

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 **April 18, 2017 beginning at 10:00 a.m.** The meeting will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

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

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

The Board may vote to hold an executive session for discussion or consideration of a personnel matter pursuant to A.R.S. §38-431.03(A)(1). 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, Paul Hempsey, 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 April 2017, at 10:00 a.m.

Paul Hempsey
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. COUNTRY MOUNTAIN AIRWAVES [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

OUR MISSION

Northland Pioneer College
creates, supports
and promotes
lifelong learning.



Northland Pioneer College

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

PUBLIC NOTICE OF NONDISCRIMINATION: Northland Pioneer College does not discriminate on the basis of race, color, national origin, veteran status, religion, marital status, gender, age or disability in admission or access to, or treatment or employment in its educational programs or activities. District grievance procedures will be followed for compliance with Title IX and Section 504 requirements. The Affirmative Action Compliance Officer is the Director of Human Resources, 2251 E. Navajo Blvd., Holbrook, Arizona 86025, (800) 266-7845. The Section 504 Compliance Officer is the Coordinator of Disability Resource and Access, 1001 W. Deuce of Clubs, Show Low, Arizona 85901, (800) 266-7845. The lack of English language skills will not be a barrier to admission and participation in vocational education programs. Revised 9-12-14

Governing Board Meeting Agenda

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

Date: April 18, 2017

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

Item	Description	Resource
1.	Call to Order and Pledge of Allegiance	Chair Lucero
2.	Adoption of the Agenda (Action)	Chair Lucero
3.	Call for Public Comment <small>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</small>	Chair Lucero
4.	Reports:	
	A. Financial Position	CBO Ellison
	B. NPC Friends and Family	Director Wilson
	C. NPC Faculty Association	Ryan Rademacher
	D. Human Resources	Written Report
	E. CASO	Written Report
	F. NPC Student Government Association	Written Report
5.	Consent Agenda (Action)	Chair Lucero
	A. March 21, 2017 Regular Board Minutes	
	B. Curriculum Modification:	
	1. Program Modification - Program Changes in ECD - AAS or CAS or CP Early Childhood Management, Early Childhood Studies, Family Care, Infant/Toddler, Preschool and School-Age	
	C. NPC Policies: 1940 Capital Asset Policy; 1933 Voucher: Check Approval Authorization; 1931 Payment of Expenses; 1125 Surplus Property Representatives.	
6.	Old Business:	
	A. Presidential Search (Action)	Board
7.	New Business:	
	A. Outstanding Alumnus Award – Darrin Reed	Vice President Vest
	B. Budget Analysis	CBO Ellison
	C. First Read – 2017-2018 Primary Property Tax	CBO Ellison
	D. Request to Approve 2017-2018 Preliminary Budget (Action)	CBO Ellison
	E. Request to Approve 2017-2020 Preliminary Capital Budget ... (Action)	CBO Ellison
	F. Enrollment Report	Vice President Vest
	G. Request to Approve Financial Aid Office Remodel	CBO Ellison
	H. Request to Approve Restroom Remodel in Ponderosa Center. (Action)	CBO Ellison
	I. HLC Annual Conference Report	Board Member Joe
	J. Marketing Report	Vice President Vest
	K. Institutional Effectiveness Consulting Agreement (Action)	Vice President Vest
	L. Arizona Community College Library Consortium	Vice President Vest
8.	Standing Business:	
	A. Strategic Planning and Accreditation Steering Committee Report	Vice President Vest
	B. President’s Report	President Swarthout
	C. DGB Agenda Items and Informational Needs for Next Meeting	Chair Lucero
9.	Board Report/Summary of Current Events	Board Members
10.	Announcement of Next Regular Meeting May 16, 2017	Chair Lucero
11.	Adjournment	Chair Lucero

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.



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NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position
 July 1, 2016 to February 28, 2017

Budget Period Expired 67%

Tax Supported Funds

General Unrestricted			
	Current Month		
Budget	Actual	Y-T-D Actual	%

REVENUES

Primary Tax Levy	14,361,969	336,045	9,546,193	66%
State Aid:				
Maintenance and Operations	1,606,000	-	1,204,500	75%
Equalization	6,081,500	-	4,561,125	75%
Tuition and Fees	4,700,000	458,858	3,696,345	79%
Investment earnings	140,000	27,946	175,733	126%
Grants and Contracts	1,800,000	402,752	1,229,237	68%
Other Miscellaneous	196,300	17,501	161,904	82%
Fund Balance	377,250			
Transfers	(2,800,000)	(238,424)	(1,723,191)	62%

TOTAL REVENUES \$ 26,463,019 \$ 1,004,678 \$ 18,851,846 71%

EXPENDITURES

Salaries and Wages	17,781,414	1,432,938	10,164,596	57%
Operating Expenditures	8,681,605	775,090	4,451,759	51%
Capital Expenditures				

TOTAL EXPENDITURES \$ 26,463,019 \$ 2,208,028 \$ 14,616,355 55%

Unrestricted Plant			
	Current Month		
Budget	Actual	Y-T-D Actual	%

REVENUES

State Aid:				
Capital/STEM	353,700	-	265,275	75%
Other Miscellaneous				
Fund Balance	3,000,000			
Transfers	2,000,000	192,724	1,148,964	57%

TOTAL REVENUES \$ 5,353,700 \$ 192,724 \$ 1,414,239 26%

EXPENDITURES

Salaries and Wages				
Operating Expenditures				
Capital Expenditures	5,353,700	202,781	1,414,239	26%

TOTAL EXPENDITURES \$ 5,353,700 \$ 202,781 \$ 1,414,239 26%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 Statement of Financial Position
 July 1, 2016 to February 28, 2017

Budget Period Expired 67%

Restricted and Auxiliary Funds

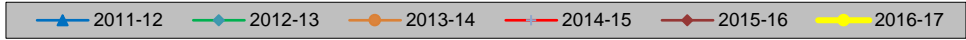
	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Grants and Contracts	6,000,000	873,920	3,181,560	53%
Fund Balance	-			
Transfers	600,000		440,156	73%
TOTAL REVENUES	\$ 6,600,000	\$ 873,920	\$ 3,621,716	55%
EXPENDITURES				
Salaries and Wages	1,053,961	112,110	753,879	72%
Operating Expenditures	5,546,039	265,982	2,663,478	48%
Capital Expenditures				
TOTAL EXPENDITURES	\$ 6,600,000	\$ 378,092	\$ 3,417,357	52%

	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Sales and Services	450,000	(860)	120,426	27%
Fund Balance	-			
Transfers	200,000	45,700	134,071	67%
TOTAL REVENUES	\$ 650,000	\$ 44,840	\$ 254,497	39%
EXPENDITURES				
Salaries and Wages	239,746	22,346	175,542	73%
Operating Expenditures	410,254	4,099	78,955	19%
Capital Expenditures				
TOTAL EXPENDITURES	\$ 650,000	\$ 26,445	\$ 254,497	39%

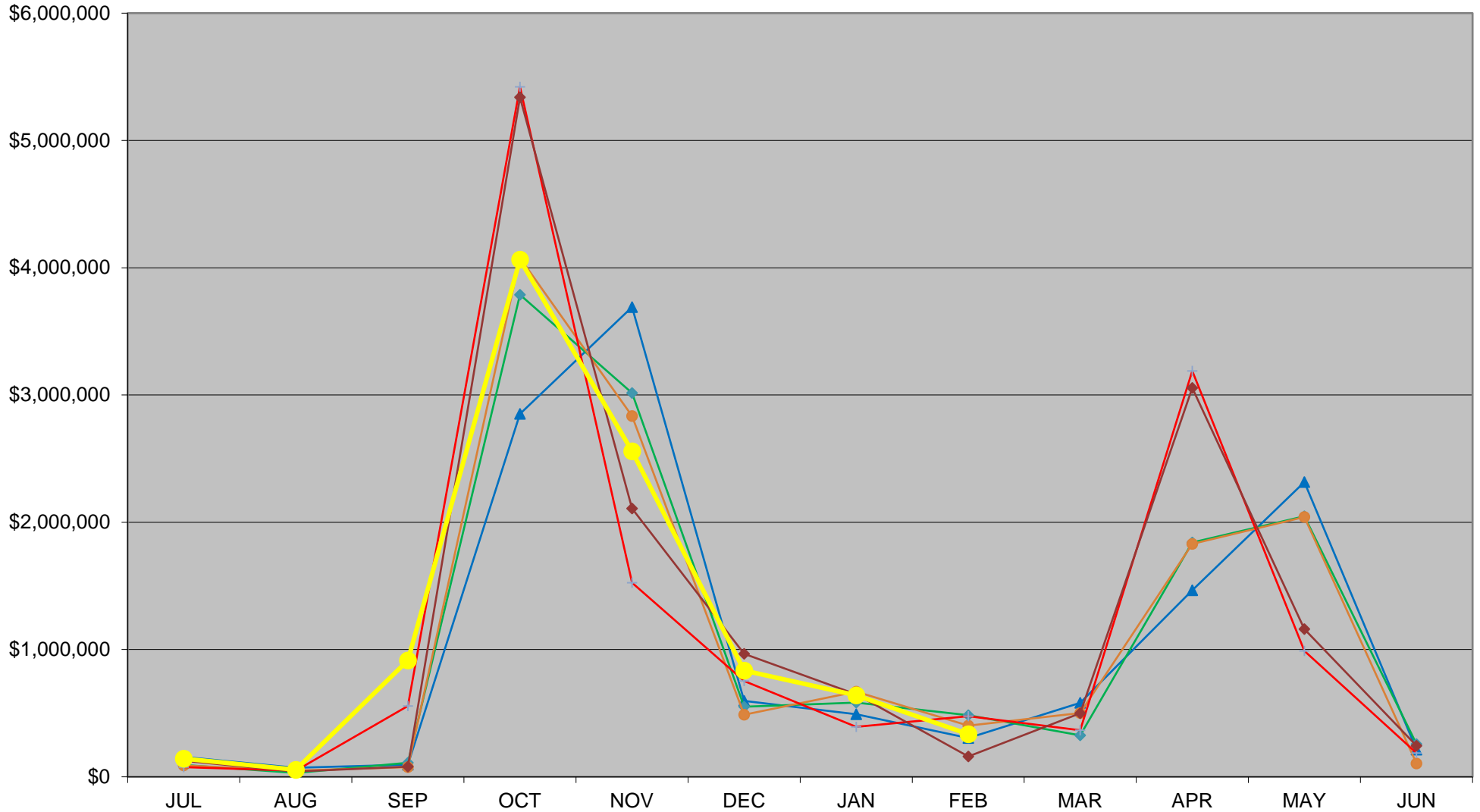
Cash Flows

Cash flows from all activities (YTD)	\$24,142,298
Cash used for all activities (YTD)	\$19,702,448
Net Cash for all activities (YTD)	\$4,439,850

Monthly Primary Property Tax Receipts



Year to date receipts:
 FY1617 - 66%; \$9.546 million
 FY1516 - 65%; \$9.470 million



Faculty Association Report
April 18, 2017

- Elections for FA Officers for 2017-18 are underway. At the writing of this report, voting has not yet closed. I will update the DGB on the election results at the May DGB meeting.
- Faculty continue to discuss language they would like to see when flags are raised in the Starfish system. The general consensus seems to be a preference for: minimal language; space for faculty to include a personal message if they so choose; and faculty would prefer that their names not be signed to auto-generated messages.
- There was a productive discussion about faculty involvement with the Presidential Search, which included: which faculty will be involved; how those faculty will be selected; what qualities faculty want to see in a new President, etc...
- We also discussed how to honor retiring faculty. FA will purchase plaques commemorating retiring faculty members' service to NPC and our students.

Human Resources UPDATE
DGB-April 18, 2017

FILLED

OPENINGS

1. Network Security Coordinator – Open until filled. 5 applicants.
2. Faculty in Business, LCC – Closed January 31, 2017. 31 applicants.
3. Faculty in Psychology – Closed January 6, 2017. 19 applicants.
4. Associate Dean of Education and College and Career Preparation – Closed January 13, 2017. 21 applicants.
5. Groundskeeper II – Open until filled. 30 applicants.
6. Support Center Operator – Closed January 15, 2017. 4 applicants.
7. Community and Corporate Learning Specialist – Closed February 10, 2017. 5 applicants.
8. Faculty in Education and College and Career Preparation – Closed March 11, 2017. 7 applicants.
9. Faculty in College and Career Preparation – Closed March 11, 2017. 4 applicants.
10. Institutional Research Analyst – Closed April 14, 2017. 6 applicants.
11. Faculty in Cosmetology – Closed March 31, 2017. 5 applicants.
12. Center Advisor/Library Technician WRV – Closed March 10, 2017. 3 applicants.
13. Jr. Network & Systems Administrator – Closed March 19, 2017. 12 applicants.
14. Systems Support Technician – Closed March 19, 2017. 8 applicants.
15. Administrative Systems Analyst. Closed March 24, 2017. 5 applicants.
16. Faculty in Nursing - Closed March 31, 2017. 5 applicants.
17. Records & Registration Clerk – Closed April 4, 2017. 7 applicants
18. Academic Advisor and Student Activities Coordinator – Closed April 10, 2017. 6 applicants.
19. Faculty in Mathematics – Closed April 12, 2017. 25 applicants.

CASO Report April 2017

- Each semester CASO offers a textbook and course fee reimbursement scholarship. For spring semester we received five applications for a total reimbursement of \$883.72.
- Two officer positions are coming up for election the end of May: president and treasurer. We will begin seeking nominations this month.
- We've just started planning for the annual Silent Auction which is held in conjunction with August convocation. The auction is our primary source of income for the CASO student scholarships we offer each year.

Ina Sommers
CASO President

Student Government Report

NPC's SGA had a slow start in the 2016 fall semester. The SGA President had to resign due to a schedule change at work; therefore, some of the activities like the Turkey Drive were put on hold, but we were still able to have a "Holiday Food Drive" that was successful. Even though we had some obstacles to overcome, we were optimistic about finding a new president and continuing to provide NPC with the events that the students, faculty, and public look forward to every year.

During this semester, the SGA has been busy with multiple activities. We held a midterm election in early spring due to the original President resigning from her position. Our new President Shadrack Molch (SCC), Vice President Quity Aguilar (WMC), and our secretary Brooke Palmer (WRV) have come together to help with the remaining activities for the 2016/2017 year. We have planned and executed 3 different University road trips to UofA, ASU/NAU, and also SUU/DIXIE/UNLV. On these trips students were able to take a tour of each campus and receive information regarding classes, living, social activities, and tuition. This has been an on-going activity hosted by the SGA every year and is something the students and advisors look forward to.

In addition to the road trips we have also hosted our annual talent show. We had an amazing turn out this year and were able to raise close to \$800.00 with tickets and concessions. Auditions were held at PDC, SCC, and WMC. The show was market with fliers as well as local radio stations, and with the help of volunteers and members of the SGA, we were able to have a successful show and had lots of positive feedback.

As of now, the president and vice president are currently working on re writing the constitution. We are looking forward to the outcome and can't wait for the new fall semester to begin!

Navajo County Community College District Governing Board Meeting Minutes

March 21, 2017 – 10:00 a.m.
Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

Governing Board Member Present: Mr. Frank Lucero; Mr. Daniel Peaches; Mr. James Matteson; Mr. George Joe.

Governing Board Member Absent: Mr. Derrick Leslie (arrived 10:23am).

Staff Present: President Jeanne Swarhout; Chief Business Officer (CBO) Maderia Ellison; Vice President Mark Vest; Chief Operations Officer (COO) Jason Foutz; Recording Secretary to the Board Paul Hempsey.

Others Present: Kim Reed; Everett Robinson; Ryan Rademacher; Ann Hess; Colleen Readell; Terrie Shevat; Peggy Belknap; Josh Rogers; Betsyann Wilson; David Huish; Stuart Bishop; Amber Hill; Bobbie Sample; Beulah Bob-Pennypacker; Rickey Jackson; Bill Fee; Jeremy Raisor; Eric Ritz; Nolan Madden; Linda Kor; Matt Weber.

Agenda Item 1: Call to Order and Pledge of Allegiance

Chair Lucero called the meeting to order at 10:01 a.m. and 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: Reports

4.A. Financial Position – CBO President Ellison

CBO President Ellison addressed the Board and reviewed the Financial Position Report.

4.B. NPC Friends and Family – Director Wilson

Director Wilson addressed the Board and reviewed recent activities from Friends and Family, the reasons she gives to NPC Friends and Family, and noted Arizona Gives Day is on April 4th 2017.

Mr. Matteson noted that NPC Friends and Family finished in bonus money position last year and asked if there was a plan to make sure this happens again this year. Director Wilson stated that Summit Healthcare has offered donate \$5000 if Friends and Family can raise the same amount by noon on April 4th.

Chair Lucero asked how a student can apply for an NPC Friends and Family scholarship. Director Wilson provided her email address and noted the NPC website could also be utilized.

4.C. Faculty Association

Ryan Rademacher addressed the Board and highlighted information from the Faculty Association written report. Ryan Rademacher stated that Janice Cortina, Faculty member in College and Career Preparation, was recently selected as nationwide runner-up for this year's Outstanding Teacher of the Year Award by the Coalition of Adult Basic Education (COABE).

Mr. Matteson asked if the Faculty Association found their meeting with the Board at the retreat helpful. Ryan Rademacher stated that Faculty had wanted to start building their relationship with Board members and this was a valuable step as well as receiving the questions and comments from Board members who attended. Mr. Matteson asked if Faculty would like to join a future retreat to which Ryan Rademacher responded with strong support for making it, at least, a yearly event.

4.D. Human Resources

A written report was provided in the Board Packet. Chief Operations Officer Foutz introduced himself to the Board and answered questions.

4.E. NPC CASO

No Report.

4.F. NPC Student Government Association

No Report.

Agenda Item 5: Consent Agenda

A. March 21, 2017 Regular Board Minutes

B. Curriculum Modification:

1. Program Modification - CIS AAS CAS CP Computer Information Systems, Cybersecurity, Network, PC Support, Web Development, and Graphic Design
2. Program Modification - HUS CP Residential Child-Youth Care
3. Program Modification - AAEC

Mr. Matteson made a motion to approve the consent agenda as presented. Mr. Peaches seconded. The vote was unanimous in the affirmative.

Agenda Item 6: Old Business

6.A. Presidential Search

Board member Matteson stated that there was a need to take action to start the process of a Presidential Search and outlined his suggestions and potential budget requirements.

Mr. Joe asked who would decide the final make-up of the committee. Mr. Matteson and Chair Lucero stated the Board would make the decisions.

Chair Lucero stated that a timeframe had been discussed at the Board Retreat that could be utilized. Mr. Leslie noted there was an amendment to one of the dates and Dr. Swarthout offered to bring the schedule and changes back to the Board.

Mr. Leslie asked if the Board decided to utilize a Search Firm or Search Firms, how the decision would be made to hire such a firm. President Swarthout noted that it would go through the normal bid process at the college.

Mr. Leslie asked if there should be a Student Representative on the Search Committee and all Board members agreed there should. President Swarthout commented that there may be difficulty selecting a student who would remain available throughout the entire search process and suggested a recent and still local Alumnus might be a good choice.

Mr. Joe asked where volunteers would send their information if they were interested in serving on the Hiring Committee. President Swarthout suggested it would be best to direct them to the President's office so the information can be passed along to the Board.

*Mr. Matteson made a motion to adopt the tentative schedule discussed at the Board Retreat, approve a budget not to exceed \$110,000, invite members of the public to volunteer for the Selection Committee, request that staff prepare a Presidential Job Description and prepare a draft of a Position Advertisement, and provide research to the Board on Search and Vetting firm options. Mr. Joe seconded. **The vote was unanimous in the affirmative.***

Agenda Item 7: New Business

7.A. 2017-18 Introductory Budget Analysis

CBO Ellison reviewed the Introductory Budget Analysis with the Board.

Mr. Matteson registered his surprise that revenues from Property Taxes would increase slightly this year and asked if there was information on what was happening at the Cholla Power Plant. President Swarthout commented that APS was not actively pursuing the closure and dismantle of remaining units until the 2018-19 fiscal year causing a brief hiatus from negative property tax revenues. Chair Lucero asked if there was an estimate on the loss the college would suffer once the Power Plant was to close. President Swarthout responded that the Arizona Tax Research Association (ATRA) was estimating \$1.6million. President Swarthout commented that the college should hopefully recoup some of the losses through equalization but, currently, the state budget was not approved and therefore figures in the College Budget were still not certain.

Chair Lucero asked if the college would be presenting a budget to prepare for the decreases in revenue expected. President Swarthout commented that staff hoped to present at least three options to the Board which will show reduced costs while trying to keep the service level to our students constant. Mr. Matteson mentioned that ultimately the Board would be making the final decision.

President Swarthout noted that there is discussion, in very early stages, to form a collaborative group of Counties and Community Colleges, who will be affected by negative new construction, to seek legislative help. Chair Lucero asked which Counties may be affected. President Swarthout commented that Apache County, Navajo County, Coconino County, Mohave County, possibly Graham County, could or have already been affected.

7.B. Request to Approve 2017-18 Tuition and Fees

CBO Ellison reviewed the request to Approve the 2017-18 Tuition and Fees noting staff were proposing another three-year schedule.

Mr. Matteson asked for further information on the Construction User Fee for Skills Center, to make sure that the college would not be in competition with local business. Dean Belknap responded that this fee came around after consultation with an advisory board, made up of local businesses, and to meet a community need. Chair Lucero commented that he would rather see a non-credit course established to take care of this need. Dean Belknap commented that she did not have any faculty available to teach a non-credit class currently.

Mr. Joe mentioned the Construction Advisory Board and asked if they supported this idea. Dean Belknap replied that it had been discussed with them and they had not voiced any concern for the plan.

Mr. Leslie asked what the insurance cost to the college might be. CBO Ellison responded that the college had Liability Insurance in place and were actually beginning the renewal process and did not have a quote for this type of activity.

*Mr. Matteson made a motion to table the Request for the new Construction User Fees for the Skills Center to a later date so further analysis and information can be provided. Mr. Peaches seconded. **The vote was unanimous in the affirmative.***

*Mr. Matteson made a motion to approve the 2017-18 Tuition and Fees as amended. Mr. Peaches seconded. **The motion passed with a majority vote.***

7.C. Request to Approve 2017-2018 Wage and Salary Schedules

CBO Ellison reviewed the Request to Approve 2017-2018 Wage and Salary Schedules noting there had been no changes to the information from February's presentation.

Chair Lucero commented that the Dental Insurance would no longer be covered for employees under the new schedule. CBO Ellison confirmed that it would become an optional addition that employees would have to pay for themselves.

Mr. Matteson confirmed that staff was recommending a 1.5% increase for contracted employees.

*Mr. Matteson made a motion to approve the Request to Approve the 2017-18 Wage and Salary Schedules as presented. Mr. Peaches seconded. **The vote was unanimous in the affirmative.***

Chair Lucero called for a 10 minute recess.

7.D. Request to Approve Tiponi Building Improvements

CBO Ellison reviewed the Request to Approve Tiponi Building Improvements noting Director Huish was available to answer any questions the Board may have on any of the upcoming construction items.

Mr. Matteson made a motion to approve the Request to Approve the Tiponi Building Improvements as presented. Mr. Joe seconded. The vote was unanimous in the affirmative.

7.E. Request to Approve Ponderosa Science Lab Remodel

CBO Ellison reviewed the Request to Approve Ponderosa Science Lab Remodel.

Mr. Matteson made a motion to approve the Request to Approve the Ponderosa Science Lab Remodel as presented. Mr. Peaches seconded. The vote was unanimous in the affirmative.

7.F. Request to Approve Tawa Center Planter Modifications

CBO Ellison reviewed the Request to Approve Tawa Center Planter Modifications noting that the Board had two options to consider.

