
WLD	155	GTAW Plate	\$55	\$55
WLD	157	AWS Level I Certification	\$55	\$55
WLD	240	Intro to Plastics	\$55	\$55
WLD	241	Plastic Welding	\$55	\$55
WLD	242	Fabrication of Plastics	\$55	\$55
WLD	243	Pipe Fitting for Plastic	\$55	\$55
WLD	260	Fit Up/Inspect/Metallurgy	\$55	\$55
WLD	261	SMAW Open V Butt I	\$55	\$55
WLD	262	SMAW Open V Butt II	\$55	\$55
WLD	263	SMAW Open Root Pipe I	\$75	\$75
WLD	264	SMAW Open Root Pipe II	\$75	\$75
WLD	265	GMAW Pipe	\$75	\$75
WLD	266	FCAW Pipe	\$75	\$75
WLD	267	GTAW Pipe I	\$75	\$75
WLD	268	GTAW Pipe II	\$75	\$75
WLD	290	Welding Fabrication	\$55	\$55

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
2014-2015  
Proposed Course Fees**

<b>NURSING AND ALLIED HEALTH</b>			<b>Approved 2013-14</b>	<b>Proposed 2014-15</b>
HES	109	Phlebotomy	\$200	\$200
HES	180	Basic Pharmacology	\$10	\$10
EMT	090	Heart Saver CPR	\$10	\$10
<b>EMT</b>	<b>095</b>	<b>Healthcare Provider CPR</b>	<b>\$10</b>	<b>\$25</b>
<b>EMT</b>	<b>104</b>	<b>Healthcare Provider CPR &amp; First Aid</b>	<b>\$30</b>	<b>\$35</b>
EMT	120	Emergency Medical Responder	\$10	\$10
EMT	121	EMR Refresher	\$10	\$10
EMT	130	EMT Preparation Course	\$10	\$10
EMT	132	Emergency Medical Training	\$150	\$150
EMT	133	Refresher Course - EMT Recertification	\$40	\$40
EMT	134	EMT IVC	\$50	\$50
EMT	236	Advanced Cardiac Life Support	\$80	\$80
EMT	237	Pediatric Advanced Life Support	\$80	\$80
EMT	238	ACLS Renewal	\$50	\$50
EMT	239	PALS Renewal	\$50	\$50
EMT	240	Basic ECG & Pharmacy	\$30	\$30
EMT	241	ALS Refresher	\$150	\$150
EMT	244	Paramedic Training I	\$700	\$700
EMT	245	Paramedic Training II	\$700	\$700
EMT	250	Instructor Strategy	\$20	\$20
EMT	251	Instructor Renewal	\$10	\$10
<b>MDA</b>	<b>124</b>	<b>Clinical Procedures I</b>	<b>\$40</b>	<b>\$90</b>
<b>MDA</b>	<b>125</b>	<b>Clinical Procedures II</b>	<b>\$80</b>	<b>\$130</b>
NAT	101	Nursing Assistant	\$40	\$40
NUR	116	LPN to RN Transition	\$400	\$400
NUR	117	Pharmacology I	\$10	\$10
NUR	118	Pharmacology II	\$10	\$10
<b>NUR</b>	<b>121</b>	<b>Nursing I</b>	<b>\$400</b>	<b>\$500</b>
<b>NUR</b>	<b>122</b>	<b>Nursing II</b>	<b>\$400</b>	<b>\$500</b>
<b>NUR</b>	<b>221</b>	<b>Nursing III</b>	<b>\$400</b>	<b>\$500</b>
<b>NUR</b>	<b>222</b>	<b>Nursing IV</b>	<b>\$400</b>	<b>\$500</b>
NUR	290	RN Refresher Course	\$400	\$400
<b>PHT</b>	<b>101</b>	<b>Pharmacy Technician</b>	<b>\$40</b>	<b>\$20</b>

199-299 and non-credit/special interest courses have variable fees determined by the length and type of each.



**Arizona Community Colleges  
Comparative In-State Tuition and Fees**

(Note - Fees include mandatory technology, registration and activity fees - course fees not included)

