

2003-2004 Op Plan – Penultimate Edition

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	Designees	Strategies	Actions Taken
<p>A. Develop and maintain courses and programs that meet emerging needs and can be offered in flexible time frames.</p>	<p>Swarthout Deans and Directors</p>	<ol style="list-style-type: none"> 1. TLC faculty to work with ADOE to develop state computer literacy standards and parent education components. 2. Revise TLC faculty manual 3. Renew requirement for TLC tutors to complete EDU 101 (now offered online) 4. Provide evening and week-end classes for TMP at two campuses 5. Conduct needs assessment for Medical Assistant program 6. Conduct needs assessment for Forestry 2+2 program (with NAU) 7. Begin coordination with NAU for Parks & Recreation Management program 8. Improve timeliness and quality of program review process 9. Implement some short term gen ed classes 10. Develop two nursing Internet courses 11. Establish avenues for Nursing Program and Business & Industry Training to develop and implement nursing continuing education courses 12. Incorporate ERI testing into ADN Program curriculum 	<ul style="list-style-type: none"> • In-progress; faculty is participating in appropriate state task forces. • In progress • Done • Evening classes being offered at WMC & PDC. • Needs assessment reveals program be discontinued • In progress • Coordination planning with NAU Parks & Rec Program initiated • Actions taken unsuccessful • Planning initiated for short-term gen ed classes. • Two instructors complete training; one has I net course development approval. • Nursing director consulting with B.I.T. to coordinate efforts; Doug Ressler of B.I.T. doing initial work. • Using Title III funds, ERI testing in place.

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		<p>13. Implement second video class for Nursing Assistant course to meet student need in northern part of the NPC district</p> <p>14. Expand existing partnership with DOC by playing active role in HRSA grant for nursing internships at Winslow facility</p> <p>15. Create additional NAT classes in S/E and Winslow for NAVIT students</p> <p>16. Continue WIA classes</p> <p>17. Continue online offerings</p>	<ul style="list-style-type: none"> • In place with enrollment • Grant resubmitted by HRSA • Two Classes now offered for NAVIT students • WIA classes offered on a rotating campus basis • Online course offerings increase by 30 percent
<p>B. Improve learning outcomes.</p>	<p>Swarthout Deans and Directors</p>	<ol style="list-style-type: none"> 1. Following 6-mos. TABE assessment pilot, TLC faculty now to use TABE results to inform & improve instruction 2. Offer a non-majors biology courses 3. Develop college General Education readiness test for high school students 4. Divisions/Departments arrange meetings with associate/dual enrollment instructors 5. Complete CASAA process steps 7 & 1 (Evaluation/revision in 2003; redevelopment as nec. in 2004) 	<ul style="list-style-type: none"> • Fall data gathered and entered; faculty to review mid-year reports when published • BIO 100 approved by ASCC & DGB; to be submitted to GenEd ATF for consideration • Math and biology in process of developing test • English department preps pilot project for Fall 04 departmental meeting; Sci/Ma faculty have teleconference meet. • Nursing has three face-to-face meetings and two teleconferences with all instructors; TLC develops email group, for exchange of information. • Handbook under revision; new 2-yr-cycle activated.

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		<p>6. Nursing seeks grant funds to study reasons why students drop from or are at risk of dropping from program</p> <p>7. Nursing Program seeks grant funds to help ADN graduates who have failed to pass the NCLEX-RN & NCLEX-PN examinations</p>	<ul style="list-style-type: none"> • Dialogue Day expanded to include deans/chairs • Laminated cycle graphic provided to all department chairs and program coordinators • Nursing program successfully applies for and receives grant from Arizona Community College Association to study why nursing students drop out or do not successfully complete the program • Nursing receives grant from AZ Hospital & Healthcare Assn. & Northern Arizona Health Education Center to prepare nursing grads to successfully pass NCLEX exams.
<p>C. Expand student access to services and resources</p>	<p>Swarthout Vest Deans and Directors Taylor Winder</p>	<ol style="list-style-type: none"> 1. Improve quality of Student Writing Center staff 2. Sci/Ma departments to develop web pages and update schedules 3. Convert online courses to ADA accessibility 4. Install website for teacher education 	<ul style="list-style-type: none"> • Centers now being staffed by learning assistant • BIO web page in place & being maintained; COSMO site listed under chair name on college web site; Math site under construction. • ADA committee develops plan for conversion, recommends web content designer spearhead ADA effort in coming year. • Website online & being maintained.