The Board discussed the options asking Director Huish a number of questions with regards to both proposals.

Mr. Matteson made a motion to approve the Request to Approve the Tawa Center Planter Modifications without utilizing additional funds for a Petrified Wood base. Mr. Peaches seconded. The vote was unanimous in the affirmative.

7.G. Request to Approve Nizhoni Learning Center Skylight Canopy

CBO reviewed the Request to Approve Nizhoni Learning Center Skylight.

Mr. Matteson made a motion to Approve the Nizhoni Learning Center Skylight Canopy as presented, Mr. Peaches seconded. The vote was unanimous in the affirmative.

7.H. Request to Approve Improvements at Maintenance Shop

CBO Ellison reviewed the Request to Approve Improvements at Maintenance Shop.

Chair Lucero asked if continued inspections were part of the quote. Director Huish responded that it was included in the proposal and included taking concrete and asphalt samples as well as inspecting depth of compaction.

Mr. Matteson asked if the Engineering costs were included in the bid. Director Huish commented that the engineering costs were not included in this bid as it was a separate line item in the Maintenance budget for Professional Fees.

Mr. Matteson made a motion to Approve Improvements at Maintenance Shop as presented, Mr. Peaches seconded. The vote was unanimous in the affirmative.

Director Huish also mentioned that improvements to Bales Avenue were at the paving stage and would hopefully be completed by Friday, which would make them ahead of schedule.

Agenda Item 8: Standing Business

8.A. Strategic Planning and Accreditation Steering Committee (SPASC) Report

Vice President Vest addressed the Board and provided a report on current SPASC activities.

Vice President Vest invited Director Josh Rogers to report on the recent response from the Higher Learning Commission on the Quality Initiative. Director Rogers stated that a required update was submitted and feedback had been very positive.

President Swarthout commented that Accreditation was becoming more and more difficult but the college has a sterling reputation with the Higher Learning Commission and are in excellent shape, but have a lot of work still to complete.

Mr. Leslie asked what exactly the Board's role is during the accreditation process. Vice President Vest responded that the Board has a President who is a Peer Reviewer for the Commission and can provide members with information on their role as the Commission requires. President Swarthout offered to provide information on the criterion the college will be assessed on and the Board's role during the process. Vice President Vest also offered to provide Mr. Leslie with a guide that SPASC were using which was really tailored towards community colleges.

Mr. Joe commented that he would attend the Higher Learning Commission Annual meeting this year and it is a great opportunity for training.

8.B. President's Report

President Swarthout addressed the Board and reported Pima Community College had sanctions removed by the Higher Learning Commission. President Swarthout invited Colleen Readel, Commencement Coordinator, to offer an invitation to the 43rd Annual Commencement Ceremony on Saturday, May 13th. Coordinator Readel noted a packet has been provided to each Board Member with all the information on Commencement.

Mr. Matteson asked who the Commencement Speaker would be this year. President Swarthout responded that the Commencement Speaker would be Dr. Maria Hesse who is Vice Provost for Academic Partnerships at Arizona State University.

President Swarthout noted that she would be on a Commission assignment during the Board meeting in April and Vice President Vest would take her role during the meeting.

8.C. Agenda Items/Informational Needs

Mr. Joe asked for an expanded report on current Marketing activities and budgets.

Agenda Item 9: Board Report/Summary of Current Event
None.

Agenda Item 10: Announcement of Next Regular Meeting: Regular District Governing Board meeting on Tuesday, April 18, 2017.

Agenda Item 11: Adjournment

The meeting was adjourned at 12:16 a.m. upon a motion by Mr. Matteson, a second by Mr. Peaches , and a unanimous affirmative vote.

Respectfully submitted,

A handwritten signature in black ink that reads "Paul Hempsey". The signature is written in a cursive style with a long, sweeping underline.

Paul Hempsey
Recording Secretary to the Board

**REQUEST TO APPROVE PROGRAM CHANGES
FOR
EARLY CHILDHOOD STUDIES, ASSOCIATE OF APPLIED
SCIENCE, CERTIFICATE OF APPLIED SCIENCE OR
CERTIFICATE OF PROFICIENCY IN
EARLY CHILDHOOD MANAGEMENT (MODIFICATION),
EARLY CHILDHOOD STUDIES (NEW),
FAMILY CARE (MODIFICATION),
INFANT/TODDLER (MODIFICATION),
PRESCHOOL (DELETION),
SCHOOL-AGE (MODIFICATION)**

Recommendation:

The Instructional Council recommends approval of the changes to the Early Childhood Studies (ECD) Associate of Applied Science (AAS), Certificate of Applied Science (CAS) or Certificate of Proficiency (CP) in Early Childhood Management (modification), Early Childhood Studies (new), Family Care (modification), Infant/Toddler (modification), Preschool (deletion) and School-Age (modification). Details of the changes noted below.

Summary:

The main modifications to the Early Childhood Management, Family Care, Infant/Toddler and School-Age programs consist of course title changes, which were updated to align with course content. The number of credit hours for the CP in Family Care and School-Age is changing slightly, as some courses are no longer relevant.

The Preschool specialization is being deleted and has been replaced with a new specialization, Early Childhood Studies. The redesign of the program streamlines degree attainment, expands student career choices, and better aligns with three interrelated systems in Early Childhood professional career pathways. These changes to the ECD program are the first of a three-year year plan to bring each of our degree certificate programs into alignment with national recommendations and state level standards for early childhood workforce knowledge and competencies.

Proposed effective date will be Fall, 2017.

Early Childhood Studies (ECD)

Early Childhood Management Specialization

Early Childhood Management (CAS) • 41 credits

ECD 100 Providing a Healthy Environment	1 credit
ECD 102 Ensuring a Safe Environment	1 credit
ECD 103 Planned Arrangements and Schedules	1 credit
ECD 105 Guidance Principles for Encouraging Self-Discipline	1 credit
Understanding Behavior and Encouraging Self-Discipline	
ECD 108 Techniques for Observing Children	1 credit
Observation and Assessment in Early Childhood	
ECD 110 Building Relationships with Parents Through Communication	1 credit
Building Relationships with Families	
ECD 111 Supporting the Growth and Education of Parents	1 credit
ECD 112 Enhancing Family Involvement	1 credit
ECD 120 Enhancing a Positive Self-Concept	1 credit
Guidance and Development of Social-Emotional Development	
ECD 128 Incorporating the Children's Culture	1 credit
Culture, Language, and Community	
ECD 129 Planning and Implementing a Bilingual Program	1 credit
ECD 136 Understanding How Children Learn	1 credit
ECD 175 Professionalism	1 credit
ECD 198 Internship - (Early Childhood Management)	1 credit
ECD 200 Introduction to Early Childhood Education	3 credits
ECD 201 Exploring Early Childhood Program Philosophies	1 credit
ECD 211 Providing Food and Nutrition Services	1 credit
ECD 231 Planning and Managing an Early Childhood Program	2 credits
ECD 232 Designing Indoor and Outdoor Environments	2 credits
ECD 233 Developing Policies and Procedures for Early Childhood Programs	2 credits
Policies and Procedures in Early Childhood Programs	
ECD 234 Staffing an Early Childhood Program	2 credits
ECD 235 Budgeting and Financial Management	2 credits
ECD 236 Marketing the Early Childhood Program	2 credits
ECD 237 Evaluating an Early Childhood Program	1 credit
ECD 250 Child Development I	3 credits

PLUS

Communications 3 credits

ENL 101 College Composition I 3 credits

Mathematics 3 credits

Select any course under the **Mathematics** General Education Course Options

(for CAS and AAS Degrees) on page 64 **EXCEPT** for MAT 101

EARLY CHILDHOOD STUDIES

ECD - EARLY CHILDHOOD STUDIES (CP) • 19 CREDITS

ECD 100 PROVIDING A HEALTHY ENVIRONMENT	1 CREDIT
ECD 102 ENSURING A SAFE ENVIRONMENT	1 CREDIT
ECD 105 UNDERSTANDING BEHAVIOR AND ENCOURAGING SELF-DISCIPLINE	1 CREDIT
ECD 108 OBSERVATION AND ASSESSMENT IN EARLY CHILDHOOD	1 CREDIT
ECD 110 BUILDING RELATIONSHIPS WITH FAMILIES	1 CREDIT
ECD 120 GUIDANCE AND DEVELOPMENT OF SOCIAL-EMOTIONAL DEVELOPMENT.....	1 CREDIT
ECD 128 CULTURE, LANGUAGE, AND COMMUNITY	1 CREDIT
*ECD 200 INTRODUCTION TO EARLY CHILDHOOD EDUCATION	3 CREDITS
*ECD 136 UNDERSTANDING HOW CHILDREN LEARN	1 CREDIT
*ECD 142 DESIGNING DEVELOPMENTALLY EFFECTIVE LEARNING ENVIRONMENTS	2 CREDITS
*ECD 136 AND ECD 142 MAY BE TAKEN IN COMBINATION OR ECD 200 AS A SINGLE, 3-CREDIT CLASS	
ECD 175 PROFESSIONALISM	1 CREDIT
ECD 186 EFFECTIVE INTERACTIONS FOR LEARNING	1 CREDIT
ECD 187 SUPPORTING STEM IN EARLY CHILDHOOD	1 CREDIT
ECD 217 EARLY CHILDHOOD LANGUAGE AND LITERACY	1 CREDIT
ECD 233 POLICIES AND PROCEDURES IN EARLY CHILDHOOD PROGRAMS	2 CREDITS
*ECD 250 CHILD DEVELOPMENT I	3 CREDITS
*ECD 147 PRENATAL AND INFANT DEVELOPMENT	1 CREDIT

- *ECD 148 TODDLER DEVELOPMENT 1 CREDIT
- *ECD 149 DEVELOPMENT OF THE PRESCHOOL CHILD 1 CREDIT
- *ECD 147, 148, 149 MAY BE TAKEN IN COMBINATION OR ECD 250 AS A SINGLE THREE-CREDIT CLASS.

ECD - EARLY CHILDHOOD STUDIES (CAS) • 28 CREDITS

COMPLETE THE ECD -EARLY CHILDHOOD STUDIES CP 19 CREDITS

PLUS

GENERAL EDUCATION REQUIREMENTS 6 CREDITS

COMMUNICATIONS 3 CREDITS

ENL 101 COLLEGE COMPOSITION I 3 CREDITS

MATHEMATICS 3 CREDITS

SELECT ANY COURSE UNDER THE MATHEMATICS GENERAL EDUCATION COURSE OPTIONS
(FOR CAS AND AAS DEGREES) ON PAGE 64

CORE REQUIREMENTS 3 CREDITS

SELECT ANY COURSE WITHIN ECD

ECD - EARLY CHILDHOOD STUDIES (AAS) • 64 CREDITS

COMPLETE THE ECD -EARLY CHILDHOOD STUDIES CAS 28 CREDITS

PLUS

GENERAL EDUCATION REQUIREMENTS 3 CREDITS

COMMUNICATIONS 3 CREDITS

SELECT ANY COURSE UNDER THE COMMUNICATIONS GENERAL EDUCATION COURSE OPTIONS (FOR AAS DEGREES) ON PAGE 64.

DISCIPLINE STUDIES 13 CREDITS

(SELECT ONE COURSE FROM THE PHYSICAL AND BIOLOGICAL SCIENCES, ONE COURSE FROM THE ARTS AND HUMANITIES AND TWO COURSES FROM THE SOCIAL AND BEHAVIORAL SCIENCES LISTS ON PAGE 64.)

CORE REQUIREMENTS 11 CREDITS

ECD 222-INTRODUCTION TO EARLY CHILDHOOD SPECIAL EDUCATION 3 CREDITS

PLUS

SELECT ANY COURSES WITHIN ECD 8 CREDITS

REQUIRED ELECTIVES 9 CREDITS

SELECT A MINIMUM OF 9 UNDUPLICATED, NON-ECD CREDITS. MAY BE IN A RELATED AREA TO ECD SUCH AS SOC, EDU, OR HUS.

Early Childhood Studies (ECD)

Family Care Specialization

ECD – Family Care (CP) • ~~26~~ 25 credits

- ECD 100 Providing a Healthy Environment 1 credit
- ECD 101 The Child's Total Learning Environment 1 credit
- ECD 102 Ensuring a Safe Environment 1 credit
- ECD 103 Planned Arrangements and Schedules 1 credit
- ECD 105 ~~Guidance Principles for Encouraging Self-Discipline~~ 1 credit
- ~~Understanding Behavior and Encouraging Self-Discipline~~
- ECD 108 ~~Techniques for Observing Children~~ 1 credit
- ~~Observation and Assessment in Early Childhood~~
- ECD 110 ~~Building Relationships with Parents Through Communication~~ 1 credit
- ~~Building Relationships with Families~~
- ECD 113 Fostering Communication and Language Skills 1 credit
- ECD 114 Beginning Mathematical Concepts 1 credit
- ECD 116 ~~Sciencing~~ Science and Discovery 1 credit
- ECD 117 ~~Enhancing Questions and Problem-Solving Abilities~~ 1 credit
- ECD 120 ~~Enhancing a Positive Self-Concept~~ 1 credit
- ~~Guidance and Development of Social-Emotional Development~~
- ECD 123 Music and Creative Movement 1 credit
- ECD 124 Dramatic Play in the Early Childhood Setting 1 credit
- ECD 125 Creative Media 1 credit
- ECD 126 Large Muscle Development 1 credit
- ECD 127 Small Muscle Development 1 credit
- ECD 136 Understanding How Children Learn 1 credit
- *ECD 147 Prenatal and Infant Development 1 credit

*ECD 148 Toddler Development	1 credit
*ECD 149 Development of the Preschool Child	1 credit
ECD 167 Guidance and Discipline of Infants and Toddlers	1 credit
ECD 175 Professionalism	1 credit
ECD 181 Recordkeeping for the Family Day Care Provider	1 credit
ECD 182 Family Day Care as a Small Business	1 credit
ECD 183 Balancing Work and Family in a Family Day Care Setting	1 credit
*ECD 250 Child Development I	3 credits
<i>*ECD 147, 148, 149 may be taken in combination or ECD 250 as a single three-credit class.</i>	

ECD – Family Care (CAS) • ~~32~~ 31 credits

Complete the ECD – Family Care CP ~~26~~ 25 credits

PLUS

Communications 3 credits

ENL 101 College Composition I 3 credits

Mathematics 3 credits

Select any course under the **Mathematics** General Education Course Options
(for CAS and AAS Degrees) on page 64

ECD – Family Care (AAS) • 64 credits

Complete the ECD – Family Care CAS ~~32~~ 31 credits

PLUS

General Education Courses

Communications 3 credits

Select any course under the **Communications** General Education Course Options (for AAS degrees) on page 64.

Discipline Studies 7 credits

(Select one course from the **Physical and Biological Sciences** and one course from either the **Arts and Humanities** or **Social and Behavioral Sciences** lists on page 64.)

Required Electives ~~22~~ 23 credits

Select a minimum of ~~22~~ 23 unduplicated credits. One-half to six credits of ECD/EDU/HUS 199s and 299s may be included in the ~~22~~ 23 credits.

Infant/Toddler Specialization

ECD – Infant/Toddler (CP) • 26 credits

ECD 100 Providing a Healthy Environment 1 credit

ECD 102 Ensuring a Safe Environment 1 credit

ECD 103 Planned Arrangements and Schedules 1 credit

ECD 108 ~~Techniques for Observing Children~~ 1 credit

Observation and Assessment in Early Childhood

ECD 110 ~~Building Relationships with Parents Through Communication~~ 1 credit

Building Relationships with Families

ECD 112 Enhancing Family Involvement 1 credit

ECD 115 Nutrition in Early Childhood 1 credit

ECD 143 Inclusion of Children with Special Needs 2 credits

*ECD 147 Prenatal and Infant Development 1 credit

*ECD 148 Toddler Development 1 credit

*ECD 149 Development of the Preschool Child 1 credit

ECD 154 Environments for Infants and Toddlers 1 credit

ECD 155 Curriculum and Learning Materials for Infants 1 credit

ECD 156 Curriculum and Learning Materials for Toddlers 1 credit

ECD 158 Developing and Utilizing Observation Skills in Infant and Toddler Programs 1 credit

ECD 159 Recordkeeping Skills for Infant/Toddler Care 1 credit

ECD 163 Cognitive Development of Infants and Toddlers 1 credit

ECD 164 ~~Practical Applications of Cognitive Development~~ 1 credit

Practical Applications of Cognitive Development in Infants and Toddlers

ECD 165 Language Development of Infants and Toddlers 1 credit

ECD 166 Encouraging Autonomy and Positive Self-Concept 1 credit

ECD 167 Guidance and Discipline of Infants and Toddlers 1 credit

ECD 168 Enhancing Social Competence of Infants/ and Toddlers 1 credit

ECD 169 Sensorimotor Learning in Infancy and Toddlerhood 1 credit

ECD 172 Physical Development in Infancy and Toddlerhood 1 credit

ECD 175 Professionalism 1 credit

*ECD 250 Child Development I 3 credits

**ECD 147, 148, 149 may be taken in combination or*

ECD 250 as a single three-credit class.

Preschool Specialization

~~ECD – Preschool (CP) • 26 credits~~

ECD 100 Providing a Healthy Environment	1 credit
ECD 101 The Child's Total Learning Environment	1 credit
ECD 102 Ensuring a Safe Environment	1 credit
ECD 103 Planned Arrangements and Schedules	1 credit
ECD 105 Guidance Principles for Encouraging Self-Discipline	1 credit
ECD 108 Techniques for Observing Children	1 credit
ECD 110 Building Relationships with Parents Through Communication	1 credit
ECD 112 Enhancing Family Involvement	1 credit
ECD 113 Fostering Communication and Language Skills	1 credit
ECD 114 Beginning Mathematical Concepts	1 credit
ECD 115 Nutrition in Early Childhood	1 credit
ECD 116 Sciencing and Discovery	1 credit
ECD 117 Enhancing Questions and Problem-Solving Abilities	1 credit
ECD 118 Blocks in Early Childhood Program	1 credit
ECD 120 Enhancing a Positive Self-Concept	1 credit
ECD 123 Music and Creative Movement	1 credit
ECD 124 Dramatic Play in Early Childhood Setting	1 credit
ECD 125 Creative Media	1 credit
ECD 126 Large Muscle Development	1 credit
ECD 127 Small Muscle Development	1 credit
ECD 136 Understanding How Children Learn	1 credit
*ECD 147 Prenatal and Infant Development	1 credit
*ECD 148 Toddler Development	1 credit
*ECD 149 Development of the Preschool Child	1 credit
ECD 175 Professionalism	1 credit
ECD 216 Transitions	1 credit
*ECD 250 Child Development I	3 credit

~~*ECD 147, 148, 149 may be taken in combination or ECD 250 as a single three-credit class.~~

~~ECD – Preschool (CAS) • 32 credits~~

Complete the ECD – Preschool CP	26 credits
PLUS	
Communications	3 credits
ENL 101 College Composition I	3 credits
Mathematics	3 credits
Select any course under the Mathematics General Education Course Options (for CAS and AAS Degrees) on page 64	

~~ECD – Preschool (AAS) • 64 credits~~

Complete the ECD – Preschool CAS	32 credits
PLUS	

~~General Education Courses~~

Communications	3 credits
Select any course under the Communications General Education Course Options (for AAS degrees) on page 64.	

~~Discipline Studies~~

~~(Select one course from the **Physical and Biological Sciences** and one course from either the **Arts and Humanities** or **Social and Behavioral Sciences** lists on page 64.)~~

~~Required Electives~~

~~Select a minimum of 22 unduplicated credits. One-half to six credits of ECD/EDU/HUS 199s and 299s may be included in the 22 credits.~~

Early Childhood Studies (ECD)

School-Age Specialization

ECD – School-Age (CP) • ~~26~~ 25 credits

ECD 100 Providing a Healthy Environment	1 credit
ECD 102 Ensuring a Safe Environment	1 credit
ECD 103 Planned Arrangements and Schedules	1 credit
ECD 107 Collecting, Organizing, and Using Teaching Aids	1 credit
ECD 108 Techniques for Observing Children	1 credit

Observation and Assessment in Early Childhood	
ECD 110 Building Relationships with Parents Through Communication	1 credit
Building Relationships with Families	
ECD 115 Nutrition in Early Childhood	1 credit
ECD 116 Science Science and Discovery	1 credit
ECD 117 Enhancing Questions and Problem-Solving Abilities	1 credit
ECD 120 Enhancing a Positive Self-Concept	1 credit
Guidance and Development of Social-Emotional Development	
ECD 123 Music and Creative Movement	1 credit
ECD 124 Dramatic Play in the Early Childhood Setting	1 credit
ECD 125 Creative Media	1 credit
ECD 127 Small Muscle Development	1 credit
ECD 128 Culture, Language, and Community	1 credit
ECD 136 Understanding How Children Learn	1 credit
*ECD 147 Prenatal and Infant Development	1 credit
*ECD 148 Toddler Development	1 credit
*ECD 149 Development of the Preschool Child	1 credit
ECD 150 Middle Childhood Years	1 credit
ECD 151 Math for School-Agers	1 credit
ECD 152 Learning Environment for School-Agers	1 credit
ECD 153 Guidance Principles for School-Agers	1 credit
ECD 175 Professionalism	1 credit
ECD 186 Effective Interactions for Learning	1 credit
ECD 216 Transitions	1 credit
ECD 217 Early Literacy	1 credit
Early Childhood Language and Literacy	
*ECD 250 Child Development I	3 credits
ECD 139 Assisting in Teaching Elementary School Physical Education	1 credit
*ECD 147, 148, 149 may be taken in combination or ECD 250 as a single three-credit class.	

ECD – School-Age (CAS) • ~~32~~ 31 credits

Complete the ECD - School-Age CP **26 25 credits**

PLUS

Communications **3 credits**

ENL 101 College Composition I 3 credits

Mathematics **3 credits**

Select any course under the **Mathematics** General Education Course Options
(for CAS and AAS Degrees) on page 64

ECD – School-Age (AAS) • 64 credits

Complete the ECD - School-Age CAS **32 31 credits**

PLUS

General Education Courses

Communications **3 credits**

Select any course under the **Communications** General Education Course Options (for AAS degrees) on page 64.

Discipline Studies **7 credits**

(Select one course from the **Physical and Biological Sciences** and one course from either the **Arts and Humanities** or **Social and Behavioral Sciences** lists on page 64.)

Required Electives **22 23 credits**

Select a minimum of **22 23 unduplicated** credits. One-half to six credits of ECD/EDU/HUS 199s and 299s may be included in the **22 23** credits.

Policy 1940 Capital Asset Policy

The Board has established the following Capital Asset Policy that is within the guidelines established by the *Uniform System of Accounting and Financial Reporting for Arizona Community College Districts (USAFR)* as required by the Office of the Auditor General.

Capitalization Thresholds:

Equipment, buildings, intangibles and improvements other than buildings valued at \$5,000 or as otherwise specified by grant requirements, and having a useful life of more than one year will be capitalized.

Land is always capitalized upon acquisition and/or purchase at market value.

If expenditures increase the utility or significantly extend the useful life of an asset, they should be capitalized and added to the recorded cost of the asset. If expenditures maintain the original condition of an asset, they should be classified as repair and maintenance. The distinguishing feature between a capital improvement and a repair and maintenance expenditure is that a capital improvement results in an improved asset.

Acquisitions:

Equipment purchases of \$5,000 or more unless specified by grant procedure and land, building and site improvements must be purchased from the Unexpended Plant Fund, the Current Restricted Fund or the Current Auxiliary Enterprises Fund.

"System purchases" should be capitalized as a whole unit; however items purchased in bulk will not be capitalized unless the unit cost is \$5,000 or greater.