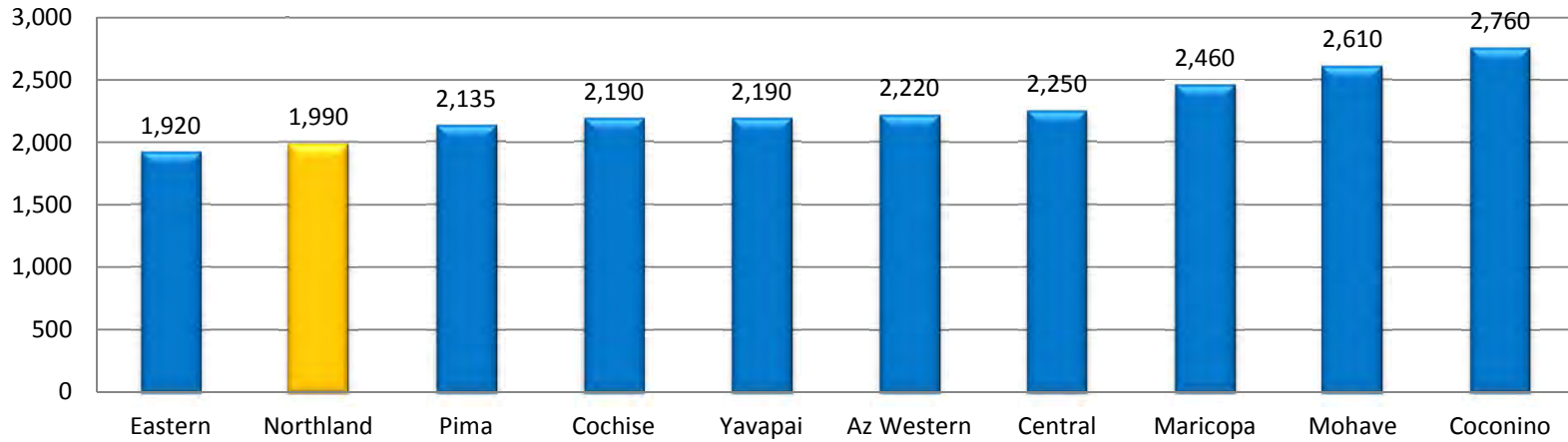
DISTRICT	2013- 2014				2014- 2015				FY 15 Tuition Increase per credit hr	Preliminary % Inc FY 14 Annual Tuition & Fees
	Semester Tuition & Fees	Annual Tuition & Fees	Annual Fees	Tuition Rate	Semester Tuition & Fees	Annual Tuition & Fees	Annual Fees	Tuition Rate		
	(15 cr hrs)	(30 cr hrs)	(mandatory)	(per cr hr)	(15 cr hrs)	(30 cr hrs)	(mandatory)	(per cr hr)		
Cochise	\$ 1,095	\$ 2,190	\$ -	\$ 73	\$ 1,125	\$ 2,250	\$ -	\$ 75	\$ 2.00	2.74%
Coconino	\$ 1,380	\$ 2,760 <sup>1</sup>	\$ 150 <sup>2</sup>	\$ 87	\$ 1,410	\$ 2,820 <sup>1</sup>	\$ 150 <sup>2</sup>	\$ 89	\$ 2.00	2.17%
Eastern	\$ 960	\$ 1,920 <sup>3</sup>	\$ -	\$ 64	\$ 1,000	\$ 2,000 <sup>3</sup>	\$ -	\$ 67	\$ 3.00	4.17%
Maricopa	\$ 1,230	\$ 2,460	\$ 30 <sup>4</sup>	\$ 81	\$ 1,305	\$ 2,610	\$ 30 <sup>4</sup>	\$ 86	\$ 5.00	6.10%
Mohave	\$ 1,305	\$ 2,610	\$ 240 <sup>5</sup>	\$ 78	\$ 1,320	\$ 2,640	\$ 240 <sup>5</sup>	\$ 80	\$ 2.00	1.15%
Northland	\$ 995	\$ 1,990	\$ 70 <sup>6</sup>	\$ 64	\$ 1,030	\$ 2,060	\$ 80 <sup>6</sup>	\$ 66	\$ 2.00	3.52%
Pima	\$ 1,068	\$ 2,135	\$ 155 <sup>7</sup>	\$ 66	\$ 1,143	\$ 2,285	\$ 155 <sup>7</sup>	\$ 71	\$ 5.00	7.03%
Central	\$ 1,125	\$ 2,250	\$ -	\$ 77	\$ 1,200	\$ 2,400	\$ -	\$ 80	\$ 3.00	6.67%
Yavapai	\$ 1,095	\$ 2,190	\$ -	\$ 70	\$ 1,080	\$ 2,160	\$ -	\$ 72	\$ 2.00	-1.37%
Az Western	\$ 1,110	\$ 2,220	\$ 10 <sup>8</sup>	\$ 74	\$ 1,140	\$ 2,280	\$ 10 <sup>8</sup>	\$ 76	\$ 2.00	2.70%
<b>Average</b>	<b>\$ 1,136</b>	<b>\$ 2,273</b>	<b>\$ 66</b>	<b>\$ 73</b>	<b>\$ 1,175</b>	<b>\$ 2,351</b>	<b>\$ 67</b>	<b>\$ 76</b>	<b>\$2.80</b>	<b>3.43%</b>

**Notes :**

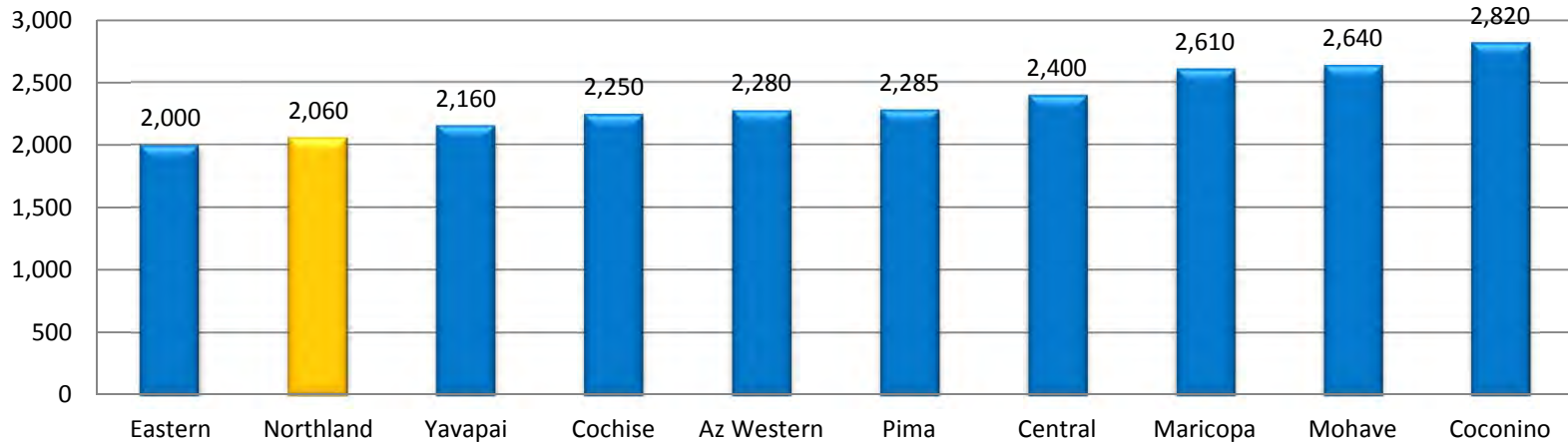
- (1) Plateau at 16 -18 credit hrs (Coconino)
- (2) \$5 per credit hour Technology Fee (Coconino)
- (3) \$90 per credit hour, then plateau from 2-6 credit hours, then increase by \$130 per credit hour up to 12 credit hours per semester (Eastern)
- (4) \$15 registration fee per semester (Maricopa)
- (5) \$6 Tech fee + \$2 Act fee per credit hour (Mohave)
- (6) \$35 media fee per semester for students taking 3 credit hours or more per semester (NPC)
- (7) \$2.50 per cr hr activity fee, 2.00 per cr hr technology fee, plus \$10 processing fee per semester (Pima)
- (8) \$5 per semester transportation (bus pass) fee