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	<ul style="list-style-type: none"> • Contact identified for updates. • In progress • Placement Cmte commits to purchasing/using online Compass Testing beginning FA 04. • Personnel office and Information Services inform M&PR of any changes. These are immediately updated on the web site. 	<ul style="list-style-type: none"> • Completed • Internet Guidance Committee revamps rubric with WebCT model to use for course evaluation • Web-based decision tree being developed. • In progress (data gathered and currently being evaluated). • New online course development guidelines emphasize marketability • Second video system installed at WRV 	<ul style="list-style-type: none"> • Two new coordinator contacts established; one continuing • Articulation signed with Capella and procedural work underway; contact made with Ottawa. • Inception set for Fall 2004
<p>5. Develop a process to provide timely updates to NPC website "people page" monthly</p> <p>6. Faculty personal web pages to be updated each semester</p> <p>7. Make placement testing system more accessible</p> <p>8. Keep college staff informed of new hires, changes in personnel status, phone extension or email changes</p>	<p>1. Add faculty a/v training material to library website</p> <p>2. Implement new IGC quality guidelines to increase student/faculty interaction and learning</p> <p>3. Apply initial data generated by Student Evaluation of Instructional Effectives for Online Courses for improvement of internet classes</p> <p>4. Add online offerings only as is practical (based on market research and student need)</p> <p>5. Expand video capabilities in rural areas</p>	<p>1. TLC director & coordinator continue schools contacts</p> <p>2. Begin/Implement establishment of 3rd year option for NPC students with Capella University, Ottawa and/or Prescott colleges</p> <p>3. Bring NAVIT into education 2+2+2</p>	
<p>D. Expand use, effectiveness, and efficiency of distance learning systems.</p>	<p>Swarthout McLane Deans and Directors</p>	<p>Swarthout Deans and Directors</p>	
<p>E. Implement and expand partnership agreements with educational and business entities.</p>	<p>Swarthout Deans and Directors</p>	<p>Swarthout Deans and Directors</p>	

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		<p>4. Upgrade ITP offerings for Power Plants based on desired outcomes</p> <p>5. Optimize NAVIT scheduling by community and required time frames</p>	<ul style="list-style-type: none"> Review ITP offering to Power Plants. Liberal Arts done, SciMa/HRO revised; Bus & Technology revised
<p>Success Objectives</p> <p>A. Improve recruitment and retention rate of Native American students</p>	<p>Designees</p> <p>Balsley Swarthout Vest Deans and Directors</p>	<p>Strategies</p> <ol style="list-style-type: none"> Improve advising process at distant locations Establish MOU with Navajo Office of Youth Opportunity for GED prep and other courses Pilot “fast-track” GED class model with Chinle Agency, Navajo Dept. of Workforce Development Offer lecture mathematics classes at Centers Offer lecture science classes at Centers Bring one successful program model to implementation in Hopi Education Partnership Optimize WMAT BOC/ Cabinetmaking program by coordinating BOC enrollments at Alchesay High School 	<p>Actions Taken</p> <ul style="list-style-type: none"> New advising hires at Hopi and Whiteriver receive intensive training from veteran advisors. Advisor meetings scheduled more frequently; now held on the video system New project in place with TANF at Chinle Chinle TANF project is fast track module Class offered at WRV Fall '03; Class at Hopi Spring '04 All centers except Heber now have lecture science class. (Belknap?) Coordination in place between high school offerings and cabinetmaking program.
<p>B. Improve dissemination of information literacy concepts, including academic integrity</p>	<p>Swarthout McLane Bender, Deans and Directors</p>	<ol style="list-style-type: none"> Task Force on Academic Integrity to prepare report on plagiarism, etc. Provide information literacy training to fulltime and 	<ul style="list-style-type: none"> Task Force surveys faculty and associate faculty on plagiarism; data being evaluated.

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C. Promote and improve student achievement of academic or vocational goals.	CASAA Swarthout	associate faculty members	<ul style="list-style-type: none"> • Info Literacy focus of Fall 2003 All-Faculty Convocation workshop
		<ol style="list-style-type: none"> 1. Department chairs to present assessment reports to CASAA 2. Each department to develop system of maintaining summaries of assessment activities. 3. D/Ds to develop and maintain easily accessible assessment summaries for accreditation purposes 4. Include CASAA information in each associate faculty newsletter 5. Add assessment duties to deans/chairs/faculty job descriptions 	<ul style="list-style-type: none"> • Reading Day, Mar 12; Dialogue Day, April 23. • To be added to spring '04 issue • Implement Spring '04.