Inventory and Maintenance:

A current Capital Asset listing will be maintained by the Chief Business Officer or Designee. This list shall include current year additions, deletions and impairments. Assets are placed on the Master Listing when they are purchased and removed from the listing when they are disposed.

Transfer and Disposition:

An Equipment Transfer/Disposition form is required to be completed and approved by the Controller or their Designee for all asset transfers and dispositions.

Assets transferred on a temporary basis meeting the capital asset threshold as defined above, will be tracked internally by the Dean, Director or Designee on a "check-out" sheet if the re-assignment is for less than one week.

Grant assets must follow this procedure and require additional approval from the Grant Administrator to ensure that any disposition requirements are fulfilled.

(Rev 4/18/17)

Policy 1933 Voucher: Check Approval Authorization

The Board grants authority to the President, or designee, to release checks.

1. All checks for amounts less than twenty-five thousand dollars will be released upon one signature on the check. It may be a facsimile signature.
2. All checks for amounts more than twenty-five thousand dollars will be released upon two signatures on the check. One signature may be a facsimile signature. The authorized signatories include the President, Chief Business Officer, or Controller, of which one must be an original signature.

(Rev 4/18/17; formerly Policy 1261)

Policy 1931 Payment of Expenses

The Board grants authority to the President, or designee, to pay all properly authorized expenses.

1. Payments made by checks will be signed by the President, Chief Business Officer, or Controller. In lieu of actual signature, a facsimile signature plate may be used.
2. Payments made by electronic transfer require approval by the President, or Chief Business Officer, or Controller.

(Rev 4/18/17)

Policy 1125 Surplus Property Representatives

The President, Chief Business Officer, and/or designee are the college's representatives to the State Surplus Property Division of the Department of Administration. (Rev 04/18/17)



Northland Pioneer College
EXPANDING MINDS • TRANSFORMING LIVES_{SM}

**REQUEST FOR PROPOSALS FOR AN
EXECUTIVE SEARCH FIRM /
SEARCH CONSULTANT**

**Northland Pioneer College
Holbrook, Arizona**

**REQUEST FOR PROPOSALS
RFP NO.**

**PROJECT TITLE: REQUEST FOR PROPOSALS FOR AN EXECUTIVE SEARCH FIRM /
SEARCH CONSULTANT**

PROPOSAL DUE DATE:

Monday, May 1, 2017; 4:30 p.m. local time in Holbrook, Arizona.

EXPECTED TIME PERIOD FOR CONTRACT:

June 1, 2017, to June 30, 2018. Northland Pioneer College reserves the right at its discretion to extend the contract for up to three additional months.

CONSULTANT ELIGIBILITY: This procurement is open to those consultants that satisfy the minimum qualifications stated herein and that are available for work in Arizona State.

CONTENTS OF THE REQUEST FOR PROPOSALS: Recognizing Northland Pioneer College's vision, mission, and core values, the proposal should include the approach, method and project requirement/tasks necessary to completely execute all aspects of a comprehensive and inclusive presidential search process.

1. Introduction
2. General Information for Consultants
3. Proposal Contents
4. Evaluation and Award
5. RFP Exhibits

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1. INTRODUCTION

1.1. PURPOSE AND BACKGROUND

Northland Pioneer College, hereafter “College,” is initiating this Request for Proposals (RFP) to solicit proposals from qualified firms or consultants interested in participating in a project to advise and assist the District Governing Board and its search committee in conducting a national search for a new President of the College. Recognizing the College’s vision, mission and core values, the proposal should include the approach, method and project requirements/tasks necessary to completely execute all aspects of a comprehensive and inclusive search process.

1.2. OBJECTIVE

It is intended that this RFP will allow the College to select the most qualified and dependable firm/consultant to provide these specific services at a competitive price.

1.3. MINIMUM QUALIFICATIONS

The consultant must be licensed to do business in the State of Arizona. The consultant must have demonstrated experience in conducting national searches at the highest executive levels; skill in working with a wide range of constituencies and stakeholders in developing consensus and facilitation of public forums; recruitment of candidates and overall management of public search processes. Successful experience with executive searches in higher education will be preferred.

1.4. PERIOD OF PERFORMANCE

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about May 1, 2017, and to extend through June 30, 2018. Amendments extending the period of performance, if any, shall be at the sole discretion of the College.

1.5. DEFINITIONS

Definitions for the purposes of this RFP include:

College – Northland Pioneer College is agency political subdivision of the State of Arizona that is issuing this RFP.

Consultant - Individual or company submitting a proposal in order to obtain a contract with the College.

Contractor - Individual or company whose proposal has been accepted by the College and is awarded a fully executed, written contract.

Proposal - A formal offer submitted in response to this solicitation.

Request for Proposals (RFP) - Formal procurement document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the consultant community to suggest various approaches to meet the need at a given price.

1.6. ADA

The College complies with the Americans with Disabilities Act (ADA). Consultants may contact the RFP Coordinator to receive this Request for Proposals in alternative formats.

2. GENERAL INFORMATION FOR CONSULTANTS

2.1. RFP COORDINATOR

The RFP Coordinator is the sole point of contact in the College for this procurement. All communication between the consultant and the College upon receipt of this RFP shall be with the RFP Coordinator, as follows:

Name / Title	Jason Foutz, Associate Vice President, Chief Operations Officer
Address	2251 E. Navajo Blvd
City, State Zip Code	Holbrook, AZ 86025
Phone Number	(928) 524-7440
E-Mail Address	jason.foutz@npc.edu

Any other communication will be considered unofficial and non-binding on the College. Consultants are to rely on written statements issued by the RFP Coordinator. Communication directed to parties other than the RFP Coordinator may result in disqualification of the consultant.

2.2. ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	April 19, 2017
Proposals Due	May 19, 2017
Evaluate Proposals	May 22 – June 2, 2017
Conduct Oral Interviews with Finalists	June 12 – 16, 2017
Announce “Apparent Successful Contractor” and send notification via fax or e-mail to unsuccessful proposers	June 30, 2017
Negotiate Contract	July 3 – 28, 2017
Begin Contract Work	August 1, 2017

The College reserves the right to revise the above schedule.

2.3. SUBMISSION OF PROPOSALS

Proposals must be submitted in hard copy and/or electronically as set forth below. Proposals may not be transmitted via facsimile.

Consultants are required to submit two (2) original and six (6) additional complete copies of their proposal. Two copies must have original signatures and the remaining copies can have photocopied signatures. If proposals are submitted electronically, two hard copies with original signatures must be submitted. The proposal, whether mailed or hand delivered, **must** arrive at the College no later than 4:30 pm Mountain Standard Time on Friday, May 19, 2017.

The proposal is to be sent to the RFP Coordinator at the address noted in Section 2.1. The envelope should be clearly marked to the attention of the RFP Coordinator: Jason Foutz.

Consultants mailing proposals should allow normal mail delivery time to ensure timely receipt of their proposals by the RFP Coordinator. Consultants assume the risk for the method of delivery chosen. The College assumes no responsibility for delays caused by any delivery service. **Proposals may not be transmitted using facsimile transmission.**

Proposals deemed late will not be accepted and will be automatically disqualified from further consideration. Receipt of late proposals will be accepted under the following circumstances:

- If the proposal was sent by registered or certified mail not later than the fifth calendar day prior to the date specified for receipt of proposals, the proposal is accepted.
- If the proposal was sent by mail, and it can be determined that late receipt was due solely to government (in this case, state agency) mishandling after receipt, the proposal will be accepted.
- The proposal is the only proposal received.

The proposals must respond to the procurement requirements. Do not respond by referring to material presented elsewhere. The proposal must be complete and must stand on its own merits. Failure to respond to any portion of the procurement document may result in rejection of the proposal as non-responsive. All proposals and any accompanying documentation become the property of the College and will not be returned.

2.4. PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

Materials submitted in response to this competitive procurement shall become the property of the College.

All proposals received shall remain confidential until the contract, if any, resulting from this RFP is signed by the College's authorized representative and the apparent successful contractor. Thereafter, the proposals will become a matter of public record.

Any information in the proposal that the consultant desires to claim as proprietary and exempt from disclosure must be clearly designated. The page must be identified along with the particular statutory exemption from disclosure upon which the consultant is relying. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on the lower right hand corner of the page.

If consultant believes that its proposal contains trade secrets or proprietary information that should be withheld from public inspection, a statement advising College of this fact will accompany the proposal, and the information will be so identified wherever it appears. College will review the statement and will determine in writing whether the information will be withheld. If College determines to disclose the information, Northland Pioneer College will inform Offeror in writing of such determination.

If the College receives a request for public records from a consultant, a charge will be made for copying and shipping, as outlined in A.R.S. 39-121.01. No fee shall be charged for inspection of contract files, but twenty-four (24) hours' notice to the RFP Coordinator is required. All requests for information should be directed to the RFP Coordinator.

2.5. REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be mailed to those who either received the RFP or who responded with a Letter of Intent to Propose.

If you downloaded this RFP from the College's website, you are responsible for sending your name, address, e-mail address and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/agency answers.

The College also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

2.6. ACCEPTANCE PERIOD

Proposals must provide 60 days for acceptance by the College from the due date for receipt of proposals.

2.7. RESPONSIVENESS

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. The consultant is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

The College also reserves the right, however, at its sole discretion to waive minor administrative irregularities.

2.8. MOST FAVORABLE TERMS

The College reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially with the most favorable terms which the consultant can propose. There will be no best and final offer procedure. The College does reserve the right to contact a consultant for clarification of its proposal.

The consultant should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the consultant's proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to the College.

In addition, if the consultant is selected as the apparent successful contractor, the College reserves the right to enter into contract negotiations with the apparent successful contractor, which may include discussion regarding the terms of the proposal.

2.9. CONTRACT AND GENERAL TERMS & CONDITIONS

The apparent successful contractor will be expected to enter into a contract which is substantially the same as the sample contract attached as **Exhibit D** and its general terms and conditions attached as **Exhibit E**. In no event is a consultant to submit its own standard contract terms and conditions in response to this solicitation. The consultant may submit exceptions as allowed in the "Certifications and Assurances" attached as **Exhibit A** to this solicitation. The College will review requested exceptions and accept or reject the same at its sole discretion.

2.10. COSTS TO PROPOSE

The College will not be liable for any costs incurred by the consultant in preparing a proposal submitted in response to this RFP, in conducting a presentation, or in performing any other activities related to responding to this RFP.

2.11. NO OBLIGATION TO CONTRACT

This RFP does not obligate the College to contract for the services specified herein.

2.12. REJECTION OF PROPOSALS

The College reserves the right at its sole discretion, and without penalty, to reject all proposals received and not to issue a contract as a result of this RFP.

2.13. COMMITMENT OF FUNDS

The College official(s) designated by the College's Board of Trustees are the only individuals who may legally commit the College to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

2.14. INSURANCE COVERAGE

The contractor is to furnish the College with certificates of insurance executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth below.

The contractor shall, at its own expense, obtain and keep in force insurance coverage which shall be maintained in full force and effect during the term of the contract. The Contractor shall furnish evidence in the form of a Certificate of Insurance that insurance will be provided, and a copy shall be forwarded to the College within fifteen (15) days of the contract effective date.

A. Liability Insurance

1. Commercial General Liability Insurance. Contractor shall maintain commercial general liability (CGL) insurance and, if necessary, commercial umbrella insurance, with a limit of not less than \$1,000,000 per each occurrence. If CGL insurance contains aggregate limits, the general aggregate limit shall be at least twice the "each occurrence" limit. CGL insurance shall have a products-completed operations aggregate limit of at least two times the "each occurrence" limit. CGL insurance shall be written on ISO form CG-00-01 or a substitute form providing equivalent coverage. All insurance shall cover liability assumed under an insured contract (including the tort liability of another assumed in a business contract), and contain a separation of insureds (cross-liability) provision.

2. Subcontractor Insurance. Additionally, the contractor is responsible for ensuring that any subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.

3. Business Auto Policy. As applicable, the contractor shall maintain business auto liability and, if necessary, commercial umbrella liability insurance, with a limit of not less than \$1,000,000 per accident. Such insurance shall cover liability arising out of "Any Auto." Business auto coverage shall be written on ISO form CA-00-01 or substitute form providing equivalent coverage.

B. Employers Liability ("Stop Gap") Insurance

In addition, the contractor shall obtain employers liability insurance and, if necessary, commercial umbrella liability insurance, with limits not less than \$1,000,000 each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease.

C. Additional Provisions

Above insurance policies shall include the following provisions:

1. Additional Insured. The College, its officers, agents and employees, shall be named as additional insured on all general liability, excess, umbrella, and property insurance policies. All insurance provided in compliance with the contract shall be primary as to any other insurance or self-insurance programs afforded to or maintained by the College.

2. Cancellation. The College shall be provided at least 30 days' written notice before cancellation (including but not limited to cancellation for non-payment of premiums) or non-renewal of any insurance provided hereunder.

3. Identification. Policies of insurance must reference the name and address of the College and the College's contract number.

4. Insurance Carrier Rating. All insurance and bonds should be issued by companies admitted to do business within the State of Arizona and having a rating of A-, Class VII, or better in the most recently published edition of Best's Reports. Any exception shall be reviewed and approved by the College's Risk Manager before the contract is accepted or work may begin.

5. Excess Coverage. By requiring insurance hereunder, the College does not represent that coverage and limits will be adequate to protect the contractor, and such coverage and limits shall not limit contractor's liability under the indemnities and reimbursements granted to the College in any contract executed hereunder.

D. Workers' Compensation Coverage

The contractor will at all times comply with all applicable workers' compensation, occupational disease, and occupational health and safety laws and regulations to the full extent applicable. The College will not be held responsible in any way for claims filed by the contractor or its employees for services performed under the terms of any contract executed hereunder.

1. PROPOSAL CONTENTS

Proposals must be submitted on eight and one-half by eleven (8 1/2 x 11) inch paper with tabs separating the major sections of the proposal. The four major sections of the proposal are to be submitted in the order noted below:

1. Letter of Submittal, including signed Certifications and Assurances (**Exhibit A** to this RFP)
2. Proposed Methodology
3. Management Proposal
4. Cost Proposal

Proposals must provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the proposal, but should assist the consultant in preparing a thorough response.

Items in this section marked "mandatory" must be included as part of the proposal for the proposal to be considered responsive; however, items marked "mandatory" are not scored unless otherwise indicated. Items marked "scored" are those that are awarded points as part of the evaluation conducted by the evaluation team.

1.1. LETTER OF SUBMITTAL (MANDATORY)

The Letter of Submittal and the attached Certifications and Assurances form (**Exhibit A** to this RFP) must be signed and dated by a person authorized to legally bind the consultant to a contractual relationship: e.g., the President or Executive Director of a corporation, the managing partner of a partnership, or the proprietor of a sole proprietorship. Along with introductory remarks, the Letter of Submittal is to include by attachment the following information about the consultant and any proposed subcontractors:

1. Name, address, principal place of business, phone number, fax number, e-mail address of the legal entity or individual by whom the contract would be executed.
2. Name, address, and phone number of each principal officer (President, Vice President, Treasurer, Chair of the Board of Directors, etc.).
3. Legal status of the consultant (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.
4. Federal Employer Tax Identification number or Social Security number.
5. Location of the office/facility from which the consultant would operate.
6. Identify any State employees or former State employees employed by the firm or serving on the firm's governing board as of the date of the proposal. Include their position and responsibilities within the consultant's organization. If following a review of this information, it is determined by the College that a conflict of interest exists, the consultant may be disqualified from further consideration for the award of a contract.

1.2. PROPOSED METHODOLOGY (SCORED/MANDATORY)

The Proposed Methodology must contain a comprehensive description of services including the following elements:

- A. Project Approach/Methodology** – Include a complete description of the consultant’s proposed approach and methodology for the project. This section should convey the consultant’s understanding of the proposed project.
- B. Work Plan** – Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project defined in this RFP and within the timeline outlined in **Exhibit B**. Describe how the proposed plan will reach and encourage response from qualified applicants from a variety of ethnic and cultural backgrounds, and also how candidates’ individual views on campus diversity might be evaluated. This section of the proposal must contain sufficient detail to convey to members of the evaluation team the consultant’s knowledge of the subjects and skills necessary to successfully complete the project. **Include any required involvement of College staff.** The consultant may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation.
- C. Project Schedule** – Include a project schedule indicating when the elements of the work will be completed and when deliverables, if any, will be provided.
- D. Deliverables** – Fully describe deliverables to be submitted under the proposed contract.
- E. Outcomes and Performance Measurement** – Describe the impacts/outcomes the consultant proposes to achieve as a result of the delivery of these services, including how these outcomes would be monitored, measured and reported to the College.
- F. Overall Risk** –
 - 1. Define risks you identify as being significant to the success of the project. Include how you would propose to effectively monitor and manage these risks, including reporting of risks to the College’s contract manager.
 - 2. Provide a business continuation plan that illustrates how you will manage staff turnover or other contingencies and their impact on the completion and success of the project.

1.3. MANAGEMENT PROPOSAL

A. Project Management (SCORED/MANDATORY)

- 1. **Project Team Structure/Internal Controls** – Provide a description of the proposed project team structure and internal controls to be used during the course of the project, including any subcontractors. Provide an organizational chart of your firm indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior level of management. Designate who within the firm will have primary responsibility and final authority for the work.
- 2. **Staff Qualifications/Experience** – Identify staff, including subcontractors, who will be assigned to the potential contract, indicating the responsibilities and qualifications of such personnel, and include the amount of time each will be assigned to the project. Provide a resume/vita for the named staff including information on their particular skills related to this project, education, experience, significant accomplishments and any other pertinent information. The consultant must commit that staff identified in its proposal will actually perform the assigned work. A resume/vita for each person who will work on the contract is required. Any staff substitution must have the prior approval of the College.

B. Experience of the Consultant(SCORED/MANDATORY)

1. **Other Experience** - Indicate other relevant experience that indicates the qualifications of the consultant, and any subcontractors, for the performance of the potential contract.
2. **Contracts** - Include a list of contracts the consultant has had during the last five years that relate to the consultant's ability to perform the services needed under this RFP. List contract reference numbers, contract period of performance, contact persons, phone numbers, fax numbers and e-mail addresses.

C. References (SCORED/MANDATORY)

List names, addresses, phone numbers, fax numbers and e-mail addresses of five business references for whom work has been accomplished and briefly describe the type of service provided. The consultant must grant permission to the College to contact the references. Do not include current College staff as references. References will be contacted for the top-scoring proposal(s) only.

D. Related Information (MANDATORY)

1. If the consultant or any subcontractor has contracted with the State of Arizona, or any of its political subdivisions, during the past 24 months, indicate the name of the agency, the contract number and project description, and other available information to identify the contract.
2. If any member of the consultant's staff or subcontractor's staff was an employee of College during the past 24 months, or is currently a College employee, identify the individual by name, the employing agency, job title or position held, and separation date.
3. If the consultant has had a contract terminated for default in the last five years, describe such incident. Termination for default is defined as notice to stop performance due to the consultant's non-performance or poor performance, and the performance issue was either (a) not litigated due to inaction on the part of the consultant, or (b) litigated and such litigation determined that the consultant was in default.
4. Submit full details regarding any default, including the other party's name, address, and phone number. Present the consultant's position on the matter. The College will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience. If no such termination for default has been experienced by the consultant in the past five years, so indicate.

E. Equal Opportunity Recruiter (SCORED)

Indicate inclusion strategies utilized to recruit women and minorities for future executive level placements. Indicate the percentage of actual executive level placements of women and minorities the firm/consultant has made over the last five years. Identify strategies the firm/consultant will use to recruit women and minorities.

1.4. COST PROPOSAL

The evaluation process is designed to award this procurement not necessarily to the consultant of least cost, but rather to the consultant whose proposal best meets the requirements of this RFP. However, consultants are encouraged to submit proposals which are consistent with the College's efforts to conserve state resources. The proposal must specifically set forth the firm/consultant's professional fees and anticipated expenses in a "not to exceed" amount.

A. Identification of Costs (SCORED/MANDATORY)

Identify all costs, including expenses, to be charged for performing the services necessary to accomplish the objectives of the contract. The consultant is to submit a fully detailed budget including staff costs and any expenses necessary to accomplish the tasks and to produce the deliverables under the contract. Consultants are required to collect and pay Arizona State sales tax, if applicable. Costs for subcontractors are to be broken out separately.

2. EVALUATION AND CONTRACT AWARD

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. Only responsive proposals which meet the minimum requirements will be forwarded to the evaluation team for further review.

2.1. EVALUATION PROCEDURE

Responsive proposals will be evaluated in accordance with the requirements stated in this solicitation and any addenda issued. The evaluation of proposals shall be accomplished by the College's Governing Board or its designated evaluation team, which will determine the initial ranking of the proposals. Selection of the apparent successful contractor will be made by the Governing Board following reference checks and oral presentations by the top-scoring consultants.

2.2. EVALUATION WEIGHTING AND SCORING

The following weighting and points will be assigned to the proposal for evaluation purposes:

Proposed Methodology Project	35 points
Approach/Methodology Work	maximum
Plan	
Project Schedule	
Deliverables	
Outcomes Overall	
Risks	
Management Proposal	35 points
Project Team Structure/Internal Controls	maximum
Staff Qualifications/Experience of the Consultant	
Equal Opportunity Recruiter Documented success rate in presidential searches with evidence of successful outcomes	
Cost Proposal	30 points
	maximum
TOTAL FOR WRITTEN PROPOSAL	<hr/> 100 points <hr/>

References and Oral Presentations

Total scores for the written proposals will determine the finalists to be interviewed by the Governing Board. References will be contacted and oral presentations scheduled for the top-scoring proposals only. The selection of the successful firm/consultant will be based on the reference checks (25 points) and the oral presentation to the Board (25 points).

2.15. CLARIFICATION OF PROPOSAL

The RFP Coordinator may contact the consultant for clarification of any portion of the consultant’s proposal.

2.16. ORAL PRESENTATIONS ARE REQUIRED

The College will select the top scoring finalist(s) from the written evaluation for an oral presentation and final determination of contract award. The top-scoring firms/consultants will be invited to give oral presentations to the College’s Governing Board. The consultant’s staff members who will actually be performing the work are required to participate in the oral presentations. All travel, per diem, and any associated costs for the oral presentation will be borne solely by the consultant. Refusal to provide an oral presentation, failure to appear for a scheduled presentation, or inability to agree on a suitable date/time for the presentation shall constitute complete grounds for disqualification of the consultant from further consideration.

2.17. NOTIFICATION TO CONSULTANTS

Consultants whose proposals have not been selected for further negotiation or award will be notified via fax or by e-mail.

2.18. CONTRACT CLAIMS OR CONTROVERSIES

The requirements of the Arizona State Procurement Code will govern any contract awarded as a result of this solicitation, as well as any contract claims or controversies associated with it.