### FY 14 Preliminary Annual Tuition & General Fees



### FY 15 Preliminary Annual Tuition & General Fees



**RESIDENT IN-DISTRICT/COUNTY AND NON-RESIDENT ANNUAL TUITION AND FEES AT PUBLIC TWO-YEAR INSTITUTIONS  
IN THE WICHE REGION, 013-14, 2012-13, and 2008-09**

	Resident					Non-Resident				
	2013-14	2012-13	2008-09	Percent Change		2013-14	2012-13	2008-09	Percent Change	
				2012-13 to 2008-09 to	2013-14				2012-13 to 2008-09 to	2013-14
<b>State Average</b>										
<i>Arizona Western College</i>	\$2,220	\$2,160	\$1,680	2.8%	32.1%	\$7,668	\$7,464	\$6,240	2.7%	22.9%
<i>Central Arizona College</i>	\$2,310	\$2,160	\$1,680	6.9%	37.5%	\$10,260	\$9,600	\$7,476	6.9%	37.2%
<i>Cochise County Community College District</i>	\$2,190	\$2,100	\$1,540	4.3%	42.2%	\$7,500	\$8,700	\$7,330	-13.8%	2.3%
<i>Coconino County Community College</i>	\$2,760	\$2,700	\$1,970	2.2%	40.1%	\$9,285	\$9,075	\$7,066	2.3%	31.4%
<i>Eastern Arizona College</i>	\$1,920	\$1,760	\$1,380	9.1%	39.1%	\$8,820	\$8,360	\$6,060	5.5%	45.5%
<i>Maricopa Community Colleges</i>	\$2,430	\$2,280	\$2,130	6.6%	14.1%	\$9,660	\$9,510	\$8,580	1.6%	12.6%
<i>Mohave Community College</i>	\$2,550	\$2,520	\$1,870	1.2%	36.4%	\$9,570	\$9,360	\$4,171	2.2%	129.4%
<i>Northland Pioneer College</i>	\$1,990	\$1,930	\$1,440	3.1%	38.2%	\$9,220	\$9,220	\$7,050	0.0%	30.8%
<i>Pima Community College</i>	\$2,150	\$2,060	\$1,625	4.4%	32.3%	\$10,055	\$9,725	\$7,610	3.4%	32.1%
<i>Yavapai College</i>	\$2,360	\$2,100	\$1,248	12.4%	89.1%	\$9,900	\$9,708	\$7,918	2.0%	25.0%
<b>ARIZONA</b>	<b>\$2,288</b>	<b>\$2,177</b>	<b>\$1,656</b>	<b>5.3%</b>	<b>40.1%</b>	<b>\$9,194</b>	<b>\$9,072</b>	<b>\$6,950</b>	<b>1.3%</b>	<b>36.9%</b>
<b>COLORADO</b>	<b>\$3,699</b>	<b>\$3,538</b>	<b>\$2,595</b>	<b>4.1%</b>	<b>41.5%</b>	<b>\$12,211</b>	<b>\$11,736</b>	<b>\$9,469</b>	<b>3.4%</b>	<b>28.8%</b>
<b>NEVADA</b>	<b>\$2,700</b>	<b>\$2,700</b>	<b>\$1,920</b>	<b>0.0%</b>	<b>40.6%</b>	<b>\$9,345</b>	<b>\$9,345</b>	<b>\$7,629</b>	<b>0.0%</b>	<b>22.5%</b>
<b>NEW MEXICO</b>	<b>\$1,572</b>	<b>\$1,506</b>	<b>\$1,171</b>	<b>3.8%</b>	<b>34.1%</b>	<b>\$4,016</b>	<b>\$3,881</b>	<b>\$2,992</b>	<b>3.9%</b>	<b>41.7%</b>
<b>UTAH</b>	<b>\$3,261</b>	<b>\$3,109</b>	<b>\$2,416</b>	<b>4.9%</b>	<b>35.5%</b>	<b>\$9,096</b>	<b>\$8,644</b>	<b>\$6,914</b>	<b>5.2%</b>	<b>33.7%</b>

Source: Western Interstate Commission for Higher Education, 2013.

## REQUEST TO APPROVE FUTURE CAPITAL RESERVE POLICY

### **Recommendation:**

Staff recommends approval of a Future Capital Reserve policy.

### **Summary:**

The objective of a policy for future capital reserves is to provide adequate resources for future capital needs, to provide those resources in a planned manner, and to reduce the overall cost of capital acquisition.

Best practices in higher education finance do not designate an ideal level of capital reserves and no specific level of reserves are required by Arizona State Statutes, however, the official budget forms will report the designated amounts.

The need for adequate future reserves is reinforced by the standards of the Higher Learning Commission which require that accredited institutions maintain adequate financial resources to ensure the institution supports the mission and maintains financial stability.

### **PROPOSED FUTURE CAPITAL RESERVE POLICY**

**The Board recognizes the importance of maintaining adequate reserves in order to ensure future capital financial resources and to reduce the cost of capital acquisitions and has accordingly established the following future capital reserve policy.**

**Northland Pioneer College will annually indicate an appropriate and specific dollar amount to be designated as future capital reserves in conjunction with the annual adoption of the capital fund budget. The future capital reserve designation will occur by June 30 of each year. A report detailing the savings realized by eliminating financing and bond issuance cost will be provided to the Board annually.**



## HIGHER LEARNING COMMISSION FINANCIAL RATIOS UPDATE

### Summary:

The Higher Learning Commission uses certain financial ratios to track institutional health as part of an overall strategic financial analysis. The model adopted by HLC uses the concept of a Composite Financial Index (CFI), which is intended to give a quick snapshot of overall financial health.

Well-managed institutions use their mission to drive success and use financial metrics to determine affordability. From an institutional perspective, the ratios are not the focus. The ratios assist in the development of the answers to the following questions and other key questions of strategic financial importance.

- Are resources sufficient and flexible enough to support the mission?
- Are resources managed strategically to advance the mission?
- Does asset performance and management support the strategic direction?
- Do operating results indicate the institution is living within available resources?

