

2002-2003 Northland Pioneer College Operational Plan

Final Report--Summary

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Vision #1: Access and Success.
We will develop creative and effective learning experiences to maximize student access to education and to enhance student achievement

Access Objectives	Strategies	Outcomes
<p>1. Develop and maintain courses and programs that meet emerging needs and can be offered in flexible time frames, especially Internet courses</p>	<ul style="list-style-type: none"> • Identify strategies for providing support for faculty success with Internet courses. • Identify strategies for providing support for student success with Internet courses • Balance course schedules • Review NPC program offerings • Assess Internet course marketing • Increase NPC degree/program offerings 	<ul style="list-style-type: none"> • Internet FTSE increases from 128.66 in '01-02 to 200.54 in '02-03. • Survey shows 60% of faculty with premium support used service total of 23 times; 90% rated support as very useful. • 19 instructors have WebCT Internet courses online or in the pipeline; 41 WebCT courses taught or due for offering by Fall '03. • Course quality and structure standards in place • IGC requires clearer icons and navigation tools within online courses to improve student success. • Draft of booklet completed and distributed. Final publication set for May. • Online student evaluation forms in use Spring '03; data being collected. • Provides formal review of schedules prior to submission to Records/Registration. • Tracking cost/benefits of specific program enrollments made easier under revised guidelines. • Six programs under review • Program reviews completed in Nursing and Early Childhood Education • Six-year schedule of review revised to incorporate new programs. • Marketing component added to criteria for development of Internet courses. • LAS marketing initiated through Paralegal Assn. website. • AA in Elementary Education due for approval; 4 certificates of proficiency approved for CTP program; 1 CoP approved for AIS
<p>2. Recruit faculty sufficient for meeting instructional schedule needs and improving learning outcomes.</p>	<ul style="list-style-type: none"> • Recruit through advertising in field-specific publications 	<ul style="list-style-type: none"> • 126 Bus/Tech courses offered in dual enrollment FA '02 • 28 dual enrollment faculty added for Bus/Tech division. • LAS faculty identified for potential instructional service. • Recruited 8 new associate faculty members in Education; 4 in English • 6 associate faculty hired and trained for Hopi, Ft. Defiance, Round Rock, Piñon, Lukachukai, Shonto and Whiteriver • 1 full-time special status position added at Whiteriver • Two fulltime and five clinical nursing instructors hired.

<p>3. Expand use, effectiveness, and efficiency of interactive distance learning system.</p>	<ul style="list-style-type: none"> • Develop process to notify students when A-V systems go down and/or to deal with A-V faculty absences. • Determine ongoing applicability of Saturday and intersession courses on Video based on cost/benefits. • Review video class schedules • Upgrade all sites to newest classroom equipment. • Add additional video site. • Track course enrollment per Gen Ed schedule 	<ul style="list-style-type: none"> • Currently testing speaker phones in all video classrooms if system goes down students can still hear and speak to instructor; working with instructors to have their class notes put on NPC web site; developing means to have course visual items on CD at local sites to students may view even if network down. • Friday/Saturday labor costs reduced by \$7,000 from previous year with FTSE increase for same time slot. Final determination to be decided. • Telecourses eliminated except film/Internet telecourse combination. • St. Johns ITV classroom scheduled for upgrade in Fall '03; Heber date not set. • Whiteriver equipment tested and configured; waiting completion of building remodel to implement (May '03). • MAT 131, 132 classes added to schedule; next 4 years of courses scheduled and publicized
<p>4. Develop initiatives to strengthen relations and communications with high school-age students.</p>	<ul style="list-style-type: none"> • Schedule meetings between NPC and its high school partners • Schedule Financial Aid Office high school visit • Advertise and promote College Goal "Saturday • Increase interaction of DRA and YTP coordinators at all high schools • Have MPR develop and implement a PR campaign geared toward the high schools. • Expand NAVIT partnerships 	<ul style="list-style-type: none"> • Exceptions procedure developed on 25% dual enrollment gen ed restriction • 3 Admissions/Tech Prep visits completed on Navajo reservation. 3 more planned. • 4 new schools (Chinle, Valley, Ganado and Alchesay) brought into Dual Enrollment through Admissions' contact • Developmental Services offer 3 NAVIT study halls at 3 campuses to support pre-nursing • 86 high school students contacted by Fin Aid at 5 initial high school visits • 70+ YTP students identified and being transitioned to NPC. • Five mailing campaigns made to boxholders in Navajo and Apache counties • Ongoing ads appear in 4 high school yearbooks; • "Congrats to Grads" ongoing ads appear in two major community newspaper • Registration ads continue in district newspapers and radio stations. • NAVIT and Dual Enrollment FTSE increase by 134.