3. RFP EXHIBITS

- Exhibit A Certifications and Assurances
- Exhibit B General Terms and Conditions
- Exhibit C Tentative Presidential Search Timeline
- Exhibit D Northland Pioneer College Information
- Exhibit E Sample Contract

CERTIFICATIONS AND ASSURANCES
EXHIBIT A

I/we make the following certifications and assurances as a required element of the proposal to which this Exhibit A is attached, understanding that the truthfulness of the facts affirmed herein and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract(s):

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 60 days following the due date for receipt of proposals, and it may be accepted by the College without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of the College whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. Any exceptions to these assurances are described in full detail on a separate page and attached to this document.
5. I/we understand that the College will not reimburse any costs incurred in the preparation of this proposal. All proposals become the property of the College, and I/we claim no proprietary right to the ideas, writings, items, or samples presented in the proposal, unless so stated in the proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the consultant and will not knowingly be disclosed by him/her prior to opening, directly or indirectly, to any other consultant or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.
8. No attempt has been made or will be made by the consultant to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

Signature of Consultant

Print Name and Title

Date

TENTATIVE PRESIDENTIAL SEARCH TIMELINE

EXHIBIT B

RFP advertised	April 19, 2017
Screening committee announced	May 10, 2017
Proposal due date	May 19, 2017
Evaluation of proposals by College	May 22 – June 2, 2017
Identification of short-listed proposals	June 9, 2017
Oral presentations and reference checks	June 12 – 16, 2017
Identification of apparent successful consultant	June 30, 2017
Negotiation and execution of contract	July 3 – 28, 2017
Notice to proceed	August 1, 2017
<ul style="list-style-type: none">• Search process and timeline and recruitment plan• Screening committee selection process• Preliminary vacancy announcement• Process for gathering input from community	
Consultant completes Candidate Profile, Board Review and Input, Board Decision of Profile/Screening Criteria	[consultant to propose]
Development of Advertising Materials	[consultant to propose]
Position Announcement Posted	[consultant to propose]
Recruitment Activities	[consultant to propose]
Initial Review of Candidates	[consultant to propose]
Screening Committee Review/ Selection of applicants to be interviewed for recommendation to the Board of Trustees	[consultant to propose]
Applicant Interviews with Screening Committee, College Community and Other Stakeholders; Finalist Interviews with Board	[consultant to propose]
Campus Visits as Appropriate	[consultant to propose]
Board Makes Hiring Decision and Announcement	[consultant to propose]
New President Takes Office	July 1, 2018

NORTHLAND PIONEER COLLEGE INFORMATION
EXHIBIT C

Northland Pioneer College (NPC), established in 1972, is the only comprehensive, multi-campus community college serving Navajo and Apache Counties in rural and remote northeastern Arizona. An average of 8,000 students per year commute to one of nine locations to participate in traditional classroom lectures, hands-on labs, online courses, and classes offered in video/audio formats. There are four full-service campuses located in larger communities: White Mountain (Show Low), Silver Creek (Snowflake), Painted Desert (Holbrook) and Little Colorado (Winslow). Five centers serve more geographically dispersed, outlying communities: Kayenta (Navajo Nation), Hopi (Hopi Reservation at Polacca), Whiteriver (Fort Apache Reservation), St. Johns, and Springerville-Eagar. NPC serves an area of 21,148 square miles, with a population density of fewer than 10 persons per square mile. For perspective, there are 56.3 persons per square mile across all of Arizona and 432.4 per square mile in Maricopa County, home of the state capital of Phoenix¹. To further illustrate the vastness of the NPC service area, West Virginia, which covers approximately the same land area, has twenty-two separate community college districts!

Further details, including information regarding the College's mission, vision, goals, programs, and statistics, are available at www.npc.edu.

¹ 2013 U.S. Census American Community Survey: <http://factfinder.census.gov>

CONTRACT SAMPLE
EXHIBIT D

CONTRACT NO. _____

CONTRACT FOR PERSONAL
SERVICES BETWEEN
Northland Pioneer College
AND

This Contract is made and entered into by and between Northland Pioneer College, hereinafter referred to as the "College", and the below named firm, hereinafter referred to as "Contractor,"

Contractor Name: _____
Address: _____
City, State & Zip Code: _____
Phone: _____
E-mail Address: _____
Federal ID No.: _____

PURPOSE

The purpose of this contract is to advise and assist the College's Governing Board in conducting a national search for a new President. Recognizing the College's vision, mission and core values, the contractor will specify the approach, method and project requirements/tasks necessary to completely execute all aspects of a comprehensive and inclusive search process.

SCOPE OF WORK

- A. The Contractor will provide services and staff, and otherwise do all things necessary for or incidental to the performance of work, as set forth below:

Option 1: Identify all tasks, work elements and objectives of the contract, and timetables by which major parts of the work are to be completed. The scope of work may be included within the text of the contract or attached as a separate exhibit as shown in Option 2 below.

Option 2: As included in the Contractor's Proposal dated _____, attached as Exhibit B, and the College's Request for Proposals attached as Exhibit C.
- B. Exhibit A contains the General Terms and Conditions governing work to be performed under this contract, the nature of the working relationship between the College and the Contractor, and specific obligations of both parties.
- C. The Contractor shall produce the following written reports or other written documents (deliverables) by the dates indicated below:

All written reports required under this contract must be delivered to the Contract Manager, in accordance with the schedule outlined in Exhibit B.

PERIOD OF PERFORMANCE

The period of performance under this contract will be from _____ or date of execution, whichever is later, through _____.

COMPENSATION AND PAYMENT

The College shall pay an amount not to exceed _____ for the performance of all things necessary for or incidental to the performance of work as set forth in the in the Scope of Work. Contractor's compensation for services rendered shall be based on the following rates or in accordance with the following terms:

NOTE: List detail of compensation to be paid, e.g., hourly rates, number of hours per task, unit prices, cost per task, cost per deliverable, etc. Or reference documents that specify Contractor's compensation and payment, e.g. Contractor's compensation for services rendered shall be as set forth in the attached Schedule of Fees and Expenses.

NOTE: Expenses are optional. Do not include Expenses paragraph below if expenses are not allowable. If allowable, include only expenses that are appropriate for the contract.

EXPENSES

The Contractor shall receive reimbursement for travel and other expenses as identified below or as authorized in advance by the College as reimbursable. The maximum amount to be paid to the Contractor for authorized expenses shall not exceed _____, which amount is included in the contract total compensation amount. Such expenses may include airfare (economy or coach class only), other transportation expenses, and lodging and subsistence necessary during periods of required travel. Contractor shall receive compensation for travel expenses at current state travel reimbursement rates. To receive reimbursement, Contractor must provide a detailed breakdown of authorized expenses, identifying what was expended and when.

BILLING PROCEDURES

NOTE: Payment can also be based upon satisfactory acceptance of each deliverable, payment after completion of each major part of the contract, payment at conclusion of the contract, etc.

The College will pay Contractor upon receipt of properly completed invoices, which shall be submitted to the Project Manager not more often than monthly. The invoices shall describe and document to the College's satisfaction a description of the work performed, the progress of the project, and fees. If expenses are invoiced, provide a detailed breakdown of each type. Any single expense in the amount of \$50.00 or more must be accompanied by a receipt in order to receive reimbursement.

Payment shall be considered timely if made by the College within thirty (30) days after receipt of properly completed invoices. Payment shall be sent to the address designated by the Contractor.

The College may, in its sole discretion, terminate the contract or withhold payments claimed by the Contractor for services rendered if the Contractor fails to satisfactorily comply with any term or condition of this contract.

No payments in advance or in anticipation of services or supplies to be provided under this contract shall be made by the College.

CONTRACT MANAGEMENT

The Contract Manager for each of the parties shall be the contact person for all communications and billings regarding the performance of this Contract.

Contract Manager for CONTRACTOR is:	Contract Manager for COLLEGE is:
Contractor Name: _____ Address: _____ City, State Zip Code: _____ Phone: () _____ Fax: () _____ E-mail address: _____	Jason Foutz, Associate Vice President Chief Operations Officer 2251 E. Navajo Blvd Holbrook, AZ 86025 (928) 524-7440 jason.foutz@npc.edu

INSURANCE

The Contractor shall provide insurance coverage as set out in this section *[or as set forth in the Request for Proposals No. _____]*. The intent of the required insurance is to protect the State should there be any claims, suits, actions, costs, damages or expenses arising from any negligent or intentional act or omission of the Contractor or subcontractor, or agents of either, while performing under the terms of this contract.

The Contractor shall provide insurance coverage that shall be maintained in full force and effect during the term of this Contract, as follows:

1. **Commercial General Liability**. Provide a Commercial General Liability Insurance Policy, including contractual liability, in adequate amounts to protect against legal liability arising out of contract activity but no less than \$1,000,000 per occurrence. Additionally, the Contractor is responsible for ensuring that any subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.
2. **Automobile Liability**. In the event that services delivered pursuant to this contract involve the use of vehicles, whether or not owned by the Contractor, automobile liability insurance shall be required. The minimum limit for automobile liability is \$1,000,000 per occurrence, using a Combined Single Limit for bodily injury and property damage.
3. The insurance required shall be issued by insurance companies authorized to do business within the State of Arizona, and shall name the College, their officers, employees, and agents, as additional insureds. All policies shall be primary to any other valid and collectable insurance. The Contractor shall instruct the insurers to give the College 30 days' advance notice of any insurance cancellation.

The Contractor shall submit to the College within 15 days of the contract effective date a certificate of insurance that outlines the coverage and limits provided. The Contractor shall submit renewal certificates as appropriate during the term of the contract.

ASSURANCES

The College and the Contractor agree that all activity pursuant to this Contract will be in accordance with all applicable current federal, state and local laws, rules, and regulations.

ORDER OF PRECEDENCE

Each of the exhibits listed below is by this reference hereby incorporated into this contract. In the event of an inconsistency in this contract, the inconsistency shall be resolved by giving precedence in the following order:

- Applicable Federal and Arizona State statutes and regulations
- Special terms and conditions as contained in this Contract
- Exhibit A – General Terms and Conditions
- Exhibit B – Contractor’s Proposal
- Exhibit C – Request for Proposals No. _____
- Any other provision, term or material incorporated herein by reference.

ENTIRE AGREEMENT

This contract including referenced exhibits contains all the terms and conditions agreed upon by the parties. No other statements or representations, written or oral, shall be deemed a part hereof.

CONFORMANCE

If any provision of this contract violates any statute or rule of law of the State of Arizona, it is considered modified to conform to that statute or rule of law.

APPROVAL

This contract shall be subject to the written approval of the College’s authorized representative and shall not be binding until so approved. The contract may be altered, amended, or waived only by a written amendment executed by both parties.

THIS CONTRACT, consisting of _____ pages and _____ attachments, is executed by the persons signing below who warrant that they have the authority to execute the contract.

[CONTRACTOR'S NAME]

Northland Pioneer College

Signature

Signature

Title

Date

Title

Date

GENERAL TERMS AND CONDITIONS
EXHIBIT E

DEFINITIONS - As used throughout this contract, the following terms shall have the meaning set forth below:

- A. "College" shall mean Northland Pioneer College, any division, section, office, unit or other entity of the College, or any of the officers or other officials lawfully representing that College.
- B. "Agent" shall mean the Governing Board, and/or the delegate authorized in writing to act on the Board's behalf.
- C. "Contractor" shall mean that firm, provider, organization, individual or other entity performing service(s) under this contract, and shall include all employees of the Contractor.
- D. "Subcontractor" shall mean one not in the employment of the Contractor, who is performing all or part of those Services under this contract under a separate contract with the Contractor. The terms "Subcontractor" and "Subcontractors" mean Subcontractor(s) in any tier.

AMENDMENTS

This contract may be amended by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

AMERICANS WITH DISABILITIES ACT (ADA) - The Contractor must comply with the ADA, which provides comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodations, state and local government services, and telecommunications.

ASSIGNMENT - The work to be provided under this Agreement, and any claim arising hereunder, is not assignable or delegable by either party in whole or in part, without the express prior written consent of the other party, which consent shall not be unreasonably withheld.

ATTORNEY FEES - In the event of litigation or other action brought to enforce contract terms, each party agrees to bear its own attorney fees and costs.

CONFIDENTIALITY / SAFEGUARDING OF INFORMATION - The Contractor shall not use or disclose any information concerning the College, or information which may be classified as confidential, for any purpose not directly connected with the administration of this contract, except with prior written consent of the College, or as may be required by law.

CONFLICT OF INTEREST - This Agreement may be canceled pursuant to A.R.S. § 38-511, the pertinent provisions of which are fully incorporated herein by reference. In the event this contract is terminated as provided above, the College shall be entitled to pursue the same remedies against the Contractor as it could pursue in the event of a breach of the contract by the Contractor. The rights and remedies of the College provided for in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law. The existence of facts upon which the Agent makes any determination under this clause shall be an issue and may be reviewed as provided in the "Disputes" clause of this contract.

COPYRIGHT PROVISIONS - Unless otherwise provided, all Materials produced under this contract shall be considered "works for hire" as defined by the U.S. Copyright Act and shall be owned by the College. The College shall be considered the author of such Materials. In the event the Materials are not considered "works for hire" under the U.S. Copyright laws, Contractor hereby irrevocably assigns all right, title, and interest in Materials, including all intellectual property rights, to the College effective from the moment of creation of such Materials.

Materials means all items in any format and includes, but is not limited to, data, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions. Ownership includes the right to copyright, patent, register and the ability to transfer these rights.

For Materials that are delivered under the contract, but that incorporate pre-existing materials not produced under the contract, Contractor hereby grants to the College a nonexclusive, royalty-free, irrevocable license (with rights to sublicense others) in such Materials to translate, reproduce, distribute, prepare derivative works, publicly

perform, and publicly display. The Contractor warrants and represents that Contractor has all rights and permissions, including intellectual property rights, moral rights and rights of publicity, necessary to grant such a license to the College.

The Contractor shall exert all reasonable effort to advise the College, at the time of delivery of Materials furnished under this contract, of all known or potential invasions of privacy contained therein and of any portion of such document, which was not produced in the performance of this contract. The College shall receive prompt written notice of each notice or claim of copyright infringement received by the Contractor with respect to any data delivered under this contract. The College shall have the right to modify or remove any restrictive markings placed upon the data by the Contractor.

COVENANT AGAINST CONTINGENT FEES - The Contractor warrants that no person or selling agent has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees or bona fide established agents maintained by the Contractor for the purpose of securing business. The College shall have the right, in the event of breach of this clause by the Contractor, to annul this contract without liability or, in its discretion, to deduct from the contract price or consideration or recover by other means the full amount of such commission, percentage, brokerage or contingent fee.

DISPUTES - Except as otherwise provided in this contract, when a dispute arises between the parties and it cannot be resolved, either party may request a dispute hearing with Agent. Disputes shall be resolved as quickly as possible.

1. The request for a dispute hearing must
 - be in writing;
 - state the disputed issue(s);
 - state the relative positions of the parties;
 - state the Contractor's name, address, and contract number; and
 - be mailed to the Agent and the other party's (respondent's) Contract Manager within 3 working days after the parties agree that they cannot resolve the dispute
2. The respondent shall send a written answer to the requester's statement to both the Agent and the requester within 5 working days.
3. The Agent shall review the written statements and reply in writing to both parties within 10 working days. The Agent may extend this period if necessary by notifying the parties.
4. The parties agree that this dispute process shall precede any action in a judicial or quasi-judicial tribunal.

Nothing in this Contract shall be construed to limit the parties' choice of a mutually acceptable ADR method in addition to the dispute resolution procedure outlined above.

The College and Contractor agree that, the existence of a dispute notwithstanding, they will continue without delay to carry out all their respective responsibilities under this contract which are not affected by the dispute. Both parties agree to exercise good faith in the dispute resolution and to settle disputes prior to using the dispute resolution process whenever possible.

GOVERNING LAW - This contract shall be construed and interpreted in accordance with the laws of the State of Arizona, and the venue of any action brought hereunder shall be in the Superior Court for Navajo County. The Arizona Procurement Code and the Uniform Commercial Code (UCC) as adopted by the State of Arizona are part of this document as if fully set forth herein. Any provision or clause required by law, rule or regulation to be included in the contract will be read and enforced as if in the contract, whether or not physically included. If any provision is not included, or is not correctly included, contract will be amended in writing to make such inclusion or correction on application from either party to contract.

INDEMNIFICATION - To the fullest extent permitted by law, the Contractor shall indemnify, defend, and hold harmless the College, and their officers, employees, and agents, from and against all claims arising out of or in connection with Contractor's performance of the contract. Contractor's obligation to indemnify, defend and hold harmless includes any claim by Contractor's agents, employees, representatives, or any subcontractor or its employees.

INDEPENDENT CAPACITY OF THE CONTRACTOR - The parties intend that an independent contractor relationship will be created by this contract. The Contractor and his or her employees or agents performing under this contract are not employees or agents of the College. The Contractor will not hold himself/herself out as or claim to be an officer or employee of the College by reason hereof, nor will the Contractor make any claim of right, privilege or benefit which would accrue to such employee under law. Conduct and control of the work will be solely with the Contractor.

LICENSING, ACCREDITATION AND REGISTRATION - The Contractor shall comply with all applicable local, state, and federal licensing, accreditation and registration requirements/standards, necessary for the performance of this contract.

LIMITATION OF AUTHORITY - Only the Agent or Agent's delegate by writing (delegation to be made prior to action) shall have the express, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this contract. Furthermore, any alteration, amendment, modification, or waiver or any clause or condition of this contract is not effective or binding unless made in writing and signed by the Agent.

NO ISRAEL BOYCOTT. The Parties agree that they are not currently engaged in, and agree that for the duration of the Agreement they will not engage in, a boycott of Israel, as that term is defined in A.R.S. §35- 393.

NONCOMPLIANCE WITH NONDISCRIMINATION LAWS - In the event of the Contractor's non-compliance or refusal to comply with any nondiscrimination law, regulation, or policy, this contract may be rescinded, canceled or terminated in whole or in part, and the Contractor may be declared ineligible for further contracts with the College. The Contractor shall, however, be given a reasonable time in which to cure this noncompliance. Any dispute may be resolved in accordance with the "Disputes" procedure set forth herein.

NONDISCRIMINATION - To the extent applicable, the Parties shall comply with all College policies and State and Federal laws and regulations, including Executive Order 2009-09, which prohibit discrimination against any person based on race, religion, handicap, color, age, sex, sexual orientation, political affiliation or national origin, and the Parties shall prohibit discrimination in the employment or advancement in employment of a qualified person because of physical or mental disability including all applicable provisions of the ADA.

PRIVACY PROTECTION CLAUSE - Personal information including, but not limited to, "Protected Health Information," collected, used, or acquired in connection with this contract shall be protected against unauthorized use, disclosure, modification or loss. Contractor shall ensure its directors, officers, employees, subcontractors or agents use personal information solely for the purposes of accomplishing the services set forth herein. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell, or otherwise make known to unauthorized person's personal information without the express written consent of the College or as otherwise required by law.

The College reserves the right to monitor, audit, or investigate the use of personal information collected, used or acquired by the Contractor through this contract. The monitoring, auditing or investigating may include but is not limited to "salting" by the College. Contractor shall certify return or destruction of all personal information upon expiration of this contract. Salting is the act of placing a record containing unique but false information in a database that can be used later to identify inappropriate disclosure of data contained in the database.

Any breach of this provision may result in termination of the contract and the demand for return of all personal information. The Contractor agrees to indemnify and hold harmless the College for any damages related to the Contractor's unauthorized use of personal information.

PUBLICITY - The Contractor agrees to submit to the College all advertising and publicity matters relating to this Contract in which, in the College's judgment, the College's name can be implied or is specifically mentioned. The Contractor agrees not to publish or use such advertising and publicity matters without the prior written consent of the College.

RECORDS, DOCUMENTS, AND REPORTS - The Contractor shall maintain books, records, documents, data and other evidence relating to this Contract and performance of the services described herein, including but not limited to accounting procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this Contract. Contractor shall retain such records for a period of five (5)

years following the date of final payment. At no additional cost, these records, including materials generated under the Contract, shall be subject at all reasonable times to inspection, review or audit by the College, personnel duly authorized by the College, the Office of the State Auditor, and federal and state officials so authorized by law, regulation or agreement.

If any litigation, claim or audit is started before the expiration of the five (5) year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

SEVERABILITY - The provisions of this contract are intended to be severable. If any term or provision is illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of the contract.

SITE SECURITY - While on College premises, Contractor, its agents, employees, or subcontractors shall conform in all respects with physical, fire or other security regulations.

SUBCONTRACTING - Neither the Contractor nor any Subcontractor shall enter into subcontracts for any of the work contemplated under this contract without obtaining prior written approval of the College. In no event shall the existence of the subcontract operate to release or reduce the liability of the Contractor to the College for any breach in the performance of the Contractor's duties. This clause does not include contracts of employment between the Contractor and personnel assigned to work under this contract.

Additionally, the Contractor is responsible for ensuring that all terms, conditions, assurances and certifications set forth in this agreement are carried forward to any subcontracts. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized person's personal information without the express written consent of the College or as provided by law.

TAXES - All payments accrued on account of payroll taxes, unemployment contributions, any other taxes, insurance or other expenses for the Contractor or its staff shall be the sole responsibility of the Contractor.

TERMINATION FOR CAUSE - In the event the College determines the Contractor has failed to comply with the conditions of this Contract in a timely manner, the College has the right to suspend or terminate this Contract. Before suspending or terminating the Contract, the College shall notify the Contractor in writing of the need to take corrective action. If corrective action is not taken within 15 days, the Contract may be terminated or suspended. In the event of termination or suspension, the Contractor shall be liable for damages as authorized by law including, but not limited to, any cost difference between the original Contract and the replacement or cover Contract and all administrative costs directly related to the replacement Contract, e.g., cost of the competitive bidding, mailing, advertising and staff time. The College reserves the right to suspend all or part of the Contract, withhold further payments, or prohibit the Contractor from incurring additional obligations of funds during investigation of the alleged compliance breach and pending corrective action by the Contractor or a decision by the College to terminate the Contract. A termination shall be deemed to be a "Termination for Convenience" if it is determined that the Contractor: (1) was not in default; or (2) failure to perform was outside of his or her control, fault or negligence. The rights and remedies of the College provided in this Contract are not exclusive and are in addition to any other rights and remedies provided by law.

TERMINATION FOR CONVENIENCE - Except as otherwise provided in this contract, the College may, by 10 days written notice, beginning on the second day after the mailing, terminate this contract, in whole or in part. If this contract is so terminated, the College shall be liable only for payment required under the terms of this contract for services rendered or goods delivered prior to the effective date of termination.

TERMINATION PROCEDURES - Upon termination of this contract, the College, in addition to any other rights provided in this contract, may require the Contractor to deliver to the College any property specifically produced or acquired for the performance of such part of this contract as has been terminated. The provisions of the "Treatment of Assets" clause shall apply in such property transfer.

The College shall pay to the Contractor the agreed upon price, if separately stated, for completed work and services accepted by the College, and the amount agreed upon by the Contractor and the College for (i) completed work and services for which no separate price is stated, (ii) partially completed work and services, (iii) other property or services which are accepted by the College, and (iv) the protection and preservation of

property, unless the termination is for default, in which case the College shall determine the extent of the liability of the College. Failure to agree with such determination shall be a dispute within the meaning of the "Disputes" clause of this contract. The College may withhold from any amounts due the Contractor such sum as the College determines to be necessary to protect the College against potential loss or liability.

The rights and remedies of the College provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.

After receipt of a notice of termination, and except as otherwise directed by the Agent, the Contractor shall:

1. Stop work under the contract on the date, and to the extent specified, in the notice;
2. Place no further orders or subcontracts for materials, services, or facilities except as may be necessary for completion of such portion of the work under the contract that is not terminated;
3. Assign the College, in the manner, at the times, and to the extent directed by the Agent, all of the rights, title, and interest of the Contractor under the orders and subcontracts so terminated, in which case the College has the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts.
4. Settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of the College to the extent College may require, which approval or ratification shall be final for all the purposes of this clause;
5. Transfer title to the College and deliver in the manner, at the times, and to the extent directed by the College any property which, if the contract had been completed, would have been required to be furnished to the College;
6. Complete performance of such part of the work as shall not have been terminated by the College;
and
7. Take such action as may be necessary, or as the College may direct, for the protection and preservation of the property related to this contract which is in the possession of the Contractor and in which the College has or may acquire an interest.