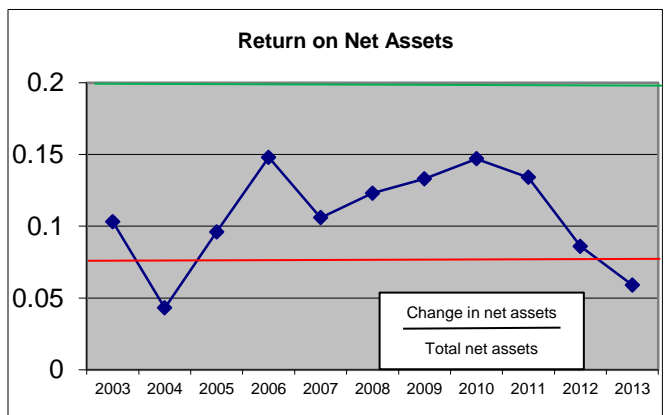
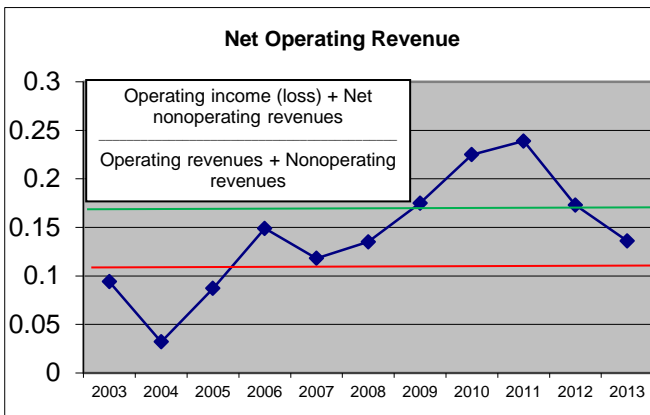
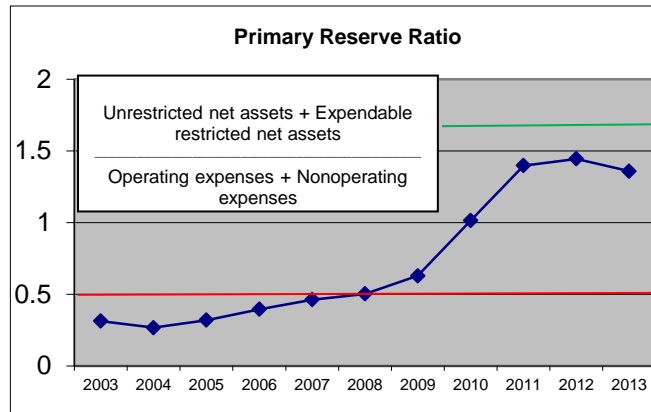
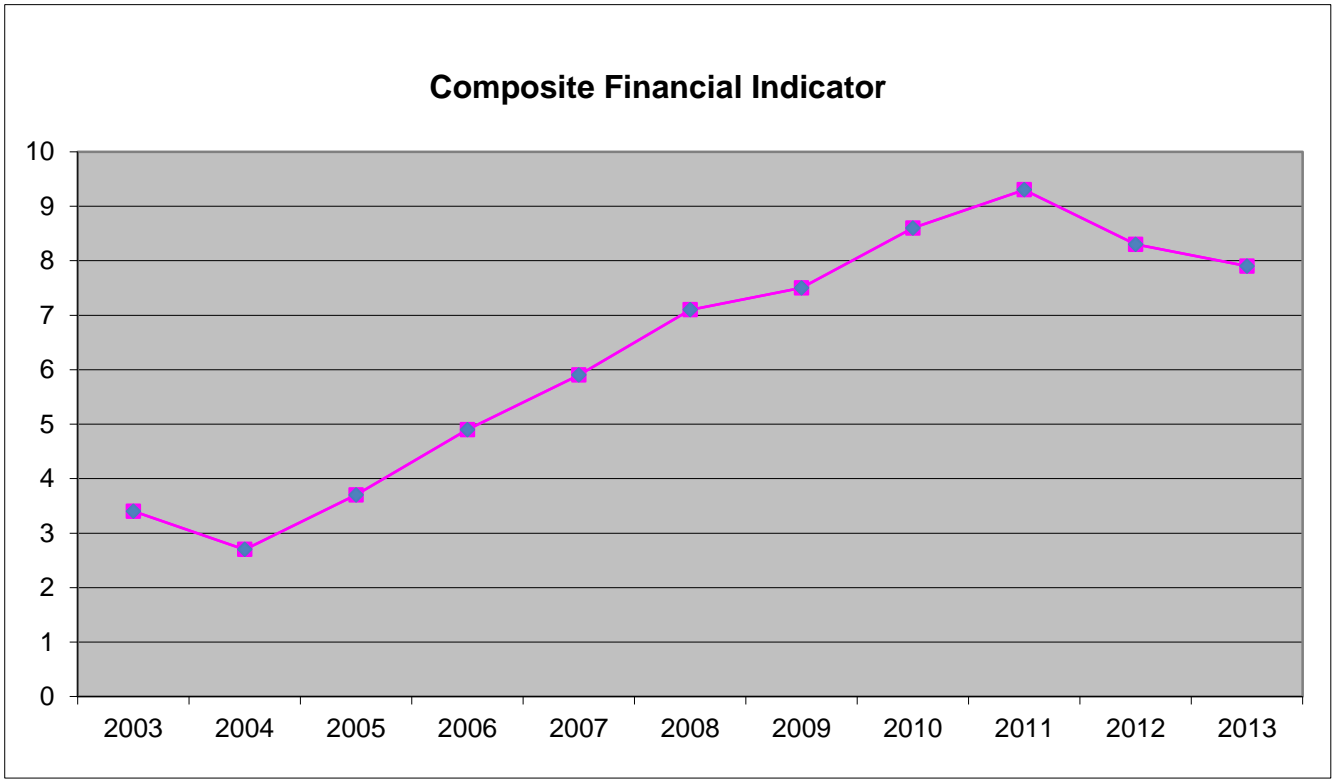
Staff will review the financial ratios that make up the Composite Financial Index and will discuss the strength factors.



# Financial Ratios

2003-2013

Northland Pioneer College



## REQUEST TO APPROVE LIMITED FOR-CREDIT COURSE OFFERINGS IN COMMUNITY EDUCATION AND BUSINESS AND INDUSTRY TRAINING

### **Recommendation:**

Staff requests that the District Governing Board approve limited for-credit course offerings through Community Education/Business and Industry Training.