<p>5. Implement strategies for working with school staff members to enhance their perceptions of the college and their inclusion in college activities.</p>	<ul style="list-style-type: none"> • Improve communications with designated dual enrollment contact persons • Coordinate department processes and practices to streamline internal and external dual enrollment procedures. • Establish mentor communications with dual enrollment instructors. • Stage NAVIT orientation • Career Services develop promo plan and materials for high school, fair visits • Encourage Power Plant reps to visit high schools • Devise method of evaluating effectiveness of associate faculty • Develop Admissions web site • Identify strategies to meet influx of students from No Child Left Behind mandate • Advising Coordinator meets with high school staff to coordinate assessment testing & procedures. • Provide closed-captioning service to student w/HI accessing video system. 	<ul style="list-style-type: none"> • Revised and improved Dual Enrollment manual and updated forms made available to all high school contacts. • Improved communications concerning dual enrollment process developed between Admissions and deans. • Clarification and timely application of faculty certification completion process. • Rosters being submitted in a timely manner. • Dual enrollment faculty included in course evaluation procedures • Dual enrollment faculty included in Liberal Arts CASAA deliberations • Bus/Tech dean visits regularly with area high school vocational directors. • NAVIT orientation attended by 22 NAVIT students, 20 NPC faculty, administrators and student services staffers • 3 high school visits completed by Career Services (Round Valley, Winslow, Holbrook), plus NPC attendance at 2003 Teen Summit in Show Low. Promo materials distributed. • 150 high school students contacted by Career Services through high school visits • Power Plant Ops program chair visits schools and power plants 4 times per year. • Associate Faculty evaluation forms implemented and in use at all locations. Input being evaluated. • Deferred to later time. • NPC chairs a "No Child Left Behind" Title I gathering attended by 22 representatives from area high schools. • Developmental labs at Piñon and Whiteriver filled. • Six students receive closed-captioning services with new system.
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Success Objectives	Strategies	Outcomes
<p>1. Extend student access to services and resources.</p>	<ul style="list-style-type: none"> • Expand NPC web page and links to better meet student needs • Integrate "information literacy" component in courses taught. • Develop multiple formats for student orientation. • Fund new technology-based instructional and student services projects with Title III money. • Upgrade open lab computers. • Emphasize expanded Internet course opportunities for students • Increase financial aid opportunities and benefits to more NPC students 	<ul style="list-style-type: none"> • Student Service Webs updated and continue to be enhanced; Financial Aid web nears completion with online date of May '03 • Low student viewing of orientation video in Fall. Spring efforts to expand availability of video met with limited success • 22 faculty and staff trained in web page development; 7 new faculty web pages added to NPC web site • Nursing web page due online in Fall • Web page improved, but needs remain. • Fifty percent of full-time faculty can identify components of information literacy; information literacy component included or embedded in 45 percent of LA curriculum. • NPC-produced orientation video shown on continuous loop at fall registration sites. • Nursing instructors now able to access Internet sites for classroom instruction with new laptop computers funded by Title III. • Bio labs upgraded at multiple locations • 50 upgraded computer lab units provided at multiple locations • Cyber Center listings expands to ¾ page in spring schedule • Shown to Teen Summit, high school groups, WIA students • 4 campus Student Writing Centers open 36 hours per week. Center Student Writing Centers open 7-10 hours per week. • TLC course placement and tutoring services available 36 hours per week at campuses; 13-17 hours per week at centers. • Amount of funds awarded to students through FAO increases by 8 percent; number of students served increases by 3 percent.
<p>2. Improve retention rate of Native American students.</p>	<ul style="list-style-type: none"> • Explore feasibility of BOC courses for Hopi Center. • Schedule meetings with WMAT Higher Ed counselor for increased involvement at Whiteriver Center • Promote benefits of dual enrollment programs to reservation high schools. • Support Gates Foundation grant of computers to Navajo Nation chapter houses. • Head Start Title I tracking of teacher aides. • Extend and strengthen articulation with post-secondary institutions. 	<ul style="list-style-type: none"> • BOC 100 scheduled for SP 03 via Bus/Industry Training • Chinle, Valley, Ganado and Alchesay brought in to Dual Enrollment process. • New TLC instructor/advisor position in place at Whiteriver. • 36 WMAT Dept. of Higher Education students complete College Success class Summer Session '02. • Alchesay HS added to NAVIT program • Assessments for BOC & Health Care programs undertaken • 50 faculty and staff members attend diversity-themed convocation • TLC distance learning Instructor makes face-to-face visits to Kayenta and Whiteriver classrooms. Student completion rate increased by 50% • 45th day comparisons show 3 percent increase in Native American enrollment in '03.