TREATMENT OF ASSETS –

- A. Title to all property furnished by the College shall remain in the College. Title to all property furnished by the Contractor, for the cost of which the Contractor is entitled to be reimbursed as a direct item of cost under this contract, shall pass to and vest in the College upon delivery of such property by the Contractor. Title to other property, the cost of which is reimbursable to the Contractor under this contract, shall pass to and vest in the College upon (i) issuance for use of such property in the performance of this contract, or (ii) commencement of use of such property in the performance of this contract, or (iii) reimbursement of the cost thereof by the College in whole or in part, whichever first occurs.
- B. Any property of the College furnished to the Contractor shall, unless otherwise provided herein or approved by the College, be used only for the performance of this contract.
- C. The Contractor shall be responsible for any loss or damage to property of the College which results from the negligence of the Contractor or which results from the failure on the part of the Contractor to maintain and administer that property in accordance with sound management practices.
- D. If any College property is lost, destroyed or damaged, the Contractor shall immediately notify the College and shall take all reasonable steps to protect the property from further damage.
- E. The Contractor shall surrender to the College all property of the College prior to settlement upon completion, termination or cancellation of this contract.
- F. All reference to the Contractor under this clause shall also include Contractor's employees, agents or Subcontractors.

WAIVER - Waiver of any default or breach shall not be deemed to be a waiver of any subsequent default or breach. Any waiver shall not be construed to be a modification of the terms of this contract unless stated to be such in writing and signed by the College.

**NORTHLAND PIONEER COLLEGE CERTIFICATION
Regarding Debarment and Suspension**

Applicant acknowledges that, to the best of his/her knowledge, their company and principal participants on this

contract/purchase:

1. Are not debarred, suspended, or otherwise slated for debarment, ineligible and/or excluded from participation on Federal and State Government contracts/purchases, etc.
2. Are not presently nor have been criminally indicted or civilly charged by a governmental entity (Federal or State) for fraud, forgery, falsification, theft, bribery, destruction of records, receiving stolen property and other criminal offenses in the administration of a government contract.
3. Have not been terminated for cause or convenience by a governmental entity in the administration of a government contract (Federal or State).
4. If Northland Pioneer College determines that the Certificate provided herein is not true, it will be grounds to terminate the contract/purchase and pursue other legal remedies.

Offeror Name & Address:

Name & Signature of Applicant

Type or Print Name

Signature *Date*

Spring 2017 Outstanding Alumnus Darrin Reed

"I don't need any award. I'm just doing my job."

That's what **Darrin Reed**, a 1996 graduate of Northland Pioneer College's Police Academy, told his wife **Cathy** about a year ago when she suggested nominating him for the Outstanding Graduate honor. His humble response was no surprise to Cathy, or to those who have worked with or met the Show Low Police Officer.

Today, we honor the legacy of Officer Reed, who was killed in the line of duty while responding to a disturbance call on November 8, 2016, just three months before his planned retirement after 20 years of dedicated public service.

Being in law enforcement was Darrin's "dream job," attainable only because of the NPC Police Academy. Fulfilling the dream didn't come without sacrifices. While attending the academy, Darrin worked nights as a security guard at the Snowflake paper mill. He also purchased his own equipment and paid his own tuition. Today, many agencies provide the equipment and tuition for NPC's Northeastern Arizona Law Enforcement Training Academy (NALETA) cadets.

After graduating in June 1996, he joined the Navajo County Sheriff's Office, serving over the next 10 years as a deputy and patrol sergeant. In 2006, he joined the Show Low Police Department.

During his career, he served as a patrol officer, patrol sergeant, criminal investigator, child crimes investigator, driving instructor, field training officer, background investigator and general instructor. He also served on the Major Crimes and Apprehension Team. His in-depth investigations and proper documentation ensured criminals did not walk away from the consequences of their crimes.

Treating people with respect and honesty was a hallmark of Darrin's professionalism. "He actually had people thank him for putting them in jail, because it caused them to turn their lives around," recounts Cathy, who enjoyed 26 years with Darrin. The two had met in a Show Low bowling league six years before Darrin enrolled in the NPC Academy.



Northland Pioneer College

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Spending time with his family was a very important part of Darrin's life. Whether it was a little thing like wagging his tail lights as he left for work, or including his son Chance in a ride-along, he always made sure his family knew how much they were loved. "Knowing that the last words we said to each other were 'I love you' brings some sense of peace to me," adds Cathy. "Darrin lived by those words, making sure every day that we knew how much he loved us."

Chance had the opportunity to do almost 150 ride-alongs with his dad during his five years as a Police Cadet and Explorer. "He believed people should take full responsibility for their actions. Several times suspects would request Darrin, because of the respect he gave them in previous encounters," Chance said. "He hated the crime but respected the person. He would always encourage them to take care of themselves."

Chance continues, "He was a walking dictionary. Other officers would come to him with questions about statutes, or people. He seemed to know everyone in the area." Following in his father's footsteps is a possibility for Chance, who has already received level one welding credentials and a welding Certificate of Applied Science through NPC and is currently in NPC's Industrial Maintenance & Operations (IMO) program. "Both would be good 'fallback' careers since police officers don't get paid that well," he says.

Over the years, Darrin's impact on our communities was recognized with numerous letters of commendation and awards. But none was greater than the support shown as officers escorted his body back from Tucson and during his funeral procession. "It has been truly heartwarming to see so many people show their respect to Darrin in so many ways, from lining the streets from Tucson all the way home, to candlelight vigils, fundraisers and well wishes," remarks Cathy. "Seeing Darrin being honored for the selfless man that he was allowed me to see, even through this tragedy, the compassion and love from all of you," notes Cathy.

"Always hold Darrin's values of fairness, honesty and integrity in high regard and never forget the legacy that he left behind, for all we are given is time — our legacy is what we do with it," concludes Cathy.

To honor Darrin's legacy, the family has joined with local emergency and veteran service agencies in creating the **First Responder's Legacy Scholarship Fund**. The group plans to create endowed scholarships in the memory of fallen first responders, to be awarded to a student from a Show Low School District area school – including Sequoia. For more information, email frlsfund@gmail.com.

We join Darrin's brothers in blue, who are with us today, in remembering a dedicated public servant and NPC alumnus – Darrin Reed.

All give some, Darrin gave his all.

In recognition of being selected as the Outstanding Alumnus for Spring 2017, the Reed family will receive mementos from the college and a three-credit tuition gift certificate.

2017-18 BUDGET ANALYSIS

Summary:

The 2017-18 budget development process is on target. The Board approved budget calendar and the assumptions are included. The proposed preliminary budget will be presented for action on the official forms provided by the Office of the Auditor General. The following analysis is intended to provide overall context for the anticipated action items.

The proposed budget reflects alignment with the President’s initiatives and the Strategic Plan.

1. General fund revenues (estimate):

- Overall revenues are expected to increase compared to current fiscal year.
- Primary property tax is levied at the maximum rate, which is 2% higher than current year tax levy and will require a truth-in-taxation hearing. The proposed rate is \$1.8067/\$100 NAV compared to the current rate of \$1.7884.
- Tuition is expected to increase compared to current fiscal year related to the approved increase of \$2 per credit hour.
- State aid and equalization are expected to increase although the state of Arizona has not finalized their budget.

Revenue:	FY18 Amount	Change from FY17
Primary property tax (max levy)	\$14,834,954	+\$472,985
Tuition	\$4,800,000	+\$100,000
State aid	\$1,649,000	+\$43,000
Equalization	6,672,100	+\$590,600
Grants and contracts	\$1,500,000	-\$300,000
Other	\$340,000	+\$3,700
Transfers out	(\$2,900,000)	-\$100,000
Revenues	\$26,896,054	+\$810,285
Fund balance	\$400,000	+\$22,750
TOTAL	\$27,296,054	+\$833,035

2. General fund expenditures:

- Compensation increase includes:
 - Board approved 1.5 percent increase for all contract employees and adjunct faculty
 - Proposition 206 increasing minimum wage from \$8.05 to \$10 effective January 1, 2017 and an increase to \$10.50 effective January 1, 2018
 - Fair Labor Standards Act (FLSA) Overtime requirement
 - Employer portion of health insurance increase of 6 percent offset by a decrease for one-time payment for voluntary dental and employee portion of health cost
 - Employer portion of Arizona State Retirement System increase of .02%
- Other operating increase includes:
 - Presidential search; consulting/legal/insurance costs; utilities & facilities costs

Expenditures:	FY18 Amount	Change from FY17
Compensation increase	\$18,150,895	+\$369,481
All other operating expenditures	\$9,145,159	+\$463,554
TOTAL	\$27,296,054	+833,035

3. Unrestricted plant fund (capital):

a. Revenues & expenditures:

State STEM Aid	\$369,100	+15,400
General fund transfer	\$2,000,000	No change
Fund balance	\$3,000,000	No change
TOTAL	\$5,369,100	+\$15,400
Capital expenditures	\$5,369,100	+\$15,400
TOTAL	\$5,369,100	+\$15,400

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

- a. General fund transfer remains same
- b. Continue to pursue grant opportunities

5. Auxiliary fund

- a. General fund transfers increased \$100,000
- b. Continue to grow Corporate Training
- c. Non-credit courses will continue to be offered
- d. Bookstore revenues continue to decline
- e. Other auxiliary activities remain steady

6. Expenditure limitation - Staff anticipates the expenditure limit will be breached in FY 2017; however, carry-forward will be used.

STRATEGIC PLANNING AND BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2017 – 2018

APPROVED

ACTIVITY	RESOURCE	DUE BY
1. Receive & approve calendar	DGB	✓20 September
2. Receive draft strategic plan	DGB	✓20 September
3. Approve strategic plan	DGB	✓18 October
4. Develop operational plans	SPASC	✓19 October
5. Executive team receives operational plans	SPASC	✓13 December
6. ERC reviews wage/salary recommendations	FA-CASO	✓13 December
7. Receive and approve budget assumptions & overview	DGB	✓20 December
8. Review current strategic plan/budget at convocation	SPASC	✓9 January 2017
9. Solicit input for upcoming strategic plan at convocation	SPASC	✓9 January
10. Distribute budget materials for operational & capital	Director Fin Svcs	✓10 January
11. College Council receives wage & salary recommendation	ERC	✓13 January
12. President receives wage & salary recommendation	College Council	✓1 February
13. Financial Services receives budget requests	Department Managers	✓6 February
14. Review of operational & capital plans/budget requests	Executive Team	✓13 February
15. Receive introductory budget analysis	DGB	✓21 February
16. Receive wage and salary recommendation	DGB	✓21 February
17. Receive tuition and fee schedules	DGB	✓21 February
18. Budget hearings	SPASC	✓3 March
19. Receive preliminary budget analysis	DGB	✓21 March
20. Receive operational plans	DGB	✓21 March
21. Approve salary schedules	DGB	✓21 March
22. Approve tuition and fee schedules	DGB	✓21 March
23. Receive complete budget analysis	DGB	✓18 April
24. Adopt tentative budgets & approve publication	DGB	✓18 April
25. Publish notice of budget public hearing/TNT hearing	VP Adm Svcs	27 April
26. Develop priorities for upcoming strategic plan	DGB	28 April
27. Publish notice of TNT hearing (2)	VP Adm Svcs	4 May
28. Publish notice of budget public hearing (2)/TNT hearing (3)	VP Adm Svcs	9 May
29. Conduct taxpayer public hearings	DGB	16 May
30. Adopt property tax levy and final budgets	DGB	16 May
31. Notify PTOC of primary property tax levy	VP Adm Svcs	19 May
32. Submit tax levy to Navajo County	VP Adm Svcs	19 May
33. Develop upcoming strategic plan draft	SPASC	29 July
34. Present strategic plan report & new draft at convocation	SPASC	15 August
35. Receive input for future strategic plans at convocation	SPASC	15 August
36. Receive annual report on strategic planning	DGB	16 August 2017

Northland Pioneer College
Budget Development Assumptions
FY 2017-18

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 expenditure limitations, however, identification and recommendation for cost savings actions will be identified.

REVENUE ASSUMPTIONS

- Overall revenues are expected to decrease compared to current fiscal year due primarily to estimated decreases in property taxes.
- State funding for operating maintenance support is expected to remain relatively flat.
- State funding for equalization requested for FY1718, using the statutory formula, is \$585,200 higher than the prior year but will not likely offset all revenue decreases.
- Each \$1 increase in tuition is estimated to generate \$50,000 in additional revenue. Develop a three-year tuition plan (FY1718, FY1819 and FY1920). 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 overall tuition and general fees at other Arizona community colleges.
- Course fees will be set at a rate calculated to offset expendable supplies and equipment.
- Primary property tax is expected to decrease but will be levied at the maximum rate and will require a truth-in-taxation hearing.
- Other revenues will be estimated based on historical information and emerging trends.

EXPENDITURE ASSUMPTIONS

- Overall general fund expenditures are expected to be flat or decrease compared to current fiscal year.
- 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 current budget **or** actual historical spending will require **justification and will be reviewed during the budget hearing process.**
- Budget requests from Department Managers for operational and capital expenditures will be completed by **Thursday, February 6, 2017.**

- 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, and
 - (C) consideration to salary recommendations received through the shared governance process.
- BENEFITS will be developed with:
 - (A) no major changes expected in plan benefit structure or options, and
 - (B) consideration on impacts from third-party partnerships including
 - (1) Navajo County Schools Employee Benefit Trust for medical and dental insurance and
 - (2) Arizona State Retirement System for retirement contributions.
- Education partner relationships will be maintained with:
 - (A) Apache County,
 - (B) NAVIT,
 - (C) Dual enrollment, and
 - (D) others.
- CAPITAL budget requests will be developed for a three-year period (FY1718, FY1819 and FY1920).
- GRANT funding will continue to be identified and pursued.
- AUXILIARY fund activities will be maintained.

**Northland Pioneer College
Budget Development Guidelines
FY 2017-18**

Budget Categories & Targets:

Revenues	<ul style="list-style-type: none"> • Budget will be prepared by Administrative Services
Salaries/Wages & Benefits	<ul style="list-style-type: none"> • Budget will be prepared by Administrative Services except for the following wages that budget managers will include in budget requests: <ul style="list-style-type: none"> ○ Adjunct faculty ○ Faculty overload ○ Temporary employee ○ Lab aid ○ Substitute faculty
Operating Expenditures	<ul style="list-style-type: none"> • Funding expected to match revenues; decrease in FY1718. • Budget requests should reflect only those items identified in division or departmental operational plans. • Any new programs/services must demonstrate linkage to the adopted strategic plan.
Capital Expenditures	<ul style="list-style-type: none"> • All requests for funding will be linked to revenues from the operational budget, grant funds, or reserved funds. • Minimal state funding for STEM is expected to continue.

PRIMARY PROPERTY TAX LEVY

Summary:

The preliminary budget includes primary property taxes levied at the maximum. The maximum levy is a 2 percent (2%) increase over the prior year, excluding new construction. When the levy is set at the maximum a Truth in Taxation hearing is required. The 2017 Levy Limit worksheet is attached listing the maximum levy as \$14,834,954 and a rate of \$1.8067. This is an increase of \$472,985 from the current year levy. A Truth in Taxation hearing along with publication of notices will be required. Documentation received from the Property Tax Oversight Commission is included.

Truth in Taxation notices will be published in the Holbrook Tribune-News and the White Mountain Independent. A notice of the scheduled Truth in Taxation hearing will also be published and sent as a news release to all area media outlets. The news release will also present supporting information for the proposed increase. Staff will seek input regarding the scheduling of the Truth in Taxation hearing, which needs to occur prior to final action on the primary property tax levy.

Staff recommends increasing the levy to the maximum rate in order to demonstrate a continuing and consistent local willingness to support the operations of the District, to recognize the value of the educational opportunities provided to communities and individuals throughout Navajo County, and to provide necessary current and future funding.

The Board approved the Budget Development assumptions and guidelines including a determination to levy at the maximum rate. However, the Board can levy the primary property tax at a level below the maximum rate, including setting the rate at a level that does not require a Truth-in-Taxation hearing. The attached 2017 Truth in Taxation analysis shows the calculation if the levy was set at a level that would not require a hearing. The rate of \$1.7713 would result in a levy of \$14,361,969.

Final action on the primary property tax levy will be taken at a special meeting on May 16, 2017, following Truth in Taxation and budget hearings. The levy can be decreased but not increased at that time.

Graphs providing historical property tax levy and rate information are also included.

2017 LEVY LIMIT WORKSHEET

NAVAJO COUNTY - NORTHLAND PIONEER COLLEGE
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MAXIMUM LEVY	2016
A.1. Maximum Allowable Primary Tax Levy	\$14,361,969
A.2. A.1 multiplied by 1.02	\$14,649,208

CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR	2017
B.1. Centrally Assessed	\$217,506,646
B.2. Locally Assessed Real Property	\$579,427,770
B.3. Locally Assessed Personal Property	\$13,874,290
B.4. Total Assessed Value (B.1 through B.3)	\$810,808,706
B.5. B.4. divided by 100	\$8,108,087

CURRENT YEAR NET ASSESSED VALUES	2017
C.1. Centrally Assessed	\$219,892,518
C.2. Locally Assessed Real Property	\$587,340,948
C.3. Locally Assessed Personal Property	\$13,874,290
C.4. Total Assessed Value (C.1 through C.3)	\$821,107,756
C.5. C.4. divided by 100	\$8,211,078

LEVY LIMIT CALCULATION	2017
D.1. LINE A.2	\$14,649,208
D.2. LINE B.5	\$8,108,087
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)	1.8067
D.4. LINE C.5	\$8,211,078
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT	\$14,834,954
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)	\$14,834,954

<i>2017 New Construction</i>	\$10,299,050
------------------------------	---------------------

<i>Prior year actual levy (from line F.1 of the 2016 worksheet)</i>	\$14,361,969
<i>Divided by current values excluding new construction per line B.5</i>	\$8,108,087
Truth in Taxation Rate	1.7713

If the proposed tax rate is greater than the Truth in Taxation Rate noted above, a truth in taxation hearing must be held. (see A.R.S. § 42-17107)

Note: The values certified by the County Assessor cannot be changed after February 10 without the approval of the Property Tax Oversight Commission pursuant to § 42-17051.A. Therefore, the total net assessed values per line C.4 must be used when adopting a primary property tax levy and tax rate.

For questions, contact Darlene Teller at (602) 716-6436 or dteller@azdor.gov.

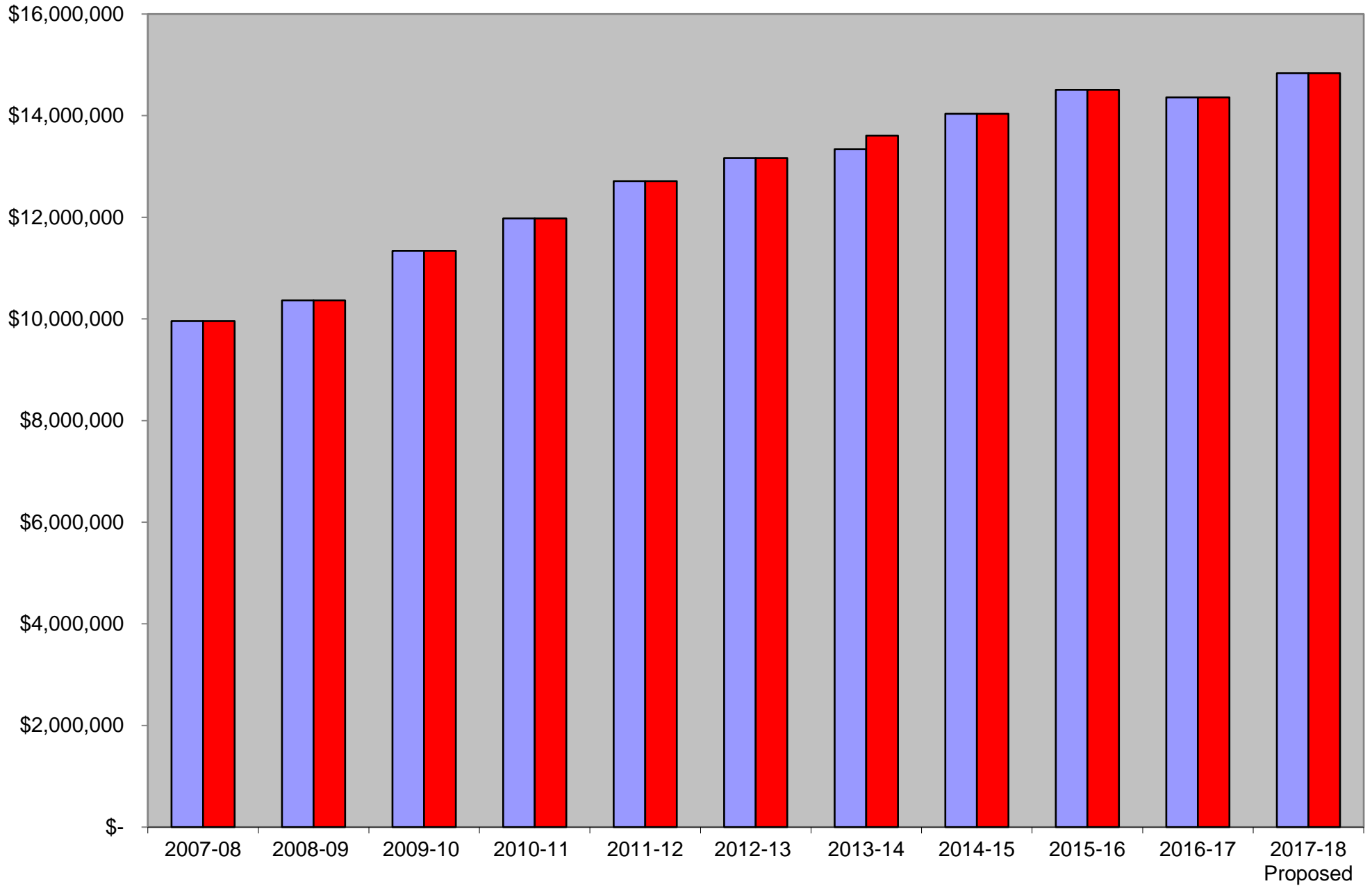
Truth in Taxation Analysis

Calculation for Truth in Taxation Hearing Notice pursuant to A.R.S. § 42-17107

Actual current primary property tax levy: <i>(line F.1. actual levy from prior year's final levy limit worksheet)</i>	\$ 14,361,969
Net assessed valuation: <i>(line C.4. from current year's worksheet)</i>	\$ 821,107,756
Value of new construction:	\$ 10,299,050
Net assessed value minus new construction: <i>(line B.4. from current year's levy limit worksheet)</i>	\$ 810,808,706
MAXIMUM TAX RATE THAT CAN BE IMPOSED WITHOUT A TRUTH IN TAXATION HEARING:	\$ 1.7713
Growth in property tax levy capacity associated with new construction:	\$ 182,427
MAXIMUM PRIMARY PROPERTY TAX LEVY WITHOUT A TRUTH IN TAXATION HEARING:	\$ 14,544,282
Proposed primary property tax levy:	\$ 14,834,954
Proposed increase in primary property tax levy, exclusive of new construction	\$ 290,672
Proposed percentage increase in primary property tax levy:	2.0%
Proposed primary property tax rate:	\$ 1.8067
Proposed increase in primary property tax rate:	\$ 0.0354
Proposed primary property tax levy on a home valued at \$100,000	\$ 180.67
Primary property tax levy on a home valued at \$100,000 if the tax rate was not raised:	\$ 177.13
Proposed primary property tax levy increase on a home valued at \$100,000:	\$ 3.54