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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	Designees	Designee	Actions Taken
1. Implement improved customer service in college operations	Simper CASO Hatch NPCFA	<ul style="list-style-type: none"> Provide training for both faculty and staff in customer service 	<ul style="list-style-type: none"> “Appreciative Inquiry” workshop attended by 39 CASO members Ten team building workshops offered “True Colors” training developed & implemented One faculty convocation held each semester
2. Expand availability of college services information to faculty, students and staff.	Swarthout McLane Vest Hildebrand MPR Hatch Deans/ and Directors	<ul style="list-style-type: none"> Provide Sci/Ma division associate faculty with voice mail boxes Improve publicizing Student Writing Center information Present college services information in convocations Do articles on associate faculty services for Associate Faculty newsletter Create a web page relating college services on NPC home site Add BusTech division web pages to NPC home site 	<ul style="list-style-type: none"> Done Writing Center flyers distributed President and president staff update NPC staff on services and situations at two convocations and two forums each year. Fall newsletter distributed to all current associate faculty IS Infoweb developed, but not yet on NPC site; Student Services, Advising, Veterans & Career Service webs created. Other sites on hold pending hire of Web content manager. BT Division page developed; installed on alternate server

<p>3. Identify and track customer satisfaction in order to better serve students.</p>	<p>Vest Swarouth Balsley</p>	<ul style="list-style-type: none"> Identify problem areas in annual satisfaction surveys and respond appropriately 	<ul style="list-style-type: none"> Advising and registration format and work schedules adjusted based on student comments and survey results.
<p>Cooperation Objectives</p> <p>1. Build greater collegiality among all members of the college community.</p>	<p>Designees</p> <p>Passer/ Boblett/ CASO/ NPCFA Deans and Directors</p>	<p>Strategies</p> <ul style="list-style-type: none"> Encourage more inclusive staff activities Increase participation of faculty, students, and staff in college decision-making Increase community input in college planning Continue team building process 	<p>Actions Taken</p> <ul style="list-style-type: none"> CASO increases number of face-to-face meetings now open to all members. CASO funds student scholarships with new fundraiser of producing and selling NPC cookbook. College Planning Committee revises & broadens membership; developing new ways of seeking greater input from the at-large college community. Community Outreach meetings held at all six NPC centers. Program advisory boards provide input via meetings with the Deans and Directors

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Vision #3: Growth/Vitality

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

Growth Objectives	Designees	Strategies	Actions Taken
<p>1. Expand corporate, small business and community outreach services.</p>	<p>Passer Belknap Engle</p>	<ul style="list-style-type: none"> ▪ Extend partnership arrangements with NAVIT and other area institutions 	<ul style="list-style-type: none"> • NAVIT welding now at Holbrook and Joseph City • NAT added to NAVIT offerings at Holbrook & Winslow • Small Business Development Center assists with adding 147 new jobs to area; presented 7,000 hours of training and seminars in over 30 topic areas • Business & Industry Training (BIT) partners with WOCN Tucson for joint conference having 200 statewide participants • BIT develops and implements seven contractual training programs with five different agencies
<p>2. Respond to current and emerging educational and workforce development training needs.</p>	<p>Swarthout Balsley Deans/ Directors</p>	<ol style="list-style-type: none"> 1. Expand the TLC class schedule to meet demands related to “No Child Left Behind” initiative 2. Implement teacher education website 3. Articulate all remaining EDU courses in the CAS system 4. Lead the education ATF through resolution of remaining AA in Elementary Ed issues 5. Bring NAVIT into 2+2+2 in ed 6. Resurvey school districts on needs re No Child Left Behind, other needs 7. Close the distance between districts and NPC on No Child Left Behind Initiative 	<ul style="list-style-type: none"> • Shonto and WRV TLC classes added • MAT 105 to be revamped to meet teacher aide needs • Completed and online; updated as needed. • Completed to date • Major issues resolved in Fall ATF meeting; to be completed at Spring meet. • To be implemented Fall 2004 • Resurvey done; results not helpful • Superintendent meeting held fall 2003, VPIS attends Navapache