<p>3. Implement improved environment for learning center testing</p>	<ul style="list-style-type: none"> Evaluate testing centers at all campuses. 	<ul style="list-style-type: none"> Study indicates additional staffing needed for improvement; while testing rooms relocated and sound-proofed; closed circuit cameras and other monitoring equipment will be required to respond to continuing issues. Progress report to NCA states that some improvements achieved but testing
<p>4. Improve advising process at distant locations</p>	<ul style="list-style-type: none"> Dedicate Compass testing in all locations Create web forms for advisors use. Provide training and support to advising staff. Develop on-line/training manual Implement degree audit update schedule. .Add "North of 40" advising position. Provide on-site CARS training at Centers on rotational basis. Increase TLC staffing at centers 	<ul style="list-style-type: none"> Approximately 20% increase in placement tests given over previous year. 4 COMPASS training workshops held – all advising and TLC lab staff received at least 4 hours of COMPASS training Compass testing dedicated at all NPC locations. North 40 advising position not established due to budget consideration Career Services/Advising position hired – advisor providing assistance with advising at LCC and PDC on ongoing basis 8 CARS advising menu training sessions held in Fall/Spring semester CARS training sessions with advisors held at 4 centers, St Johns, S/E, Hopi and Kayenta TLC aides retained at all 6 centers.
<p>5. Continue emphasis on student assessment of academic achievement plan that promotes improved student learning outcomes.</p>	<ul style="list-style-type: none"> Increase number of program assessments 	<ul style="list-style-type: none"> 19 departmental assessment reports complete for entire cycle; 5 more join cycle.

Vision #2: Service and Cooperation

We will continue to build an organizational culture that prioritizes effective and responsive service to students and collegial collaboration among employees.

Service Objectives	Strategies	Outcomes
<p>1. Provide training for both faculty and staff in customer service.</p>	<ul style="list-style-type: none"> Develop orientation program for new employees. Have supervisors assign mentors to new employees. Continue Advanced Connections service culture training. Add customer service component to all meetings orientations, training sessions, forums, and newsletters Commit to providing customer service communications to 75% of full and part-time staff members via newsletters and mailings to all staff. 	<ul style="list-style-type: none"> Data collected, orientation plan in progress. Four new employees become test cases for new mentoring process. Fall 02 All-faculty convocation deals with legal aspects of sexual harassment; Spring 03 All-faculty convocation emphasizes diversity recognition and appreciation. 18 "Colors" sessions held; total attendance by NPC faculty and staff members of 308. CASO newsletter electronically published 3 times during year; two Associate faculty news-letters mailed to instructors.