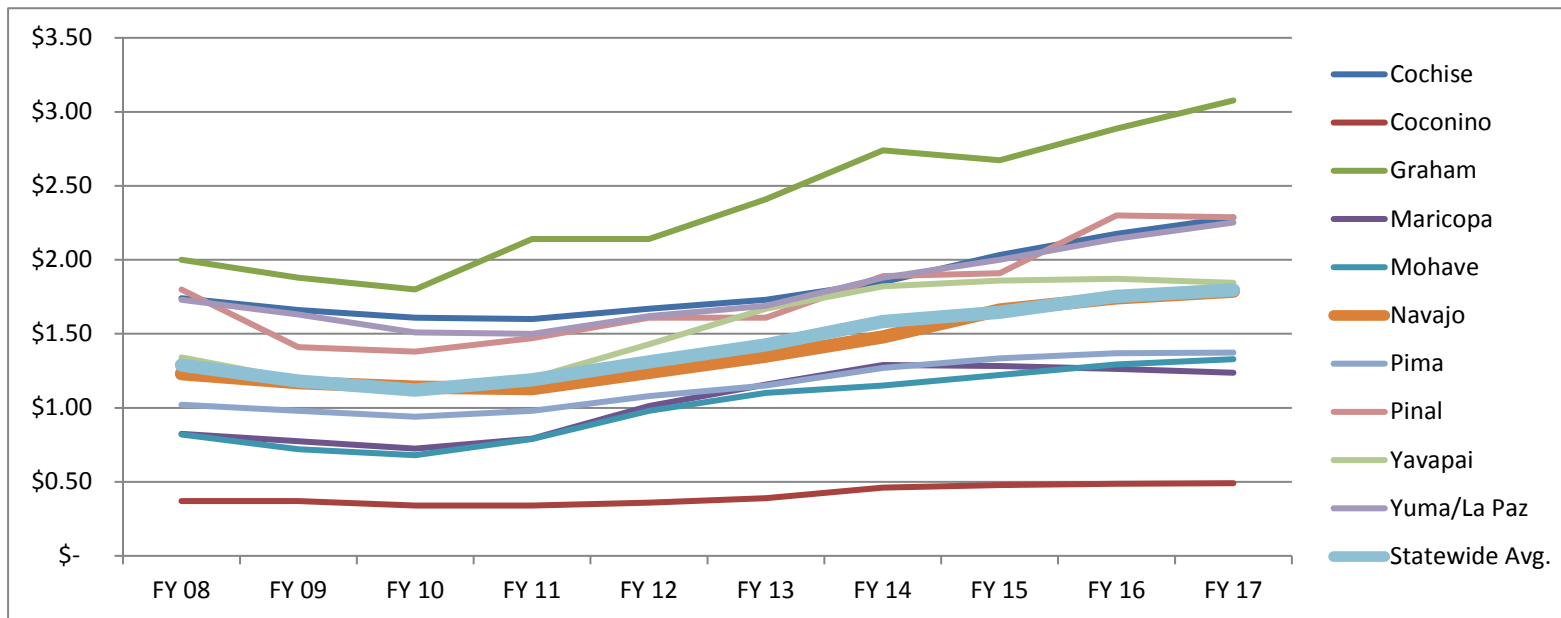
NPC Primary Maximum Property Tax Levy compared to Actual Levy

Levy - Assessed Levy Limit - Max

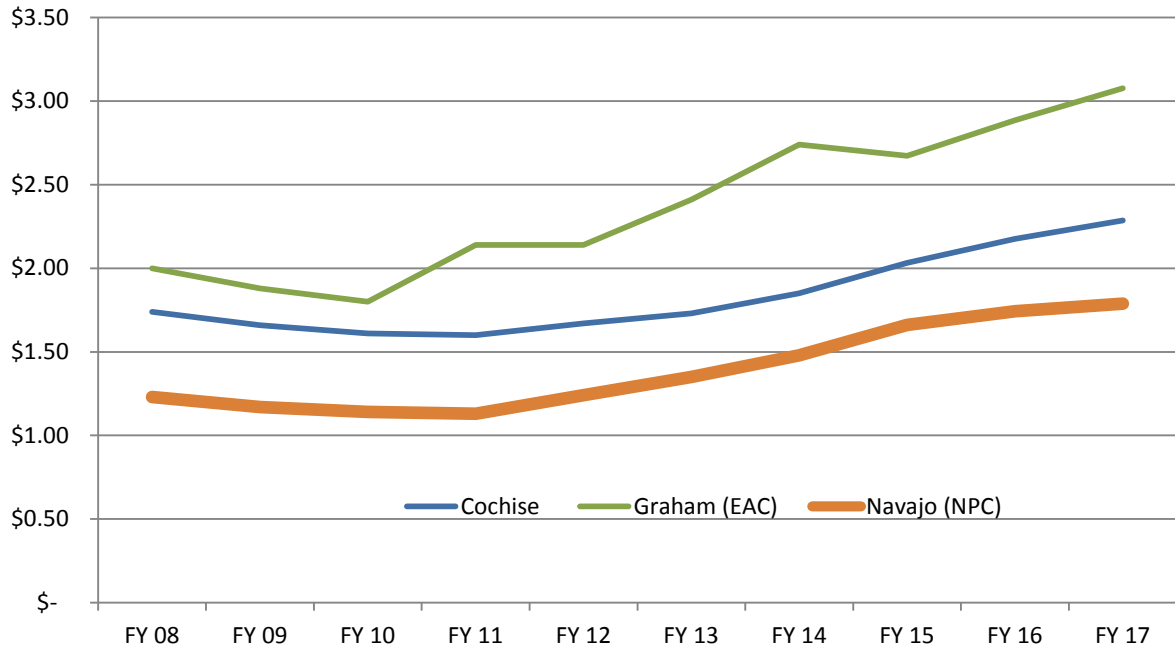


Community College Primary Property Tax Rates

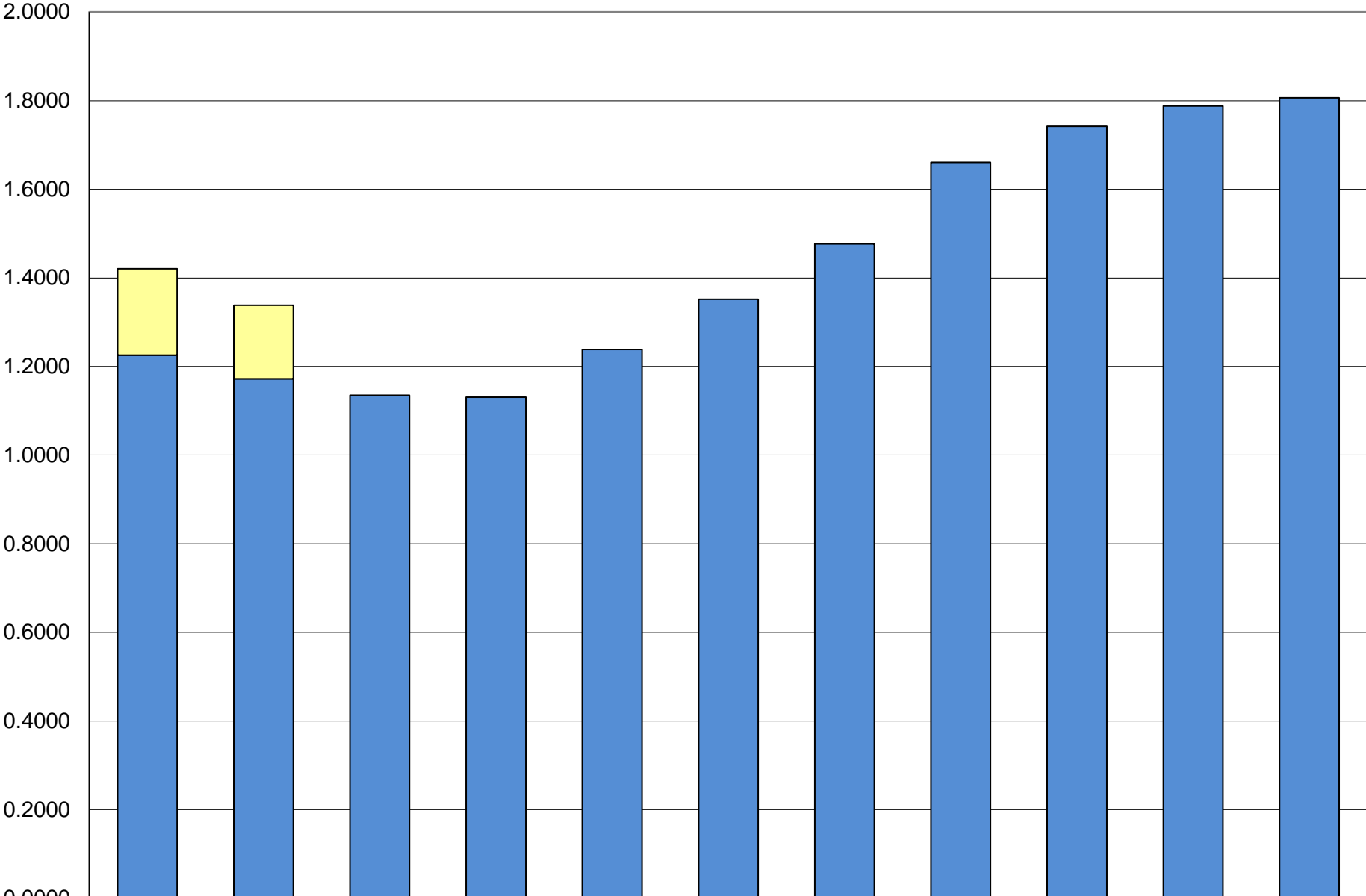
CC District	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY18 Proposal
Cochise	\$ 1.74	\$ 1.66	\$ 1.61	\$ 1.60	\$ 1.67	\$ 1.73	\$ 1.85	\$ 2.03	\$ 2.18	\$ 2.29	2%
Coconino	\$ 0.37	\$ 0.37	\$ 0.34	\$ 0.34	\$ 0.36	\$ 0.39	\$ 0.46	\$ 0.48	\$ 0.49	\$ 0.49	2%
Graham	\$ 2.00	\$ 1.88	\$ 1.80	\$ 2.14	\$ 2.14	\$ 2.41	\$ 2.74	\$ 2.67	\$ 2.89	\$ 3.08	2%
Maricopa	\$ 0.82	\$ 0.78	\$ 0.72	\$ 0.79	\$ 1.01	\$ 1.16	\$ 1.29	\$ 1.28	\$ 1.26	\$ 1.24	TBD
Mohave	\$ 0.82	\$ 0.72	\$ 0.68	\$ 0.79	\$ 0.98	\$ 1.10	\$ 1.15	\$ 1.22	\$ 1.29	\$ 1.33	no increase
Navajo	\$ 1.23	\$ 1.17	\$ 1.14	\$ 1.13	\$ 1.24	\$ 1.35	\$ 1.48	\$ 1.66	\$ 1.74	\$ 1.79	2%
Pima	\$ 1.02	\$ 0.98	\$ 0.94	\$ 0.98	\$ 1.08	\$ 1.15	\$ 1.27	\$ 1.33	\$ 1.37	\$ 1.37	2% +
Pinal	\$ 1.80	\$ 1.41	\$ 1.38	\$ 1.47	\$ 1.61	\$ 1.61	\$ 1.89	\$ 1.91	\$ 2.30	\$ 2.29	2%
Yavapai	\$ 1.34	\$ 1.19	\$ 1.12	\$ 1.20	\$ 1.43	\$ 1.67	\$ 1.82	\$ 1.86	\$ 1.87	\$ 1.84	no increase
Yuma/La Paz	\$ 1.73	\$ 1.63	\$ 1.51	\$ 1.50	\$ 1.62	\$ 1.69	\$ 1.88	\$ 2.00	\$ 2.14	\$ 2.25	2%
Statewide Avg.	\$ 1.29	\$ 1.18	\$ 1.12	\$ 1.19	\$ 1.31	\$ 1.43	\$ 1.58	\$ 1.65	\$ 1.75	\$ 1.80	



Primary Property Tax Rates for Equalization CCs



NPC Historical Property Tax Rates & Current Year Proposal



	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2016-17 Proposed
Secondary	0.1949	0.1663	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Primary	1.2257	1.1719	1.1352	1.1308	1.2387	1.3515	1.4769	1.6610	1.7423	1.7884	1.8067

REQUEST TO APPROVE 2017-18 PRELIMINARY BUDGET

Recommendation:

Staff recommends approval of the 2017-2018 Preliminary Budget as presented.

Summary:

The preliminary budget can be reduced, but cannot be increased at the Board meeting on May 23, 2017. The preliminary budget as approved by the District Governing Board will be published prior to the budget hearing according to statutory requirements. Notices about the budget hearing will be published on the NPC website, in the Holbrook Tribune and in the White Mountain Independent. A notice of the hearing scheduled for May 23 will also be published and sent as a news release to all area media outlets.

The preliminary budget includes operating and staffing adjustments based on the NPC Strategic Plan approved by the District Governing Board along with Board discussions throughout the budget development process. Involvement at the department and executive level produced the attached budget proposal following the approved budget development calendar, assumptions and guidelines.

Revenue estimates have been finalized and the decision from March related to tuition and fees are all included in the attached official budget forms. The preliminary budget reflects the maximum primary property tax levy along with all other budget assumptions previously approved by the Board.

Although the Arizona State Budget is not final, NPC anticipates it will receive the amounts included in the preliminary budget. Both operating state aid and equalization aid in total will increase revenues \$633,600 or eight percent. Capital equipment funding for STEM activities will increase revenues \$15,400 or four percent.

Expenditure targets have been updated as a result of the completion of all budget hearings. The Board decision from March related to salaries and wages are also included in the preliminary budget.

Staff anticipates the expenditure limit will be breached in FYE 2018, but carry-forward balances will cover the excess.

**OFFICIAL BUDGET FORMS
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
FISCAL YEAR 2018**

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2018
SUMMARY OF BUDGET DATA**

	Budget 2018	Budget 2017	Increase/Decrease From Budget 2017 To Budget 2018	
			Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 27,296,054	\$ 26,463,019	\$ 833,035	3.1%
Unexpended Plant Fund	5,369,100	5,353,700	15,400	0.3%
Retirement of Indebtedness Plant Fund				
TOTAL	\$ 32,665,154	\$ 31,816,719	\$ 848,435	2.7%
B. Expenditures Per Full-Time Student Equivalent (FTSE):				
Current General Fund	\$ 13,703 /FTSE	\$ 13,232 /FTSE	\$ 471 /FTSE	3.6%
Unexpended Plant Fund	\$ 2,695 /FTSE	\$ 2,677 /FTSE	\$ 18 /FTSE	0.7%
Projected FTSE Count	1,992	2,000		
II. TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION				
Employee Salaries and Hourly Costs	\$ 14,963,955	\$ 14,736,058	\$ 227,897	1.5%
Retirement Costs	1,567,742	1,562,910	4,832	0.3%
Healthcare Costs	1,730,640	1,792,560	(61,920)	-3.5%
Other Benefit Costs	1,363,203	1,346,602	16,601	1.2%
TOTAL	\$ 19,625,540	\$ 19,438,130	\$ 187,410	1.0%
III. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES				
A. Amount Levied:				
Primary Tax Levy	\$ 14,834,954	\$ 14,361,969	\$ 472,985	3.3%
Secondary Tax Levy				
TOTAL LEVY	\$ 14,834,954	\$ 14,361,969	\$ 472,985	3.3%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	1.8067	1.7884	0.0183	1.0%
Secondary Tax Rate				
TOTAL RATE	1.8067	1.7884	0.0183	1.0%
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2018 PURSUANT TO A.R.S. §42-17051			\$ 14,834,954	
V. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2017 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051			\$	

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2018
RESOURCES**

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2018	Total All Funds 2018	Total All Funds 2017	% Increase/ Decrease
	General Fund 2018	Restricted Fund 2018	Auxiliary Fund 2018	Unexpended Plant Fund 2018	Retirement of Indebtedness 2018				
BEGINNING BALANCES-July 1*									
Restricted	\$	\$	\$	\$	\$	\$	\$	\$	
Unrestricted	45,800,000			8,000,000			53,800,000	25,400,000	111.8%
Total Beginning Balances	\$ 45,800,000	\$	\$	\$ 8,000,000	\$	\$	\$ 53,800,000	\$ 25,400,000	111.8%
REVENUES AND OTHER INFLOWS									
Student Tuition and Fees									
General Tuition	\$ 3,000,000	\$	\$	\$	\$	\$	\$ 3,000,000	\$ 2,900,000	3.4%
Out-of-District Tuition							100,000	100,000	
Out-of-State Tuition	100,000						100,000	100,000	
Student Fees	700,000						700,000	700,000	
Tuition and Fee Remissions or Waivers	1,000,000						1,000,000	1,000,000	
State Appropriations									
Maintenance Support	1,649,000						1,649,000	1,606,000	2.7%
Equalization Aid	6,672,100						6,672,100	6,081,500	9.7%
Capital Support				369,100			369,100	353,700	4.4%
Property Taxes									
Primary Tax Levy	14,834,954						14,834,954	14,361,969	3.3%
Secondary Tax Levy									
Gifts, Grants, and Contracts	1,500,000	6,000,000					7,500,000	7,800,000	-3.8%
Sales and Services									
Investment Income	140,000						140,000	140,000	
State Shared Sales Tax		400,000					400,000	400,000	
Other Revenues	200,000		350,000				550,000	646,300	-14.9%
Proceeds from Sale of Bonds									
Total Revenues and Other Inflows	\$ 29,796,054	\$ 6,400,000	\$ 350,000	\$ 369,100	\$	\$	\$ 36,915,154	\$ 36,089,469	2.3%
TRANSFERS									
Transfers In		600,000	300,000	2,000,000			2,900,000	2,800,000	3.6%
(Transfers Out)	(2,900,000)						(2,900,000)	(2,800,000)	3.6%
Total Transfers	(2,900,000)	600,000	300,000	2,000,000					
Less:									
Governing Board Designations	(23,551,973)						(23,551,973)	(2,691,240)	775.1%
Policy 1924 - Cash Reserve	(13,648,027)						(13,648,027)	(13,231,510)	3.1%
Policy 1926 - Future Capital Reserve	(8,200,000)	(400,000)		(5,000,000)			(13,600,000)	(6,500,000)	109.2%
Total Resources Available for the Budget Year	\$ 27,296,054	\$ 6,600,000	\$ 650,000	\$ 5,369,100	\$	\$	\$ 39,915,154	\$ 39,066,719	2.2%

*These amounts exclude amounts not in spendable form (i.e., prepaids, inventories, and capital assets) or amounts legally or contractually required to be maintained intact.

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2018
EXPENDITURES AND OTHER OUTFLOWS**

TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)

EXPENDITURES AND OTHER OUTFLOWS

Instruction
Public Service
Academic Support
Student Services
Institutional Support (Administration)
Operation and Maintenance of Plant
Scholarships
Auxiliary Enterprises
Capital Assets
Debt Service-General Obligation Bonds
Debt Service-Other Long Term Debt
Other Expenditures
Contingency

Total Expenditures and Other Outflows

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2018	Total All Funds 2018	Total All Funds 2017	% Increase/Decrease
	General Fund 2018	Restricted Fund 2018	Auxiliary Fund 2018	Unexpended Plant Fund 2018	Retirement of Indebtedness 2018				
\$ 27,296,054	\$ 6,600,000	\$ 650,000	\$ 5,369,100	\$	\$	\$ 39,915,154	\$ 39,066,719	2.2%	
\$ 10,647,012	\$ 1,400,000	\$	\$	\$	\$	\$ 12,047,012	\$ 11,846,133	1.7%	
	20,000					20,000	20,000		
1,111,599						1,111,599	1,108,841	0.2%	
1,875,369	650,000					2,525,369	2,476,180	2.0%	
8,514,328	30,000					8,544,328	8,458,518	1.0%	
1,769,885						1,769,885	1,709,072	3.6%	
1,917,775	4,500,000					6,417,775	6,444,275	-0.4%	
		650,000				650,000	650,000		
			5,369,100			5,369,100	5,353,700	0.3%	
1,460,086						1,460,086	1,000,000	46.0%	
\$ 27,296,054	\$ 6,600,000	\$ 650,000	\$ 5,369,100	\$	\$	\$ 39,915,154	\$ 39,066,719	2.2%	

ECONOMIC ESTIMATES COMMISSION

Department of Revenue Building



Douglas A. Ducey
Governor

Grant Nülle
Chairman

Elliott D. Pollack
Member

Alan E. Maguire
Member

March 29, 2017

Community College Business Officials
State of Arizona

RE: Final FY 2017/18 Expenditure Limits

The final fiscal year 2017/18 expenditure limits for all community colleges are being supplied in accordance with Article IX, Section 20, Constitution of Arizona and A.R.S. § 41-563.

The fiscal year 1979/80 base limits have been adjusted for changes in the student population and the cost of living between 1978 and 2016. The formula is shown below.

$$\frac{\text{2017/18 Population}}{\text{1978 Population}} \times \frac{\text{GDP Implicit Price Deflator 2016}}{\text{GDP Implicit Price Deflator 1978}} \times \text{FY 1979/80 Base Limit} = \text{Final FY 2017/18 Expenditure Limit}$$

Please contact Karen Jacobs in Economic Research and Analysis at (602) 716-6923 if you have any questions.

Sincerely,

ECONOMIC ESTIMATES COMMISSION


Grant Nülle, Chairman

FINAL FY 2017/18 EXPENDITURE LIMITS: COMMUNITY COLLEGES

COMMUNITY COLLEGE DISTRICT	POPULATION**		POPULATION FACTOR	INFLATION FACTOR*	FY 1979/80 BASE LIMIT	FINAL FY 2017/18 EXPENDITURE LIMITATION
	2017/18	1979/80				
COCHISE	7,620	2,156	3.5343	2.9577	\$6,038,815	\$63,125,907
COCONINO	2,191	1,000	2.1910	2.9577	\$2,459,758	\$15,939,858
GILA	745	905	0.8232	2.9577	\$1,948,412	\$4,743,929
GRAHAM	3,113	1,329	2.3424	2.9577	\$4,508,230	\$31,232,727
MARICOPA	79,690	27,299	2.9192	2.9577	\$52,841,755	\$456,230,185
MOHAVE	2,900	1,033	2.8074	2.9577	\$3,163,993	\$26,271,380
NAVAJO	1,992	1,566	1.2720	2.9577	\$3,716,543	\$13,982,552
PIMA	19,842	11,038	1.7976	2.9577	\$19,071,763	\$101,399,448
PINAL	4,527	2,452	1.8462	2.9577	\$7,534,121	\$41,140,760
SANTA CRUZ	337	700	0.4814	2.9577	\$1,507,059	\$2,145,912
YAVAPAI	4,196	1,568	2.6760	2.9577	\$5,759,613	\$45,586,098
YUMA/LA PAZ	5,759	1,952	2.9503	2.9577	\$6,215,322	\$54,235,118
TOTAL	132,912	52,998	2.5079		\$114,765,384	\$856,033,874

* SOURCE: BEA February 2017 - (2016 GDP Implicit Price Deflator / 1978 GDP Implicit Price Deflator) = 111.445 / 37.68

** FTSE counts are calculated pursuant to A.R.S. §15-1466.01 and Laws 2016, 2nd Regular Session, SB 1322, Ch. 58, Section 8

REQUEST TO APPROVE 2017-20 PRELIMINARY CAPITAL BUDGET

Recommendation:

Staff recommends approval of the 2017-20 Preliminary Capital Budget as presented.

Summary:

The preliminary budget as approved by the District Governing Board will guide capital project planning for the next three years. The first year of the preliminary capital budget is incorporated into the 2017-18 preliminary annual budget. The budget is based on the NPC Strategic Plan approved by the District Governing Board along with involvement at the division and department levels.