	<p>8. Extend contractual custom workforce diversity training</p>	<p>Administrators meeting to help close gap, education faculty working with the various districts.</p> <ul style="list-style-type: none"> • Continuing Computer classes offered by BIT Fall 2003 & Spring 2004 for a variety of industries and businesses • BIT Implements BOC courses with Hopi Tribe & Hopi High school to become operative Summer I, 2004 • BIT develops and implements contractual training in Community Wildfire Preparedness; Professional Development & Computer and Video Instruction • BIT develops and prepares chartered training needs assessment for area energy industries • Not instituted this year. • BIT develops CD-ROM multi media prototype incorporating collaborative NPC graphic and promotional images and text.
<p>3. Develop new marketing programs to promote the college.</p>	<p>1. Institute Theatre program awards similar to NPC Art Awards</p> <p>2. BIT plans to extend new multimedia approaches to enhance and collaborate with NPC media</p>	<p>Swarthout Taylor</p>
<p>4. Expand physical facilities in response to service area needs.</p>		<p>Hatch</p>
<p>5. Reconstitute NPC Foundation</p>	<p>• Implement Foundation's 2003-2006 Strategic Plan</p>	<p>Passer NPC Foundation</p> <ul style="list-style-type: none"> • Half-time director and half-time support person authorized for NPC Foundation (NPCF) • Active committees in nomination & membership, finance, development, and program and allocations initiated. Committees develop policy and make recommendations

			<ul style="list-style-type: none"> to NPCF Board of Directors. Developed general membership (currently at 31) and increased board of directors from 9 to 15. Initial policies drafted on Finance, Funding, Scholarship and Gifts. Maintains three major community fundraising events per year.
<p>Vitality Objective</p> <p>1. Seek external funds for NPC projects</p>	<p>Designees</p> <p>Passer NPC Foundation</p>	<ul style="list-style-type: none"> Strategies <ol style="list-style-type: none"> 1. Submit proposal to work with ASU-led state-wide consortium ECD project 2. Develop new Title 3 cooperative grant proposal with Coconino Community College 3. Submit at least two education grant proposals 4. Apply for the AZ Bd of Regents grant in education 5. Foundation to initiate "Annual Fund Plan" 	<p>Actions Taken</p> <ul style="list-style-type: none"> • Proposal successful, program initiated Spring '04 affecting 75 ECD educators in service area. • Grant written and submitted . • One grant request submitted, but was unsuccessful • Being written, to be submitted Fall '04. • Annual Fund Plan begun—still in planning stage
<p>2. Enhance and promote NPC involvement in educational community activities</p>	<p>Swarthout Taylor Deans/ and Directors</p>	<ol style="list-style-type: none"> 1. Develop a plan to gather information on these activities, then coordinate and disseminate this information to promote NPC both internally and externally. 2. NPC Foundation will promote cultural activities 	<ul style="list-style-type: none"> • Coordinated Fall Performing Arts Festival at Silver Creek Campus; Co-Sponsor of Spring Poetry Night with Arts Alliance of the White Mountains and the Academy of American Poets
<p>3. Improve existing physical facilities</p>	<p>Hatch</p>		

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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.

1. Objectives	Designees	Strategies	Actions Taken
1. Implement a revised institutional effectiveness model	Passer/ Hatch/ Swarthout Kermes Balsley	<ul style="list-style-type: none"> Integrate student tracking data into effectiveness process 	<ul style="list-style-type: none"> Draft model revised; is awaiting review
2. Develop a plan for positioning the college to meet future personnel needs	Simper	<ul style="list-style-type: none"> Recruit faculty sufficient for meeting instructional schedule needs 	<ul style="list-style-type: none"> Expanded area of recruitment to various online sites.
3. Identify and respond to student and community expectations	Swarthout Hatch D/Ds Balsley	<ul style="list-style-type: none"> Research and survey internal and external workforce and program needs to develop a master plan. 	<ul style="list-style-type: none"> Given priority as major goal for 04-05 Operational Plan

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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	Designees	Strategies	Actions Taken
<p>1. Improve processes and practices that enhance the college's efficiency and effectiveness</p>	<p>Hatch McLane Swarthout Vest D/Ds (+Others responsible for the specific area of evaluation)</p>	<ul style="list-style-type: none"> • Evaluate all NPC instructional online presentations and practices • Eliminate online courses not effectively serving students • Ensure that all faculty members are educated in the use of e-mail for ongoing communications, electronic meetings, etc. 	<ul style="list-style-type: none"> • Process ongoing (by IGC) • Process ongoing (by IGC & D/Ds) • Added to College Planning priorities for 04-05