### **Summary:**

At the beginning of the economic downturn, in part responding to general concerns from the legislature, the College removed credit from all Community Education and Business and Industry Training courses. Removing credit from these courses limited service options for the division. Credit removal also failed to meet the needs of some CE/BIT students who desired credit for coursework.

Staff recommends providing CE/BIT with the option of providing for-credit courses under the following criteria:

- course must use for-credit curriculum already approved and utilized by NPC, or;
- course must utilize curriculum approved for credit at a peer regionally-accredited institution, or;
- course must utilize curriculum transferable to a university or peer institution, and;
- course must meet curriculum assessment standards for the college.

Staff are confident that these criteria will enable CE/BIT to differentiate between “fun” learning opportunities (non-credit) and courses with a rigorous college-level curriculum. Offering credit where deserved provides better service to CE/BIT students and also adds an additional feature to BIT offerings.



## REQUEST TO APPROVE SABBATICAL FOR DR. MICHAEL SOLOMONSON

**Recommendation:** The College requests approval of a sabbatical request for Dr. Michael Solomonson.

**Summary:** Dr. Solomonson requests sabbatical leave per college procedure for the Spring 2015 semester. Dr. Solomonson's work while on sabbatical will provide a material contribution to the Fine and Performing Arts Department. The Dean of Arts and Sciences is comfortable with plans to provide instructional coverage during Dr. Solomonson's absence and endorses the sabbatical request. Attached documentation from Dr. Solomonson and Dean Henderson provides additional detail if needed.



11/21/13

To: Dr. Jeanne Swarthout

This is a letter to formally request a sabbatical for the Spring semester of 2015. The end of the Spring semester of 2014, will mark the completion of my 14<sup>th</sup> year at Northland Pioneer College since I began as a full-time instructor in Speech, Theatre and Film at the college in August of 2000. This is my first request for a sabbatical.

I'm choosing the Spring semester of 2015, because I feel it will be less disruptive to the Fine and Performing Arts Department. The Fall semester is typically our busiest time with a fall dinner theatre production and I think if I work the Fall semester it will be helpful for continuity's sake. I think covering my classes and production work will be an easier task to manage in the Spring.

I would like to use the sabbatical semester to continue doing research at the Library of Congress in Washington, D.C., on the playwright Julie Herne. I have previously made trips to the Library of Congress, in addition to other universities, including the University of Maine to research Herne. However, I feel that an extended research trip may be beneficial in collecting additional information that I can use to write up an article on this largely unknown playwright and her works. She was the daughter of James Herne—one of the first important American playwrights of the 19<sup>th</sup>-century who championed Realism in the writing of plays.

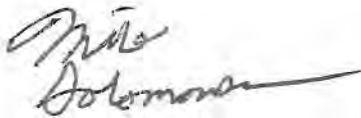
I can foresee some specific benefits to the college from how I might use this research. There are a couple of unproduced Julie Herne plays that could merit a full production, which would provide my students an opportunity to explore her work much in the way I did with adapting Susan Glaspell's novel *Brook Evans* into the play *Intimations From the Brook*. We produced and promoted that play as an original work and had Glaspell scholars participate in pre-show talks that went over quite well. I might consider taking a similar approach to introducing an unproduced work by Herne. Another possibility for using my research might be in incorporating the research into NPC classes. As I have established a team-teaching relationship with Ryan Jones, there might be a chance to team-teach a section of ENL 231 and gear it towards women writers of the 20<sup>th</sup>-century which could also include Julie Herne. Also, if there is administrative support, I could create a new SPT course that focuses on studying women playwrights of the 20<sup>th</sup> and early 21<sup>st</sup>-centuries. In addition to being a playwright, Julie Herne also worked a number of years in the early 20<sup>th</sup>-century Hollywood film industry as a script consultant, I may also be able to incorporate Herne research in my existing Introduction to Theatre and Introduction to Film classes.



While research and writing is not typically something one associates with community college professors, I feel that the process is an important one to keep me mentally engaged in my area of specialization 20<sup>th</sup>-Century American Theatre History, which benefits my students at NPC. I also believe having faculty who develop a bit of a reputation or presence in the larger community of scholars is beneficial to the standing of Northland Pioneer College. My previous research efforts (some of which were done with the support of professional development funds) have resulted in some conference presentations as well as my papers being selected to be a part of published works. For instance, my article on the playwright Rebecca Gilman was published in 2011, in *Violence in American Drama: Essays on its Staging, Meanings and Effects*. In addition, my article *The Influence of George Cram Cook's Delphic Spirit on Eugene O'Neill* was just published about a month ago in *Americans and the Experience of Delphi*, edited by Paul Lorenz and David Roessel, and published by Somerset Hall Press.

Attached you will find the necessary letters of recommendation supporting my request for a sabbatical. If you have further questions on my application, I will be happy to supply additional information if needed.

Sincerely,

A handwritten signature in black ink that reads "Mike Solomonson". The signature is written in a cursive, flowing style.

Mike Solomonson, Ph.D.  
Fine & Performing Arts Department, Chair  
Northland Pioneer College—SCC



January 29, 2014

President Jeanne Swarthout, PhD  
Northland Pioneer College  
PO Box 610  
Holbrook, AZ 86025

Dear President Swarthout:

I write in support of Dr. Michael Solomonson's request for sabbatical leave for the Spring 2015 semester. I can think of no one more deserving of a sabbatical than Dr. Solomonson. He has been a faculty member at Northland Pioneer College since Fall 2000 and department chair since Spring 2004. He also served a year as an interim Associate Dean for the Division of Arts & Sciences. Dr. Solomonson has consistently provided valuable service to the college above and beyond expectations. He has not previously requested a sabbatical leave.

Dr. Solomonson's attention to the needs of the college is apparent in his careful consideration of the timing for this request. He has chosen a spring semester because there is less activity in his department during that semester. He has chosen next year because, hopefully, all the members of his department will have achieved non-probationary status.

The project that Dr. Solomonson has chosen for his sabbatical semester is the strongest proposal I have seen in my tenure at the college. His scholarly interest in playwright Julie Herne, judging from his past scholarly endeavors, will result in a publishable contribution to his discipline. (see, e.g., Oxford Journal's *The Year's Work in English Studies* (2013), mentioning his contribution to discussions of "gender conditioning and violence against women"). Such scholarship establishes a presence in the larger community of scholars that is beneficial to Northland Pioneer College. Dr. Solomonson had participated in two international conferences, partially supported by the college's professional development fund. A paper presented at each conference has resulted in published papers.