Funding has been identified as a combination of current fund balances, contributions from ongoing general fund operating revenues and state appropriations for STEM funding. STEM funding will be used for capital equipment purchases. Staff anticipates STEM to be funded at the levels included in this preliminary budget but if it isn't sufficient fund balance is available.

**Northland Pioneer College
Capital Fund (50) Budget
FY1718 Budget Cycle**

	FY1617 Budget	FY17/18 Budget	FY1819 Budget	FY1920 Budget	3 Yr Total from Fund Balance
Fund Balance	3,000,000	3,000,000	2,500,000	2,500,000	8,000,000
Transfer from Operating Fund	2,000,000	2,000,000	2,000,000	2,000,000	
State Funding - STEM	353,700	369,100	350,000	350,000	
Annual Capital Funding	<u>5,353,700</u>	<u>5,369,100</u>	<u>4,850,000</u>	<u>4,850,000</u>	
Annual Capital Requirements					
Building Maintenance	750,000	450,000	450,000	450,000	
Strategic Plans	65,000	50,000	100,000	100,000	
Total - Annual Requirements	<u>815,000</u>	<u>500,000</u>	<u>550,000</u>	<u>550,000</u>	
Annual Capital Requests					
Administrative Services	1,509,500	1,577,900	1,257,500	1,135,000	
Student Services	55,000	56,925	58,064	59,224	
IS	1,979,789	2,506,500	2,003,500	1,683,500	
Instruction:					
Arts & Science	-	-	-	-	
CTE	183,324	172,000	185,500	165,000	
Nursing	-	34,375	10,125	10,000	
Total - Annual Requests	<u>3,727,613</u>	<u>4,347,700</u>	<u>3,514,689</u>	<u>3,052,724</u>	
Contingency	<u>811,087</u>	<u>521,400</u>	<u>785,311</u>	<u>1,247,276</u>	
Total Expenses	<u>5,353,700</u>	<u>5,369,100</u>	<u>4,850,000</u>	<u>4,850,000</u>	
Surplus/(Deficit)	0	0	0	0	

**Northland Pioneer College
Capital Budget
FY1718-1920**

Sorted by Division

Div	Dept	Dept #	Object Code	FY1718 Budget Request \$	FY1819 Budget Request \$	FY1920 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	SPASC Initiative & Priority	Postponed? Y/N
ADM SERV	MAINT	6100	5610	450,000	450,000	450,000	Deferred building maintenance/projects	Annual maintenance projects and to finish "catch up" campaign of backlog projects	Strategic Priority II	N
ANN REQMNT	Annual Required Capital Total			450,000	450,000	450,000				
				521,400	785,311	1,247,276				
CONTINGENCY	Contingency Total			521,400	785,311	1,247,276				
SPASC	MARKETING	5920	5615	50,000	-	-	Rebuild entire www.NPC.edu site in Drupal 8 software, make site mobile friendly, improve user experience and SEO results. Bid for \$98,250 1/2 to be paid in FY1617 and the remaining half in FY1718 when project is completed.	SPASC Initiative & Priority - Site has not been redesigned since 2009 and is not mobile friendly.	Strategic Priority II - To improve the user experience with technology, the college will enhance technology professional development and improve the NPC website and MyNPC.	No
SPASC	TBD	TBD			100,000	100,000	Future SPASC Initiative & Priority	Future SPASC Initiative & Priority		
SPASC			SPASC Total	50,000	100,000	100,000				
ADM SERV	CAMPUS/CTR MGRS	5130	5645	250,000	-	-	Video Security System at PDC, WMC, SCC, LCC, KAY, HOPI, WRV.	The current system isn't operating well and is 5 years old.	Strategic Priority II	Y - 1 YR
ADM SERV	MAINT	6100	5605	35,000	35,000	35,000	Furniture Requests	Annual furniture requests from departments.	Strategic Priority II	N
ADM SERV	MAINT	6100	5610	1,102,000	1,172,500	1,050,000	Facilities and maintenance projects	Maintain buildings, address safety needs, renovate to meet current needs, utilities savings, maintain aesthetics of campuses	Strategic Priority II	N
ADM SERV	MAINT	6100	5108	50,000	50,000	50,000	Professional consulting services	Architect and engineers for projects.	Strategic Priority II	N
ADM SERV	MAINT	6100	5645	29,500	-	-	Four wheel driver lawn mower for Whtmtn campus	Safety of grounds crew.	Strategic Priority II	N
ADM SERV	MAINT	6100	5645	36,900	-	-	Carpet Cleaning equipment	Extend life of carpet & cleanliness of buildings.	Strategic Priority II	N
ADM SERV	AUTO	5750	5680	8,500	-	-	Gooseneck trailer	Safer way to pull bobcat.	Strategic Priority II	N
ADM SERV	AUTO	5750	5680	46,500	-	-	Parking lot sweeper	Extend life of asphalt & campus cleanliness.	Strategic Priority II	N
ADM SERV	AUTO	5750	5680	14,500	-	-	Utility beds for trucks	Carry more tools & security of tools.	Strategic Priority II	N
ADM SERV	AUTO	5750	5645	5,000	-	-	Hot water steam cleaner	Extend life of fleet.	Strategic Priority II	N
ADM SVC			Admin Services Total	1,577,900	1,257,500	1,135,000				
STUD SERV	LIBRARY	3500	5650	56,925	58,064	59,224	Materials in the library collection: print,	Increases as follows:	The Strategic Plan	N
STUD SERV			Student Services Total	56,925	58,064	59,224				
IS	IS	5070	5615	250,000	275,000	300,000	Jenzabar Maintenance	Yearly Maintenance Contract	Technical Support for the Community College	No
IS	IS	5070	5615	48,000	48,000	50,000	OnBase	Yearly Maintenance Contract	Technical Support for the Community College	No
IS	IS	5070	5615	18,000	18,500	19,000	HP Server Contracts from FY1314 budget	Yearly Maintenance Contract	Technical Support for the Community College	No

**Northland Pioneer College
Capital Budget
FY1718-1920**

Sorted by Division

Div	Dept	Dept #	Object Code	FY1718 Budget Request \$	FY1819 Budget Request \$	FY1920 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	SPASC Initiative & Priority	Postponed? Y/N
IS	IS	5070	5615	30,000	30,000	30,000	Jenzabar Consultants	Consultant training/update NPC Servers	Technical Support for the Community College	No
IS	IS	5070	5615	50,000	50,000	50,000	IS Professional Services	Outside Consultant as needed	Technical Support for the Community College	No
IS	IS	5070	5615	5,000	-	-	OnBase Consulting Pool Hours	Outside Consultant for Document Imaging	Technical Support for the Community College	No
IS	IS	5070	5615	65,000	65,000	70,000	VMWare Support	Yearly Maintenance Contract	Technical Support for the Community College	No
IS	IS/Bus	5070	5615	15,000	15,000	15,000	Jenzabar Training hours (remote)	Support Business Office Jenzabar Users	Technical Support for the Community College	No
IS	IS	5070	5635	17,000	18,000	20,000	Commvault	Yearly Maintenance Contract	Technical Support for the Community College	No
IS	IS	5070	5600	400,000	400,000	400,000	Cisco Solution classrooms	Replace Polycom at end of life. Enterprise solution to replace 45 classrooms	Technical Support for the Community College	No
IS	IS	5070	5620	180,000	180,000	180,000	Server Replacements @ 4 years	Update Aging Server/Blade Cycle	Technical Support for the Community College	No
IS	IS	5070	5620	200,000	450,000	150,000	Replace old routers, switches and AP's @ 6 years	Update Aging Routers, Switches, and Aps	Technical Support for the Community College	No
IS	IS	5070	5620	750,000	60,000	65,000	Upgrade WAN Links FY16/17 Phase II	Upgrade remaining WAN radio links for increased capacity at all other NPC owned network locations	Technical Support for the Community College	No
IS	IS	5070	5620	15,000	100,000	20,000	UPS (batteries for servers) lifecycle Replacements @ 5 years	Replace aging UPS systems	Technical Support for the Community College	No
IS	IS	5070	5615	-	-	5,000	SSO and Password Reset solution	Deveop and incorporate a single sign on and password reset solution	Technical Support for the Community College	No
IS	IS	5070	5620	100,000	25,000	25,000	Upgrade Cisco Phone system environment	Replace aging phone system	Technical Support for the Community College	No
IS	IS	5070	5630	100,000	100,000	100,000	Computers @ 4 years (230)	Replace aging computers	Technical Support for the Community College	No
IS	IS	5070	5630	40,000	42,000	40,000	Printers @ 3 years	Replace aging printers	Technical Support for the Community College	No
IS	IS	5070	5630	30,000	30,000	30,000	Monitors @ 4 years	Replace aging monitors	Technical Support for the Community College	No
IS	IS	5070	5630	40,000	30,000	30,000	Portable/Mobile technology	Replace some laptops with Surface Pros, Mobile Tech	Technical Support for the Community College	No
IS-CTE	IMO	5070	5630	30,000		30,000	Laptops and PC for IMO labs	replace computers at IMO Labs	Technical Support for the Community College	No
IS-CTE	ATO	5070	5635		7,500		CDX Online Training 2 Years Fee	2 Years Fee	Technical Support for the Community College	No
IS-CTE	CON	5070	5635		5,000		Enroute Pro Software	5 more seats due to increased enrollment	Technical Support for the Community College	Yes
IS	IS	5070	5635	15,000	15,000	15,000	Adobe Licensing	Necessary software.	Technical Support for the Community College	No
IS	IS	5070	5615	24,500	24,500	24,500	Moodle Host	Learning Management System	Technical Support for the Community College	No
IS	MKT	5070	5615	10,000	10,000	10,000	WebHosting	WebHosting	Technical Support for the Community College	No

**Northland Pioneer College
Capital Budget
FY1718-1920**

Sorted by Division

Div	Dept	Dept #	Object Code	FY1718 Budget Request \$	FY1819 Budget Request \$	FY1920 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	SPASC Initiative & Priority	Postponed? Y/N
IS	IS	5070	5615	40,000			Firewall Upgrade/Maintenance	Firewall Upgrade/Maintenance	Technical Support for the Community College	No
IS	PAD	5700	5645	10,000	5,000	5,000	Replacement of aging and broken equipment	To maintain a professional print production for staff and students	Technical Support for the Community College	No
IS	PAD	5700	5316	24,000	-	-	Konica Minolta Copier Lease	Old Copier at end of life was replaced with new to continue professional production for our staff and students	Technical Support for the Community College	No
IS			IS Total	2,506,500	2,003,500	1,683,500				
CTE	AJS	1205	5645	-	-	20,000	Wrestling Mats	Replacements	Remove Student Barriers	N
CTE	ATO	1110	5645	22,000	-	-	Three Scanners	Keep to Current Industry Standards	Remove Student Barriers	N
CTE	ATO	1110	5645	8,000	-	-	Air Compressor	Replacement of Current One	Remove Student Barriers	N
CTE	ATO	1110	5645	20,000	-	-	2007 & Up Cars	Keep to Current Industry Standards	Remove Student Barriers	Y
CTE	ATO	1110	5645	-	-	20,000	Two Twin-Post Large Truck Lifts	Keep to Current Industry Standards	Remove Student Barriers	N
CTE	ATO	1110	5645	-	20,000	-	4 Top and Bottom Toolboxes Complete W/Tools	Increase in Student Enrollment	Remove Student Barriers	N
CTE	ATO	1110	5645	-	25,000	-	One 2010 or Newer Diesel Truck	Keep to Current Industry Standards	Remove Student Barriers	N
CTE	ATO	1110	5645	-	-	25,000	One 2015 or New Hybrid	Keep to Current Industry Standards	Remove Student Barriers	N
CTE	FRS	1336	5645	35,000	-	-	Bullex Natural Gas Vehicle Fire Training Prop w/Integrated Smoke & Sound Effects Option	Provides secondary fire prop for extended attack.	Remove Student Barriers	N
CTE	FRS	1336	5645		28,000		Bullex Natural Gas Pressure Vessel Fire Training Prop	Provides secondary fire prop for extended attack.	Remove Student Barriers	N
CTE	MET	1156	5645		17,500		Electronic Station	Keep to Current Industry Standards	Remove Student Barriers	N
CTE	MET	1156	5645			18,000	Hydraulic Trainer	Keep to Current Industry Standards	Remove Student Barriers	N
CTE	MET	1156	5645			38,000	Fanuc Robot	Student Certification	Remove Student Barriers	N
CTE	WLD	1170	5645	42,000	44,000	44,000	Welding Machine	Replace Worn Machines as Part of Facility Maintenance	Remove Student Barriers	N
CTE	WLD	1170	5645	6,000			One Metal Brake	Provide New and Different Technology to Welding Students	Remove Student Barriers	Y
CTE	WLD	1170	5645		17,000		WMC-Plasmacam, to include Plasma Cutter & Software	Teaches Students Automation in Fabrication	Remove Student Barriers	Y
CTE	WLD	1170	5645		21,000		3-Ridgit Pipe Bevel with Consumables, One for Each Location	Intruduces Students to New Technology Used in Industry, Improves Efficiency	Remove Student Barriers	Y
CTE	WLD	1170	5645	39,000			3-Cutting/Weld Table W/Hardware	Provides new and Different Techonlogy to Welding Students	Remove Student Barriers	Y

**Northland Pioneer College
Capital Budget
FY1718-1920**

Sorted by Division

Div	Dept	Dept #	Object Code	FY1718 Budget Request \$	FY1819 Budget Request \$	FY1920 Budget Request \$	Description of Capital Item(s) Requested	Justification for Request	SPASC Initiative & Priority	Postponed? Y/N
CTE	WLD	1170	5645		13,000		PDC Heavy Wire FCAW Welding Machine	Intruduces Students to New Technology Used in Industry, Improves Efficiency	Remove Student Barriers	N
CTE			CTE Total	172,000	185,500	165,000				
NUR	NUR	1375	5645	15,375	5,125		Replacement of Moderate Fidelity Mannequins at \$5,125 each at both sites	Need replacement of moderate fidelity mannequins at both sites	Remove student barriers to current Industry standards.	N
NUR	NUR	1375	5645	6,000			Birthing Bed WMC	Current bed is 20 years old	Remove student barriers to current Industry standards.	N
NUR	NUR	1375	5645	13,000			Headwall Package WMC	Realistic simulation capability and lab practice for additional patient care units	Remove student barriers to current Industry standards.	N
NUR	NUR	1375	5645		5,000		Neonatal Warmer	Realistic simulation capability and lab practice	Remove student barriers to current Industry standards.	N
NUR	NUR	1375	5645			10,000	Simpads	Realistic simulation capability and lab practice	Remove student barriers to current Industry standards.	N
Nursing			Nursing Total	34,375	10,125	10,000				
Total NPC Annual Capital				5,369,100	4,850,000	4,850,000				

	TOTAL FTSE		NAVIT FTSE		DUAL FTSE		REGULAR FTSE	
	2016	2017	2016	2017	2016	2017	2016	2017
Little Colorado	158	158	21	20	21	21	116	117
Painted Desert	235	216	49	49	61	56	125	110
Silver Creek	143	157	21	27	45	57	77	73
White Mountain	594	642	76	78	167	251	352	313
Subtotal	1130	1183	167	175	294	385	670	613
ALU	1	1	0.0	0.0	0.0	0.0	1	1
CDA	47	17	0.0	0.0	0.0	0.0	47	17
DOC	47	46	0.0	0.0	0.0	0.0	47	46
Hopi	53	23	0.0	0.0	9	1	44	22
Internet	103	113	0.0	0.0	0.0	0.0	103	113
Kayenta	22	23	0.0	0.0	4	0.0	18	23
Springerville-Eagar	65	50	7	4	33	22	26	25
St Johns	106	112	45	47	22	22	40	40
Whiteriver	98	101	0.0	0.0	40	41	58	60
Apache Co Misc	28	14	0.0	0.0	23	14	5	0
Navajo Co Misc	26	1	0.0	0.0	6	1	20	0
Subtotal	596	491	51	51	137	101	407	350
TOTAL	1726	1674	218	226	431	486	1077	963

Total Enrollment percentage change, Spring 2016-Spring 2017: -3.1%

HEADCOUNT

2016 – 3505

2015 – 3483

Total Headcount percentage change, Spring 2016-Spring 2017: -0.06%

REMODEL FINANCIAL AID OFFICES IN TAWA CENTER IN HOLBROOK

Recommendation:

Staff recommends award of contract to Pointe Construction for \$115,564 to remodel the Finance Aid offices located in the Tawa Center in Holbrook. Four bids were received for this project with bids ranging from \$115,564 to \$278,000; bids were opened March 23, 2017.

Summary:

An Architects study was performed and a new design created for the Financial Aid offices in the Tawa Center. The new design will address functional issues of the office spaces, create a more secure file storage area, create a call center location for the District, provide easier access to financial aid personnel by the students, and create an additional egress avenue from the suite.

The cost of this project is included in the current year budget as part of the deferred maintenance budget.



Robert L Pian, AIA
William R Pittenger, RA, CSI
Mark A Davenport, AIA, LEED AP

March 24, 2017

Mr. David Huish, Director of Maintenance
Navajo County Community College Distinct
P.O. Box 610
Holbrook, Arizona 86025-0610

RE: Northland Pioneer College - Tawa Center Financial Aid Remodel
Painted Desert Campus – Holbrook, AZ
Navajo County Community College District Bid No. AS#17-03
SPS+ Project No. 1642

Dear Mr. Huish,

Open public competitive bids were held for the above referenced project on March 23, 2017. Of the four bids received, the apparent low bid was from Pointe Construction for \$115,564.00 for the complete scope of the Base Bid work for the project.

Per the Arizona Registrar of Contractors, Pointe Construction is a licensed General Contractor with no complaints. Their proposed bond and insurance companies also meet the BEST rating requirement.

Accordingly it is our recommendation that Pointe Construction be awarded the construction contract for this project.

Sincerely

SPS+ ARCHITECTS

Howell L. Shay AIA
Manager

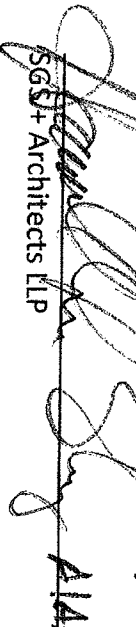
BID TABULATION

Tawa Center Painted Desert Campus, Holbrook, AZ Financial Aid Remodeling 1642D NPC #17-03

Bid Date 2:00 PM, March 23, 2017 Nizhoni Rm. 143, Open Tiponi Conference Room

	Base Bid	Addendum No.1	Addendum No.2	Addendum No.2	Bid Bond	Non Collusion	Sub List
Woodruff Construction	\$205,000.00	Yes	Yes	Yes	Yes	Yes	Yes
TSG Constructors, LLC, Phoenix							
Lake Powell Construction							
S.D. Crane Builders							
Sky Engineering Inc.	\$214,200.00	Yes	Yes	Yes	Yes	Yes	Yes
Kroll Contractors Inc.							
G & G Contracting							
Caliente Construction Inc.	\$278,000.00	Yes	Yes	Yes	Yes	Yes	Yes
Pointe Construction	\$115,564.00	Yes	Yes	Yes	Yes	Yes	Yes
Stratton Builders							
Paul R. Peterson Construction							
Skyline Builders							
Navapache Construction							

We Hereby Certify This Is A True And Accurate Tabulation Of The Bids Received For The Above-Referenced Project

 SG&A Architects LLP

REMODEL RESTROOMS IN THE PONDEROSA CENTER IN SHOW LOW

Recommendation:

Staff recommends award of contract to Navapache Construction for \$97,000 to remodel the restrooms located in the Ponderosa Center in Show Low. Five bids were received for this project with bids ranging from \$97,000 to \$216,000; bids were opened March 23, 2017.

Summary:

An Architects study was performed and a new design created for the restrooms located in the Ponderosa Center in Show Low. The new design will address upgraded toilet and urinal fixtures, more efficient flush valves, lighting, and sink height concerns.

The cost of this project is included in the current year budget as part of the deferred maintenance budget.



Robert L Pian, AIA

William R Pittenger, RA, CSI

Mark A Davenport, AIA, LEED AP

March 24, 2017

Mr. David Huish, Director of Maintenance
Navajo County Community College District
P.O. Box 610
Holbrook, Arizona 86025-0610

RE: Northland Pioneer College - Ponderosa Center Toilet Rooms Remodel
White Mountain Campus – Show Low, AZ
Navajo County Community College District Bid No. AS#17-05
SPS+ Project No. 1642

Dear Mr. Huish,


Open public competitive bids were held for the above referenced project on March 23, 2017. Of the five bids received, the apparent low Base Bid of \$97,000.00 was from Navapache Construction who also submitted the low Additive Bid of \$750.00 for the complete scope of work for the project.

Per the Arizona Registrar of Contractors, Navapache Construction is a licensed General Contractor with no complaints. Their proposed bond and insurance companies also meet the BEST rating requirement.

Accordingly it is our recommendation that Navapache Construction be awarded the construction contract for this project.

Sincerely

SPS+ ARCHITECTS



Howell L. Shay AIA
Manager

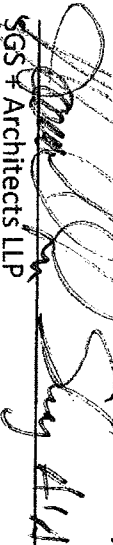
BID TABULATION

Ponderosa Center – White Mountain Campus, Show Low, AZ: Toilet Rooms Remodeling 1642C NPC #17-05

Bid Date 2:00 PM, March 23, 2017 Nizhoni Rm. 143, Open Tiponi Conference Room

	Base Bid	Additive Bid No.1	Addendum No.1	Bid Bond	Non Collusion	Sub List
Woodruff Construction						
TSG Constructors, LLC						
Lake Powell Construction						
S.D. Crane Builders						
Sky Engineering Inc.	\$121,600.00	\$3,000.00	Yes	Yes	Yes	Yes
Kroll Contractors Inc.						
G & G Contracting						
Caliente Construction Inc.	\$216,000.00	\$2,500.00	Yes	Yes	Yes	Yes
Pointe Construction	\$106,951.00	\$3,500.00	Yes	Yes	Yes	Yes
Stratton Builders						
Paul R. Peterson Construction	\$146,701.00	\$1,025.00	Yes	Yes	Yes	Yes
Skyline Builders						
Navapache Construction	\$97,000.00	\$750.00	Yes	Yes	Yes	Yes

We Hereby Certify This is A True And Accurate Tabulation Of The Bids
 Received For The Above-Referenced Project


 Tom Stinson
 SGS Architects LLP

Eva Putzova
GeoDriven LLC
700 N Magma Way
Flagstaff, AZ 86001



Dr. Jeanne Swarhout
President
Northland Pioneer College
2251 N. Navajo Boulevard
PO Box 610
Holbrook, AZ 86925

March 22, 2017

Dear Dr. Swarhout:

Per our conversation, please consider this agreement proposal to provide professional consulting services in the area of organizational management of institutional research, planning, and executive and strategic communications.

CONSULTING AGREEMENT

GeoDriven, LLC and its principal consultant Eva Putzova will provide NPC professional services as outlined in the scope of work at a monthly rate of \$10,000 payable on the 15th of each month for the duration of the contract from May 1, 2017 through October 31, 2017 with a possibility of the contract extension under the same terms and conditions.

SCOPE OF WORK

GOAL: To bridge NPC's institutional data collection and management with decision and policy making. Assist with structural improvements to Institutional Effectiveness and model best approaches to drive success initiatives.