<p>2. Expand availability of student services information to faculty, students and staff.</p>	<ul style="list-style-type: none"> Put Operational Plan and/or Enrollment Management matrixes on NPC web page Put meeting minutes on NPC web page. Provide web registration at campus center locations. Develop Web access to class rosters for instructors Establish feasibility of Web admissions process DRA coordinator attends faculty convocation and division meetings. Inform faculty and staff about Career Services functions and events. Develop means for online textbook and NPC merchandise orders. 	<ul style="list-style-type: none"> Multiple NPC web site pages increased by 100 percent over previous year to 600. Web access determined to be long-term goal. Currently CARS access to rosters made available to faculty members. Student Web registrations show modest increase over last year. All locations to be available for hosting Web registration by Summer '02. Efforts begun to initiate ADA compliance in web sites. Title III funding earmarked for assistance and consultation Hyperlinks to off campus textbook sources added to bookstore web page. Textbook buy back policy added to web page. Outcomes to be determined summer 2003.
<p>3. Implement improved customer service in college operations</p>	<ul style="list-style-type: none"> Select and implement target goals and strategies recommended by Enrollment Management Committee and other NPC committees and organizations. 	<ul style="list-style-type: none"> Outcomes to be determined summer 2003.
Cooperation Objectives		
Strategies		
<p>1. Increase participation of faculty, students, and staff in college decision-making.</p>	<ul style="list-style-type: none"> Develop team-based decision-making process. Promote attendance and participation in college forums, student focus groups and campus councils. 	<ul style="list-style-type: none"> 3 out of 4 campus councils now fully functional
<p>2. Build greater collegiality among employees</p>	<ul style="list-style-type: none"> Continue offering two CASO retreats per year. Increase number of joint activities of faculty, staff and administrators. Community Education & Events director to attend at least one Campus Operations Coordinator or Center Managers meeting per year. Community Education & Events to develop and distribute NPC employee newsletter 1-2 times per academic year. 	<ul style="list-style-type: none"> 35 CASO members attend FA '02 retreat; 42 attend SP '03 retreat. One convocation and 17 Colors training sessions held; 308 total number of employees attend. Community Ed director becomes active resource for instruction and activities to NPC groups and sites Community Ed director implemented improved communications and clarified operational and procedural functions with NPC campus coordinators and center managers.

Vision #3: Growth/Vitality
We will integrate planned growth and change within our services in response to changes affecting our communities.

Growth Objectives	Strategies	Outcomes
<p>1. Expand corporate and community education outreach including workforce development programs.</p>	<ul style="list-style-type: none"> Complete outreach visitations to all senior centers. Increase class offerings by 10% 	<ul style="list-style-type: none"> Planning done for senior center visitations and Coming of Age forums. "Summer Adventures" brochures developed BIT stages 41 classes and seminars in FA '02 with 779