I have also discussed with Dr. Solomonson ways that his research will enhance his teaching of his current courses such as the Introduction to Theatre and Playwriting and may contribute to team teaching an American Literature course or the development of new curriculum. In addition, I think that there is a strong likelihood that his interest in Julie Herne will result in the development of creative works in collaboration with his students. This occurred when he engaged in his research on Susan Glaspell (see <http://blogs.shu.edu/glaspellsociety/2006/04/intimations-from-the-brook/>).

While I will miss Dr. Solomonson while he is on sabbatical, I will be comforted by the fact that this will be productive for him as a scholar and a teacher and that he will return to the college with even more to contribute to the students and the communities that we serve as an institution.

Sincerely,

Eric Henderson, PhD  
Dean of Arts & Sciences

*Quality education you can afford.*

## REQUEST TO APPROVE COMPUTER PURCHASE

### Recommendation:

Staff recommends approval to purchase 125 HP Desktop computers and monitors from World Wide Technology, Inc. for \$105,325.00.

### Summary:

Information Services maintains computers on a four year replacement cycle. This purchase would allow for 125 aging desktop computers and monitors to be replaced with a newer model (HP Elite Desk 800 G1 SFF computer and HP Elite Display E201 monitor). The unit price is \$627.00 per computer and \$139.00 per monitor (freight included). Sales tax has been factored into the overall purchase price.

The proposed purchase was quoted under a WSCA contract by World Wide Technology and the purchase order will be made out to HP.





## ONLINE PRICE QUOTATION

Quote Number: 9340064

Today's Date : 3/10/2014 9:18:03 PM

Created By: ann.smith@wwt.com

Quote Name: NPCRFP

Quote Created Date : 3/10/2014 9:17:49 PM

Contract: WSCA/NASPO PREMIUM SAVINGS CONFIGURATIONS ( B27164-WNPSP )

**Product availability and product discontinuation are subject to change without notice. The prices in this quotation are valid for 30 days from quote date above. Please include the quote number and contract from this quote on the corresponding purchase order.**

Use the File - Print option to print this form for your future reference.

Items/description	Part no	Unit price	Qty	Ext price
<b>Desktop - Standard (D-S) SFF</b>				
-Configurable- HP EliteDesk 800 G1 Small Form Factor - C8N26AV-SEC	Base	\$627.00 <del>\$627.00</del>	125	\$78,375.00
HP EliteDesk 800 G1 Small Form Factor - Star Enabled Configuration (NQ592AV)	C8N26AV-SEC			
Windows 7 Professional 64-bit	C7T54AV#ABA			
ENERGY STAR® 5.0 Enabled Configuration	NQ592AV			
<b>Chipset</b>				
Intel® Q87 Express Chipset				
HP EliteDesk 800 SFF 92% High-Efficient Chassis	C8N14AV			
Intel Core i5-4570 Processor (3.20 GHz, 6 MB Cache) Intel HD Graphics 4600	D8B67AV			
4GB DDR3-1600 DIMM (1x4GB) RAM	C8G29AV			
500GB 7200 RPM 3.5 Hard Drive	C8M98AV			
Slim SuperMulti ODD	C8N65AV			
<b>Graphics</b>				
No Item Selected				
<b>Integrated Network</b>				
Intel® I217LM Gigabit Network Connection				
HP USB Keyboard	E0N04AV#ABA			
HP USB Mouse	C8N39AV			
<b>Stand</b>				
No Item Selected				
Single Unit (SFF) Packaging	C8N61AV			
3/3/3 SFF Warranty	C8M86AV#ABA			
HP EliteDesk 800 Country Kit	C8N24AV#ABA			
<b>Monitors</b>				
HP EliteDisplay E201 20-inch LED Backlit Monitor	Base	\$139.00 <del>\$139.00</del>	125	\$17,375.00
C9V73AA#ABA				
HP EliteDisplay E201 20-inch LED Backlit Monitor	C9V73AA#ABA			
<b>Contrast ratio</b>				
1000:1 Contrast Ratio				
<b>Brightness (typical)</b>				
250 nits				
<b>Tilt</b>				
Tilt: -5° to +30°				

**Height adjustability range**

Yes, 150mm adjustment range

**Input Signal**

VGA (analog), DVI-D, DisplayPort (HDCP support on DVI-D and DisplayPort)

**Pivot rotation**

Yes, 90° into portrait orientation

**Horizontal/Vertical viewing angle (typical)**

170/160 degrees

**Max Power Rating**

30 Watts

**Native resolution**

1600 x 900

**Response rate (typical, rise and fall)**

5 ms response time

**Asset Control**

None

**Integrated speakers**

No Integrated speakers

**Anti-Glare and Anti-Static****Anti-Glare: Yes****Anti-Static: No****Energy Efficiency**

ENERGY STAR® qualified

**Warranty**

3-year parts, 3-year labor, 3-year onsite limited warranty. Next business day exchange available.

**Subtotal: \$95,750.00****Estimated Lease Cost: \$2,973.04**

The terms and conditions of the WSCA/NASPO PREMIUM SAVINGS CONFIGURATIONS will apply to any order placed as a result of this inquiry, no other terms or conditions shall apply.

To access the HP Public Sector Online Store where this quote was created, go to: <http://gem.compaq.com/gemstore/entry.asp?SiteID=13429>

\* The estimated lease cost is the monthly payment amount for a lease commencing on or before 4/9/2014 with a term of 36 months and a fair market value purchase option at the end of the lease term. This and other leasing and financing options are available through Hewlett-Packard Financial Service Company (HPFSC) or one of its affiliates to qualified education and state and local customers in the U.S. and subject to credit approval and execution of standard HPFSC documentation. Fees and other restrictions may apply. This is not a commitment to lease. Rates and payments are subject to change at any time without notice. Leasing and financing options for Federal governmental agencies (subject to a \$50,000 minimum) are available from Hewlett-Packard Company. For more information, call Hewlett-Packard Financial Services Company at 1-888-277-5942 and talk to a financial services representative who specializes in supporting government and education entities.