	<ul style="list-style-type: none"> • Increase FTSE by 10%. • BIT to attend 2 local, regional or national workforce and economic development conferences. • Director of Business & Community Education & Events to be college rep on Navajo Co. Workforce Investment Board. • Implement with Navajo County 4 WIA training projects. • Expand Industry Advisory Council by 2 members. • Develop and implement 3 TANF trainings for Apache, Hopi and Navajo tribes. • Stage joint community/NPC Job Fairs 	<ul style="list-style-type: none"> • attendees for 24.3 FTSE, a 16% increase over FA '01. SP totals still accruing. BIT annual report to be issued in August. • Journeyman Trades training implemented • CTP program updated; 4 new CoPs to be offered • DES/WIA partnership program established • AIS/WIA training projects developed at WMC/LLC PDC. • Courses offered include Fire-wise landscaping, journeyman apprentices, power plant ops, CTP, and EMT initiatives developed; teacher re-certification offerings enhanced. Three TANF/BOC Hopi CDL and BOC 100 courses offered. • BIT director attends Workforce Development Conference in Flagstaff; attends 3 WIA Board Meetings.
<p>2. Respond to current and emerging educational training needs.</p>	<ul style="list-style-type: none"> • Respond to shortage of teachers & health care professionals through partnerships with school districts and other state/area educational institutions. • Develop new courses/programs targeted directly to Title I requirements/needs. • DRA/faculty to assess technology needs that will aid students with disabilities 	<ul style="list-style-type: none"> • Winslow Fair has 31 exhibitors with 120-140 visitors; Show Low fair has 48 exhibitors with an estimated 200-225 visitors. • Hopi 2+2+2 revived • Partnership/classes inaugurated at Piñon. • LA Dean is named chair of state-wide ATF in Education for academic year '03-'04. • New education faculty member hired. • Two EDU courses articulated statewide • Long-term POS internships implemented in Rep. Rick Renzi office. • Superintendent/NPC collaboration initiated with kick-off meeting attended by 24 area high school district representatives • 4 new EDU course introduced and in process of articulation approval. • AA in Elementary Education developed. • FTSE in Education increases from 39.67 in 01-02 to 59.03 in 02-03. • Smart Cap grant with NAU awarded • Scan-and-Read technology placed in all TLC labs and 3 computer labs • CPIII funds used to upgrade technologies used by DRA.

	<ul style="list-style-type: none"> Recruit trainers for business, classroom management for educators, fire science, health care providers, law enforcement, municipalities, power plant operations and real estate. Implement seminars/workshops for above mentioned programs for continuing education in these professions. Update marketing campaigns. Develop in-house promotional video Review offer of Cable One to film 60-second television/video ad. Evaluate marketing efforts and venues to achieve maximum exposure of Community Education courses 	<ul style="list-style-type: none"> Approximately 34 print ads appeared in ten area newspapers and 600 spots aired on 7 local radio stations per semester. Catalog revised and updated, new theme and format incorporated. Publication due in late April '03. Fall 2003 is video promo target date 30-second television ad produced 350 ad spots to be aired on 8 national networks in Show Low, Pinetop/Lakeside, Linden and Holbrook areas through local cable break-a-ways. Two different "Learning Adventure" brochures developed 190 Community Education courses held, with enrollments to date of 1747. Final report issued in August.
<p>3. Using enrollment management and MPR strategies, develop new marketing programs to promote the college.</p>		
<p>4. Extend partnership arrangements with NAVIT and other area school districts.</p>	<ul style="list-style-type: none"> Increase communication with NAVIT administrators Determine strategic growth plan for NPC/NAVIT partnership. Support faculty/staff awareness of NPC/NAVIT processes and procedures. Increase number of dual enrollment partners. 	<ul style="list-style-type: none"> Communications with NAVIT have led to increase in course offerings and enrollments Strategic planning with NAVIT initiated. 4 new high school districts become dual enrollment partners (Whiteriver, Kayenta, Ganado and Chinle)
<p>5. Continue improving physical facilities.</p>	<ul style="list-style-type: none"> Build new classroom/learning center building at PDC. Build Performing Arts Center at SCC. Remodel multi-purpose building at SCC. Remove modulars from SCC. Relocate modulars from WMC to Whiteriver. Add science modular at S/E Center. Finish landscaping Whiteriver Center Finish landscaping White Mtn. Campus. Paint existing facilities in need of freshening. Purchase new vehicles for college-use. 	<ul style="list-style-type: none"> New PDC building will be operational FA '03 semester. Performing Arts building will be operational in 2003. SCC multipurpose building operational SP '03. 3 SCC modular buildings sold to the public; remaining buildings to be used by NPC. WRV currently occupying two modulars; but growth rate will necessitate expanded space needs in 2003. Science classroom to be operational in SPRV FA '03. Results enhance and give finished look to sites. Substantial upgrade to fleet means reduced maintenance costs,