\* HP is not liable for pricing errors. If you place an order for a product that was incorrectly priced, we will cancel your order and credit you for any charges. In the event that we inadvertently ship an order based on a pricing error, we will issue a revised invoice to you for the correct price and contact you to obtain your authorization for the additional charge, or assist you with return of the product. If the pricing error results in an overcharge to you, HP will credit your account for the amount overcharged.

\* This quotation may contain open market products which are sold in accordance with HP's Standard Terms and Conditions. HP makes no representation regarding the TAA status for open market products. Third party items that may be included in this quote are covered under the terms of the manufacturer warranty, not the HP warranty.

\* Please contact HP Public Sector Sales with any questions or for additional information:

K12 Education:	800-888-3224	Higher Education:	877-480-4433
State Local Govt:	888-202-4682	Federal Govt:	800-727-5472
Fax:	800-825-2329	Returns:	800-888-3224

\* For detailed warranty information, please go to [www.hp.com/go/specificwarrantyinfo](http://www.hp.com/go/specificwarrantyinfo). Sales taxes added where applicable. Freight is FOB Destination.

## REQUEST TO APPROVE PURCHASE OF CARPETING TILES

**Recommendation:**

Staff recommends approval to purchase carpeting tiles from Interface FLOR for a total price of \$238,825.61.

**Summary:**

Staff has planned the replacement of existing carpeting in the LCC, SCC and WMC Learning Centers and multipurpose buildings, along with the Hopi Center and Whiteriver Center. Additional replacement has been identified for the LCC Ruby Hill building, the WMC Ponderosa building and the SCC Performing Arts Center. The existing carpeting in the majority of these facilities has been in use for approximately 19 years.

InterfaceFLOR provides durable, color fast, and easily replaceable carpet tiles that can be replaced when damaged or worn. Color is guaranteed between die lots and from year to year. The vendor has submitted to a competitively bid process through a public purchasing cooperative: National Joint Powers Alliance (NJPA) that meets the criteria established by the College and by Arizona state statute.

The quoted price per yard is \$17.50 and the total includes adhesive, shipping, and tax.





**Interface Americas, Inc. representing Interface**

**Contractor:** P.O. Box 1503 Orchard Hill Road  
LaGrange, Georgia 30241  
Tel: 800-634-6032  
ID# 58-2132517



Contract No. 022712-IFA

Contract Award Date: March 20, 2012  
Contract Revision Date: July 1, 2013

**Contract Sales & Marketing:**

**Wendell Hadden, Vice President Educational Sales**  
Tel: 800-336-0225 ext. 6115 or 706-812-6115  
Fax: 706-884-5660  
[Wendell.hadden@interfaceflor.com](mailto:Wendell.hadden@interfaceflor.com)

**Contract Administration:**

**Sharon Johnson, Contract Administrator, State and Educational Sales**  
Tel: 800-336-0225 ext 6356 or 706-812-6356  
Fax: 706-884-2990  
[Sharon.johnson@interface.com](mailto:Sharon.johnson@interface.com)

**Prompt Payment Terms:** Net 30 days

**Pricing:** Price Per square yard

**Commercial Credit Cards:** Will be accepted.

**Time of Delivery:** 30-45 days ARO

**F.O.B. Point:** F.O.B. Destination from LaGrange, Georgia to Loading Dock in 48 contiguous states and Washington, D.C. Contact Customer Service at 800-336-0225 for inside delivery charge estimates. **Unloading and inside delivery charges will be invoiced at cost to customer.**

**Payment Address:**

**ALL PAYMENTS SHOULD BE SENT TO THE FOLLOWING ADDRESS:**

**Interface Americas, Inc.**  
**P.O. Box 8500-54253**  
**Philadelphia, PA 19178-4253**

**Warranty:** Warranties are in force when manufacturer's installation and maintenance instructions are followed, and when installed and used under normal indoor use conditions. Copies of the warranty may be obtained from InterfaceFLOR Customer Service in LaGrange, GA.

**Ordering Options: (please reference contract name on all orders)**

**Direct Purchases – Material only**  
**InterfaceFLOR Customer Service**  
**Tel: 800-634-6032**  
**Fax: 800-830-9506**

**Turn Key Solutions – Material and Labor**  
**InterfaceSERVICES or Independent Local Dealers**



Carpet Purchase account codes:

Winslow Campus: \$75,677.39

Learning Center: 50610056104030 \$ 57,798.00

Multipurpose: 50610056104031 13,790.40

Ruby Hill: 50610056104033 4,088.99

ShowLow and Snowflake Campuses: \$ 170,166.07

ShowLow:

Learning Center: 50610056102030 \$ 52,468.00

Cosmetology offices 50610056102031 3,027.00

Ponderosa offices 50610056102034 4,843.20

Snowflake:

Learning Center 50610056103030 57,513.00

Student Center 50610056103031 16,144.00

Performing arts 50610056103035 2,018.00

Hopi Center: 50610056105230 \$ 11,558.22

Whiteriver Center: \$ 16,954.59

Learning Center 50610056105230 \$ 13,403.25

TLC 50610056105243 3,551.34

## REQUEST TO APPROVE PURCHASE OF CLASSROOM CHAIRS

### Recommendation:

Staff recommends approval to purchase classroom chairs from Arizona Furnishings for a total price of \$121,506.32.

### Summary:

Staff has planned the replacement of existing worn classroom chairs

Campus/Center	HON 5700 Series Task Chair	HON 5720 Series Task Stool
White Mountain Campus	482	78
Painted Desert Campus	271	27
Silver Creek Campus	204	5
Little Colorado Campus	87	29
Hopi Center	20	-
Kayenta Center	20	-
<b>TOTAL</b>	<b>1084</b>	<b>139</b>

Normal wear and tear on the chairs to be replaced includes stains and weakened hydraulic cylinders. Repair is not cost-effective and replacement parts are difficult to obtain if available.

The quality of the proposed chairs and stools is good and the warranty for twelve years on the seat controls and five years on the fabric; other parts of the chair carry a life-time warranty. Arizona Furnishings has been awarded an Arizona State contract #ADSP013-040690, with pricing for the task chair at \$89.99 and the task stool at \$172.80. However, additional discussions with the vendor have provided a lower price than the State contract with each task chair priced at \$82.59 and each task stool priced at \$159.36. The total price of \$121,506.32 includes tax, delivery, and set up. Funds are budgeted and available.



## REQUEST TO APPROVE 2015-2016 ACADEMIC CALENDAR

**Recommendation:** Instructional Council and College Council recommend approval of the attached 2015-2016 academic calendar.

**Summary:** The 2015-2016 draft academic calendar is designed to provide flexibility should the College decide to expand summer offerings into a true eight week session. It provides for sixteen week fall/spring semesters, giving faculty flexibility to meet course contact requirements. It also recognizes the expanding number of eight week courses being offered in fall and spring semester by moving spring break to the mid-point of the spring semester. First-half eight week classes in spring would end at spring break; second-half eight week classes would begin after spring break. In all other respects, the calendar conforms to current practice.



# Proposed 2015-2016 Academic Calendar

3<sup>rd</sup> 10 month  
Faculty return  
17<sup>th</sup> 9 month  
Faculty return  
24<sup>th</sup> First day of  
class

AUGUST 2015							
W	S	M	T	W	Th	F	S
							1
	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
1	23	24	25	26	27	28	29
2	30	31					

SEPTEMBER 2015							
W	S	M	T	W	Th	F	S
2			1	2	3	4	5
3	6	7	8	9	10	11	12
4	13	14	15	16	17	18	19
5	20	21	22	23	24	25	26
6	27	28	29	30			

7<sup>th</sup> - Labor Day

OCTOBER 2015							
W	S	M	T	W	Th	F	S
6					1	2	3
7	4	5	6	7	8	9	10
8	11	12	13	14	15	16	17
9	18	19	20	21	22	23	24
10	25	26	27	28	29	30	31

NOVEMBER 2015							
W	S	M	T	W	Th	F	S
11	1	2	3	4	5	6	7
12	8	9	10	11	12	13	14
13	15	16	17	18	19	20	21
14	22	23	24	25	26	27	28
15	29	30					

11<sup>th</sup>-Veterans Day  
26<sup>th</sup>-Thanksgiving

12<sup>th</sup> Last day of  
Fall  
16<sup>th</sup> Grades Due  
17<sup>th</sup>,18<sup>th</sup> No  
registration  
23-25 College  
Closed

DECEMBER 2015							
W	S	M	T	W	Th	F	S
15			1	2	3	4	5
16	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
	27	28	29	30	31		

JANUARY 2016							
W	S	M	T	W	Th	F	S
						1	2
	3	4	5	6	7	8	9
	10	11	12	13	14	15	16
1	17	18	19	20	21	22	23
2	24	25	26	27	28	29	30
3	31						

31-1 College Closed  
4<sup>th</sup> 10 month Faculty return  
11<sup>th</sup> 9 month Faculty return  
18<sup>th</sup> MLK Day  
19<sup>th</sup> First day of spring semester

FEBRUARY 2016							
W	S	M	T	W	Th	F	S
3		1	2	3	4	5	6
4	7	8	9	10	11	12	13
5	14	15	16	17	18	19	20
6	21	22	23	24	25	26	27
7	28	29					

MARCH 2016							
W	S	M	T	W	Th	F	S
7			1	2	3	4	5
8	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
9	20	21	22	23	24	25	26
10	27	28	29	30	31		

14 – 18 Spring Break

APRIL 2016							
W	S	M	T	W	Th	F	S
10						1	2
11	3	4	5	6	7	8	9
12	10	11	12	13	14	15	16
13	17	18	19	20	21	22	23
14	24	25	26	27	28	29	30

MAY 2016							
W	S	M	T	W	Th	F	S
15	1	2	3	4	5	6	7
16	8	9	10	11	12	13	14
	15	16	17	18	19	20	21
	22	23	24	25	26	27	28
	29	30	31				

14<sup>th</sup>-Last day of semester  
14<sup>th</sup> -Commencement  
17<sup>th</sup>-Grades due  
30<sup>th</sup> Memorial Day

3<sup>rd</sup> Last day for  
10 month  
Faculty  
6<sup>th</sup> First day of  
Summer School

JUNE 2016							
W	S	M	T	W	Th	F	S
				1	2	3	4
1	5	6	7	8	9	10	11
2	12	13	14	15	16	17	18
3	19	20	21	22	23	24	25
4	26	27	28	29	30		

JULY 2016							
W	S	M	T	W	Th	F	S
4						1	2
5	3	4	5	6	7	8	9
6	10	11	12	13	14	15	16
7	17	18	19	20	21	22	23
8	24	25	26	27	28	29	30
	31	1	2	3			

4<sup>th</sup>-Independence Day  
29<sup>th</sup> Last day of Summer  
3<sup>rd</sup> Grades due

**Human Resources UPDATE**  
**DGB-March 18, 2014**

**FILLED**

1. **Faculty in Business** – Jennifer Bishop started August 26, 2013 as Interim Faculty in Business. Jennifer received her Bachelor of Science from Arizona State University and her Master of Education from Northern Arizona University.

**OPEN**

2. **Faculty in Business and Computer Information Systems** – Closed October 15, 2013; 21 applicants
3. **Systems Analyst** – Open until filled.; 7 applicants
4. **Academic Advisor and Student Activities Coordinator** – Closes March 30, 2014; 30 applicants
5. **Audio/Video Support Technician;** Closed February 28, 2014; 11 applicants
6. **Center Advisor/Library Tech WRV** – Closed January 31, 2014; 8 applicants
7. **Faculty in Developmental Services, Sun Corridor Grant** – Closed February 14, 2014; 13 applicants
8. **Business Training Specialist/Operations Assistant** – Closed February 15, 2014; 8 applicants
9. **Support Center Operator** – Closed February 28, 2014; 16 applicants
10. **Lab Technician, Sun Corridor Grant** – Closed February 16, 2014; 2 applicants
11. **Faculty in Automotive** – Closed February 28, 2014; 3 applicants
12. **Faculty in Film/Video Production** – Closed March 14, 2014. 21 applicants.
13. **Information Services Support Technician** – Closed March 7, 2014. 26 applicants
14. **Faculty in History and Social Sciences** – Closed March 14, 2014. 61 applicants