Vitality Objective	Strategies	Outcomes
1. Seek external funds for NPC projects	<ul style="list-style-type: none"> Develop two grant proposals Seek equipment donations for power plant program 	<ul style="list-style-type: none"> One grant proposal withdrawn from submission process, one not awarded, two still pending, two still in development stages Large equipment donations made to PPO by 3 area power plants and one paper mill
2. Promote NPC involvement in local cultural events and Community Education & Events	<ul style="list-style-type: none"> Develop annual schedule of events for college by area. Develop community events calendar to track district activities for potential involvement. Expand NPC participation in 5 new district-wide community/ cultural events. Community Education & Events head to identify community liaisons and develop network of contacts. 	<ul style="list-style-type: none"> Ready for distribution May 30, 2003 Ready for distribution May 30, 2003 NPC Community Education & Events involved in or stage two political forums; two coming of age forums, and Anti Drinking & Driving forum attended by 300 high school students Local network of contacts expanded; effort ongoing.
3. Promote economic development of small businesses	<ul style="list-style-type: none"> The NPC-SBDC will increase counseling over prior years' levels. NPC-SBDC will increase number of regional training and seminar presentations. NPC-SBDC will increase enrollment in for-credit small business courses. NPC-SBDC will promote the utility of the Arizona Small Business Development Network to elected officials. 	<ul style="list-style-type: none"> Outcomes available in final reports due summer 2003
4. Consider alternative organization and goals for NPC Foundation	<ul style="list-style-type: none"> Review consultant's report Evaluate and implement consultant's recommendations Increase participation in NPC Foundation activities Increase community awareness of Foundation and its mission. 	<ul style="list-style-type: none"> Link to Foundation put on Web site. More space in catalog allotted to Foundation. NPC e-mail account created for foundation coordinator

Vision #4: Institutional Effectiveness
We will continue to develop quality learning experiences and organizational processes that meet or exceed the expectations of our students and communities.

Objectives	Strategies	Outcomes
1. Implement a revised institutional effectiveness model	<ul style="list-style-type: none"> Develop a "report card" of key indicators to report annual progress. 	<ul style="list-style-type: none"> First report card due out Nov. 2003 Inventory information quantified; will be easily tracked in future as will additional purchases.

	<ul style="list-style-type: none"> Review current NPC Mission & Purpose statements for possible revision. 	
2. Integrate student tracking data into effectiveness process	<ul style="list-style-type: none"> Review new IE model to see how to measure integration of tracking data. Submit all necessary data to the ASSIST data base to track student academic success after leaving NPC as well as earnings for vocational students 	<ul style="list-style-type: none"> Data evaluation available from state in Oct-Nov.
3. Implement the plan for positioning the college to meet future personnel needs	<ul style="list-style-type: none"> Administration and faculty to revise salary structure, and implement for '03-'04. Administration and CASO to review salary structure for possible change '03-'04. 	<ul style="list-style-type: none"> No proposal accepted due to budget limitations for 2003-04. Discussions to continue.

Vision #5: Efficiency

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

Objectives	Strategies	Outcomes
1. Improve NPC processes to enhance efficiency and effectiveness	<ul style="list-style-type: none"> Continue Zorba/e-mail training to staff. Increase digital forms by 10% and reduce paper forms by 10% Inventory durable equipment purchases Develop an emergency response plan. 	<ul style="list-style-type: none"> Completed forms include: Internet Course Evaluation, Library Reference/Research Request; Help Desk Request, 15 Internet Course assistance/ contact forms. Forms under development include Career Service applications, financial aid applications and campus mail tracking forms. Physical inventory of capital equipment completed. General emergency draft plan developed.
Evaluate expanded registration process.	<ul style="list-style-type: none"> Promote student access in registering for courses 	<ul style="list-style-type: none"> Fall registration dates revised to better accommodate student needs and NPC budget limitations. Revised registration schedule to include special registration at Centers in early July for Fall '03 classes. Web registration target date set for Summer '03.