The scope of work is to be organized into the following phases:

1. DISCOVERY TO MODERNIZE ENTERPRISE DECISION MAKING

- Review existing data collection and management practices, reports, protocols, documentation keeping and data governance structures/ policies
- Assess the centralized reporting system (if it exists), its strengths, weaknesses, visualization capabilities, and ability to integrated data across the institution to answer complex “why” questions
- Identify key institutional short-term initiatives/ challenges/ research questions through interviews of key leadership members, a review of the institutional strategic plan, and other methods

Deliverables:

- Summary report of key findings
- Recommendations for improvements in practices, reporting, and data visualization with specific examples
- Recommendations for missing standards or protocols (program reviews, data definitions,
- Recommendations considering options for an enterprise analytics platform (if needed, then phase 2)
- List of key policy questions/ issues to study based on their perceived importance/ urgency (identify the top priority, then phase 3)

2. IMPLEMENTATION OF A BUSINESS INTELLIGENCE SYSTEM

- Assist with a selection of an appropriate business intelligence (analytics) system or solution
- Provide guidance during implementation to ensure any decentralized systems are brought together with data quality, validation, and collection in mind

3. INFORMING POLICY, DRIVING STRATEGIC INITIATIVES*

- Work with NPC personnel to identify, collect, analyze, and visualize data needed to inform a selected priority.
- Facilitate stakeholder sessions to develop data-informed strategies.
- Develop implementation plan for the initiative as needed.

*This can be anything from student retention plan to transfer pathways to new academic program to economic development partnerships etc.

4. PROVIDE STRATEGIC COMMUNICATIONS ASSISTANCE

- Develop presentations, graphics, reports and other assets to assist with executive communications.
- Conduct ad-hoc secondary research, interpret information, organize findings, visualize data, and prepare short executive summaries to share with legislators, board members, and other high-level stakeholders.

PROFESSIONAL FEES

Northland Pioneer College agrees to pay \$10,000 monthly for a total of \$60,000 for services under this agreement. The professional fees will be payable to GeoDriven monthly according to the following schedule:

Invoice	Date	Monthly Amount Invoiced	Cumulative Amount
1	15-May-17	\$10,000	\$10,000
2	15-Jun-17	\$10,000	\$20,000
3	15-Jul-17	\$10,000	\$30,000
4	15-Aug-17	\$10,000	\$40,000
5	15-Sep-17	\$10,000	\$50,000
6	15-Oct-17	\$10,000	\$60,000

ADDITIONAL TERMS AND CONDITIONS

- At all times GeoDriven, LLC will comply with the terms of the Family Educational Rights and Privacy Act of 1974 in all respects
- This agreement shall be governed by the laws of the State of Arizona. The parties shall have all remedies available by law or in equity.
- The parties may change this agreement only through a written amendment.
- The parties may agree to extend this agreement for additional six months under the same terms and conditions and monthly pay schedule.
- To the fullest extent permitted by law, GeoDriven, LLC shall defend, indemnify, and hold harmless NPC, its agents, officers, officials, employees, and volunteers from and against all claims, damages, losses, and expenses (including but not limited to attorney fees and court costs) arising from the acts, errors, mistakes, omissions, work or service of Geo Driven, LLC, its agents, employees, or any subcontractors in the performance of this agreement.
- Pursuant to A.R.S. § 35-393.01, GeoDriven, LLC certifies that it is not currently engaged in, and agrees for the duration of the Contract to not engage in, a boycott of Israel.
- As required by A.R.S. § 41-4401, GeoDriven, LLC, certifies that it and all of its subcontractors, if any, are in compliance with federal immigration laws and regulations that relate to their employees and with A.R.S. § 23-214(A). A breach of this warranty

shall be deemed a material breach of this agreement and shall be subject to penalties up to and including termination of this agreement. NPC shall have the right to inspect the papers of GeoDriven, LLC, and of any subcontractors to ensure that GeoDriven, LLC, and any subcontractors are complying with this warranty.

- This Agreement is subject to cancellation for conflict of interest as provided in ARS 38-511.
- GeoDriven, LLC will perform the agreed services in a professional and timely manner. If NPC becomes reasonably dissatisfied with the quality or timeliness of the work performed by GeoDriven, LLC, NPC may terminate this agreement with sixty (60) days' prior written notice. In the event NPC terminates the agreement for these reasons, GeoDriven, LLC shall be entitled to payment for all services performed through the effective date of the termination.
- NPC and GeoDriven, LLC and their employees or agents are independent contractors in relation to each other with respect to all matters arising under this Agreement. Nothing herein shall be deemed to establish a partnership, joint venture, association or employment relationship between the parties.

CLOSING

I would be happy to rework this agreement to include additional services under the scope of work or amend the Terms and Conditions section to comply with the College's procurement policy. If this is sufficient to initiate the contract, please sign and return to me either electronically or by mail.

Sincerely,

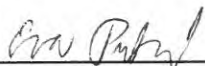
Eva Putzova

Accepting the terms of the agreement for Northland Pioneer College:

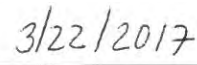
Dr. Jeanne Swarthout,
President of Northland Pioneer College

Date

Accepting the terms of the agreement for GeoDriven, LLC:



Eva Putzova, CEO
GeoDriven



Date



MEMBERSHIP AGREEMENT

Our Mission: To maximize access to resources and services for Arizona community college students through collaboration

Our Vision: To enable member libraries to advance institutional missions through innovation, collaboration and economies of scale

The Consortium seeks to share best practices and support member initiatives across Arizona while concurrently ensuring each constituent member library retains full autonomy over its strategic direction, its operations, its staff and its budget. In return, the Consortium requires active participation, collaboration and commitment to be a respected and viable voice for the library community in Arizona.

In consideration for the support that membership in the Consortium brings, each constituent member library agrees:

- To abide by the Arizona Community College Library Consortium Bylaws and all jointly-developed policies and procedures, and rules and regulations as adopted by the Consortium;
- To assume and promptly pay any and all financial obligations arising as a result of Consortium membership as well as participation in group services offered through the Consortium;
- To act in accordance with all terms and conditions of contractual agreements made by ACCLC and by its business and contractual agent, the Arizona Community College Coordinating Council (AC4), on behalf of member libraries, and to accept responsibility for the acts or omissions of its own employees related to such agreements.

Cochise College agrees to act as the interim fiscal agent for all participating Arizona community colleges until such time as the AC4 assumes this responsibility. Each constituent member library shall coordinate and obtain commitments from their institution to insure that each library understands and acknowledges responsibility for compliance and conformance with individual license terms and conditions.

Governing Member

Friends Member

Signed by: _____
President/Vice Chancellor

Head Librarian

Institution: _____

Please print name

Please print name

Date: _____

Arizona Community College Library Consortium
Bylaws
Adopted November 2016

Amendments

1. Organization.

The name of the organization shall be The Arizona Community College Library Consortium (hereafter referred to as ACCLC). ACCLC is a subgroup of Arizona Community College Coordinating Council (AC4). It is a self-governing association that uses AC4 as a contractual agent and Cochise College as the interim fiscal agent.

2. Mission.

Maximize access to resources and services for Arizona community college students through collaboration.

3. Membership.

a. All community colleges in Arizona that are recognized by Arizona Revised Statutes are eligible for membership in ACCLC. To ensure the effective operation and management of the ACCLC, the AC4 may establish additional criteria for membership, including but not limited to criteria that apply to libraries that serve for-profit academic institutions, libraries that serve state universities, public libraries, school libraries, charter school libraries, publicly supported special libraries, the State Library, and any organization providing library services.

b. All Arizona library entities may petition for ACCLC membership. The Board of Directors will establish the form of the petition and the criteria for its evaluation. The Board of Directors and AC4 will act on petitions for membership in the best interest of the ACCLC.

c. Membership will include two classifications: Governing and Friends. To become a governing member, an institution must sign the ACCLC Membership Agreement. Governing members will have voting rights and are required to pay an annual fee determined by the Board of Directors. Governing members will be eligible to access all products, services, collections, and professional development offered by the ACCLC. Friends members will not be granted voting rights and the Board of Directors will determine which specific services may be offered to each membership classification. The Board may require an institution to be a Governing member in order to obtain access to other systems and services or to participate in programs, as it deems appropriate.

d. Governing member: a voting member of the ACCLC who is an Arizona community college district and has signed the ACCLC Membership Agreement or any Friends member that has successfully petitioned the AC4 for Governing membership.

e. Friends member: a non-voting member of the ACCLC who has signed the ACCLC Membership Agreement. Any entity that provides library services is eligible for Friends membership. Friends members may serve on the Governing Board and may benefit from contracts and services. Friends members may be required to pay an administrative fee for some services as established by the Governing Board.

4. Voting Rights.

ACCLC members with Governing classification will be entitled to one vote on any matter requiring a vote by the Governing Board. The director, or a designee of the voting member, of each Governing member district shall be the voting representative for ACCLC. (Arizona State Statute 10-3724)

5. Membership Responsibilities.

All ACCLC members will remain completely autonomous and have authority over their own institutions. ACCLC members must realize that participation in a consortium requires collaboration and commitment to the consortium. For acceptance and continued membership in ACCLC, members must agree to abide by the terms and conditions of the ACCLC Membership Agreement and any other subsidiary agreements governing participation in a specific ACCLC service.

6. Changes in Membership Categories.

a. A member institution may petition to change its membership classification effective on the first day of the next fiscal year (July 1). Changes in membership category are subject to the restrictions of Section 3 of the Bylaws. Such a change requires submitting a new, signed ACCLC Membership Agreement no later than June 1 (30 days) prior to the effective date of the proposed change in status.

b. When a member institution changes membership classification, the institution is eligible for services offered to members of the new membership classification.

7. Termination of Membership.

a. Any member may resign its membership in the Consortium by notifying the ACCLC President in writing by December 31. Termination of membership takes effect on June 30 (6 months) following the member institution's notification of intent to terminate. The terminating institution is, and will continue to be, responsible for any financial obligation incurred during its entire membership period.

b. The ACCLC may terminate a member of the ACCLC for cause with written notice by December 31. Termination of membership takes effect on June 30 (6 months) following the consortium's notification of intent to terminate. The terminated institution is and will continue to be responsible for any financial obligation incurred during its entire membership period.

8. Withdrawal

Before a member library can withdraw from ACCLC, the member is required to fulfill all consortium related responsibilities for the fiscal year. The Governing Board will approve the effective date of a member's withdrawal, such date to be not later than the end of the current ACCLC fiscal year.

9. Governance.

a. Governing Members

A representative, that is assigned by each community college district will have the right to vote on any ACCLC business that the Board of Directors deems necessary for a full group vote.

b. Board of Directors

The business and affairs of the ACCLC shall be controlled and governed by the board of directors, which shall have the right to exercise all powers of the corporation. The Board of Directors will oversee the affairs of ACCLC except those activities reserved for the member institutions. The Board of Directors will set strategic direction, review and approve the detail and the total of the organizational budget each year, advise and select officers.

c. Board of Directors Membership

The Board of Directors will be elected through a majority vote of all members of the ACCLC. Elections will be held annually in the first week of each FY. The Board of Directors will consist of the 6 Governing members of the ACCLC and one Friends member who will be without voting rights. One library director or a designated equivalent position from the Maricopa District, one from the Pima District, three from the rural districts, and one from a Native American institution. Each member of the board shall participate in board meetings and act on behalf of all ACCLC libraries as a board member.

d. Board Officers

Four Board members will be appointed annually as Board Officers by the Board of Directors. Officers will be appointed and take office at the first meeting of the Board in any given FY. The officers of the Board will be a President, a Secretary, a Treasurer, and a Chief Digital Officer. The Board of Directors will determine the length and consecutive terms an officer can serve.

d. Officer's Responsibilities

i. The President will be responsible for carrying out the will of the Board and have similar responsibilities to a Chief Executive Officer. The President shall preside over Governing Board meetings and shall sign all bonds, contracts, and other instruments authorized by the Governing Board.

ii. The Secretary will be responsible for meeting agendas, minutes of meetings and for preparing such correspondence as the Officers shall direct.

iii. The Treasurer will be responsible for making payments to vendors, invoicing the membership, and reporting to the board on a quarterly basis the financial condition of the consortium. Much of the Treasurer's responsibilities would revert to a CSP if one is hired and the Treasurer would also act as the financial liaison between the Board and the CSP.

iv. The Digital Officer will liaise with ACCLC committees, the Consortium Service Provider, and information services vendors as necessary to help the Board make the best decisions regarding the provision of information services.

v. Other officer positions can be formed as needed by the Board of Directors.

e. Meetings

The Board of Directors will meet semi-annually during each fiscal year (July 1 – June 30). Once at the beginning of the FY, and again 6 months later. It is empowered to call additional meetings when needed. A simple majority of voting members shall constitute a quorum at each meeting called to conduct business. Voting members participating by teleconference (telephone or video) shall be counted in the establishment of a quorum, and shall have voting privileges. With permission of the Board of Directors, Friends members and non-members of the Board may participate in activities of the Board as it sees fit. One week's notice is required for any scheduled meeting and agendas will be posted according to the requirements of the Arizona Open Meetings Law, A.R.S§ 38-431.09.

i. Separate from regular Governing Board meetings a vote by mail, telephone, electronic media, or fax may be taken at the discretion of the President; provided

the action is approved in verbally or in writing by a majority of the members of the Governing Board.

f. Membership Meetings

The Board of Directors will arrange and preside at an annual full membership meeting, open to staff of all member libraries.

g. Compensation.

Governing Board members shall not receive a salary or other compensation for services; however, travel and meeting expenses incurred by Governing Board members may be reimbursed by ACCLC.

h. Committee Formation.

Such committees as are deemed necessary may be created by the Governing Board and may be temporary or standing committees. Members are appointed by the President. When appointing committees, the President shall specify the charge of the committee, as well as the term of the committee.

10. Amendments

These Bylaws may be amended or rescinded by two-thirds of entire Governing member institutions (as defined in Section 3) casting an affirmative vote on any properly proposed and considered amendment as specified in this Article of the Bylaws.

a. Amendments

Amendments may be proposed in writing by the Board of Directors or by a group representing at least ten Governing member institutions.

b. Discussion

Any proposed amendment must be discussed at a Board of Directors meeting (and must have appeared on the agenda for the meeting) and will be distributed to all Governing member institutions for their consideration, accompanied by a Board rationale and recommendation

c. Adoption

A ballot containing the proposed amendment, including a summary of discussion by the Board of Directors, shall be provided to each director of a Governing member institution. The time of beginning and closing of the ballot and the reporting of the results shall be fixed by the Board.

11. Dissolution:

In the event of dissolution of the corporation, the board of directors shall, after paying or making provisions for the payment of all of the liabilities of the corporation to the extent assets of the corporation permit, dispose of all the assets of the corporation exclusively for the purposes of the corporation, as the board of directors shall determine, in such manner as required by section 501(c)(3) of the Internal Revenue Code (or corresponding provision of any future United States Internal Revenue law) and in accordance with the statutes of the State of Arizona.

12. Records and Archives:

a. The corporation shall keep at the archives of the corporation correct and complete books and records of account; minutes of the proceedings of board of directors; and a register of the names and addresses of the directors of the corporation. All books, records, and financial records of the corporation may be inspected by any director, or agent or attorney thereof, for any proper purpose at any reasonable time.

b. The archives of ACCLC will be held in the Archives of the Cochise College Libraries. The Board of Directors may designate another Archive location as it sees fit.

Request for Quotes (RFQ)

General Information

Purpose of this Request for Quotes: The Arizona Community College Library Consortia (ACCLC) is requesting quotes from qualified online electronic resource providers. The purpose is to provide shared resources across all community colleges in Arizona at an economical price. Vendors may offer other resources at no additional cost as supplements to the required resources specified in the RFQ such as discovery services, additional databases, etc., but should clearly indicate in their proposal the cost of requested items and a list of other resources provided at no additional cost.

Agency: Arizona Community College Library Consortia (ACCLC) ACCLC consists of 10 community college districts in Arizona serving roughly 84,500 students. Members are: Arizona Western College, Central Arizona Community College; Cochise College, Coconino Community College, Dine College, Eastern Arizona College, Mohave Community College, Maricopa Community College District, Northland Pioneer College, Pima Community College, Tohono O 'Odham Community College, and Yavapai Community College.

Contacts for RFQ:

Kristen Becker, Eastern Arizona College, Kristen.becker@eac.edu, phone: 928-428-8308

John Walsh, Cochise College, walshj@cochise.edu, phone: 520-515-5420

FTSE: 84,500

Number of Districts: 10 unique community college districts.

RFQ Details

Deadline for Submission: April 1, 2017

Proposed Subscription Start Date: July 1, 2017

Timelines / Milestones:

- RFQ released to Vendors March 3, 2017
- Vendor Submissions due: April 1, 2017
- Anticipated Notification of Intent to Purchase: May 15, 2017

Vendor Qualifications

Required Qualifications & Experience: In a Narrative, Vendors should demonstrate they have the ability to provide electronic resources to community colleges and financial stability. A list of items contained in each database and/or package should be included with the Quote response as an exhibit.

Project Specifications and Requirements

Content Area: ACCLC is seeking quotes for licensing full-text content from:

- Professional journals, scholarly journals, subject magazines and news articles
- Multimedia content
- Online services

****Interested Vendors Note:** All licensed products must be available to all ACCLC members unless the member opts-out. **

Additional Resources: Vendors may choose to offer other resources at no additional cost, or at minimal additional cost, as supplements to the resources specified in this RFO. Any such additional resources should be included in the original offer, as submitted by the submission deadline, and may not be added later.

Mandatory Resources Requirements: (Please provide answers on Tab 1 of Appendix A.)

• Mandatory Criteria	• Description	• Criterion
Web-based Products	Resources offered must be accessible via the Internet and viewable using standard Internet browsers for Windows, Macintosh and Linux operating systems such as IE, Firefox and Chrome.	Are the products in the offer web-accessible by standard browsers for these three operating systems?
Search Interface	A search interface is provided for all offered resources. This interface must offer more than one search mode.	Does the interface offer basic and advanced search modes?
Language	Primary interface of offered Resource must be in English language	Is this an English-language product?
Full Production Products	Offered resources must be full-production versions that are completely implemented and thoroughly tested at time of offer.	Will the product be in full commercial release by the date trials are scheduled to begin?
Copyright & Royalty Fees Included in Price	Offered resources must be priced so that all copyright and royalty fees are included. Products that do not include copyright and royalty fees will	Are all copyright and royalty fees for patrons' personal uses included in the offered database price?

	not be considered.	
Authentication & Remote Access 1	Offered resources must provide access authentication via IP address plus one or more other acceptable alternate means (login/password, referring URL, or URL with embedded login and password), as required by participating libraries, are acceptable. IP ranges will be provided to vendor(s) for each district/campus.	Is access authentication for offered resources available via IP addresses, alternate means, or all simultaneously?
Authentication & Remote Access 2	Offered resources must provide remote access from the college campus, home, or other outside-the-library locations	Do the offered resources include remote access to the resources at no additional charge?
Results Output Options	Results from searches are performed in the licensed content. Results may include, but are not limited to, full text documents, citations, images, maps, or other options made available from the licensed content.	For all packages: Are end users able to print, download, and email results of searches of the offered resources for personal uses, at no additional charge?
ADA Compliancy	Access to resources for patrons protected under ADA should be provided.	If yes, please provide a description of how the accommodations are accomplished. If No, provide a list of resources/search interfaces not ADA compliant and any accommodations available in tis visual display for visually impaired users.

Additional Requirements: (Please provide answers on Tab 2 of Appendix A.)

Is the content compatible with the following Discovery Services?

Discovery Service	N/A	Yes	No
EBSCO Discovery Service			
WorldCat Local			
ProQuest Summon			
Encore Discovery Solutions			
Primo Central			

Other (Please Specify)			
If your content is not compatible with the Discovery services listed above, you will provide your own discovery service at no charge to ACCLC member libraries?			

User Authentication – Are you able to authenticate users using these methods?

User Authentication	N/A	Yes	No
IP Authentication			
Username/Password Authentication			
URL with embedded Username			
URL with embedded Username and Password			
Success URL			
Other (Please Specify)			

Linking and MARC Records

	Yes	No	Explanation
Are all resources Search Engine Open URL Compliant?			
If yes, describe the steps required to implement linking mechanism			
Can districts download MARC records for their online catalogs?			
Are MARC records complete records?			

Subscription Timelines: All subscriptions will be for a period of one year, with an option to renew up to four additional one-year terms with no more than a 2% increase in price each year. Vendors are expected to be flexible in adjusting subscription terms for current subscribers and supporting split invoicing if the vendor does not provide an acceptable quote to ACCLC as a single purchasing entity (pricing option #1). It is the expectation of ACCLC to receive one invoice from each vendor with Cochise College acting as the consortia’s fiscal agent.

Support/Service for Contract:

ACCLC expects each college district will be to submit support tickets. Please provide the following information in your response.

- Contact information for support/service issues including: name, email and phone number.
- Hours for live technical support (specify time zone).

Statistics and Reporting:

If library's access method allows, statistics on the proposed service would be:

	N/A	Yes	No
Accessible to ACCLC primary contacts?			
Accessible to library staff by college district?			
Accessible over the Internet?			
Statistical data report capable of producing a report for a specific amount of time?			
Statistical data report capable of being downloaded into a local resource or spreadsheet and delineated by college district and site.			
Can federated searches be tracked separately from native interface search statistics?			

Usage Statistics Data Elements:

Indicate whether the below data elements are available in your product's statistical reports.	N/A	Yes	No
Number of searches			
Record Views			
Result Clicks			
Full Content Retrievals			
Full Content Retrievals by title			
Provide annually:			
Number of periodical, media, or full content titles indexed			
Number of full-text content titles			
Are all resources COUNTER 5 compliant?			
Are all resources COUNTER 4 compliant?			

What is the frequency with which proposal statistics will be updated?

How will ACCLC member libraries retrieve statistics?

Branding of Resources:

Describe how branding will be displayed within the proposed resources. Will you support branding by each campus within the consortia?

Cost Proposal:

ACCLC is seeking competitive bids for e-resources as a single entity. Pricing documents are included with the RFQ in Appendix A. In the event pricing as one entity is not affordable, college districts may opt-in or opt-out of the per FTSE pricing listed on the pricing sheet. ACCLC reserves the right to seek best and final offers as part of the RFQ process.

Mandatory Requirements	
Mandatory Criteria	Description
Web-based Products	Resources offered must be accessible via the Internet and viewable using standard Internet browsers for Windows, Macintosh and Linux operating systems such as IE, Firefox and Chrome.
Search Interface	A search interface is provided for all offered resources. This interface must offer more than one search mode.
Language	Primary interface of offered Resource must be in English language.
Full Production Products	Offered resources must be full- production versions that are completely implemented and thoroughly tested at time of offer.
Copyright & Royalty Fees Included in Price	Offered resources must be priced so that all copyright and royalty fees are included. Products that do not include copyright and royalty fees will not be considered.
Authentication & Remote Access 1	Offered resources must provide access authentication via IP address plus one or more other acceptable alternate means (login/password, referring URL, or URL with embedded login and password), as required by participating libraries, are acceptable. IP ranges will be provided to vendor(s) for each district/campus.
Authentication & Remote Access 2	Offered resources must provide remote access from the college campus, home, or other outside-the-library locations
Results Output Options	Results from searches are performed in the licensed content. Results may include, but are not limited to, full text documents, citations, images, maps, or other options made available from the licensed content.
ADA Compliancy	Access to resources for patrons protected under ADA should be provided.

Criterion	Yes	No
Are the products in the offer web-accessible by standard browsers for these three operating systems?		
Does the interface offer basic and advanced search modes?		
Is this an English-language product?		
Will the product be in full commercial release by the date trials are scheduled to begin?		
Are all copyright and royalty fees for patrons' personal uses included in the offered database price?		
Is access authentication for offered resources available via IP addresses, alternate means, or all simultaneously?		
Do the offered resources include remote access to the resources at no additional charge?		
For all packages: Are end users able to print, download, and email results of searches of the offered resources for personal uses, at no additional charge?		
If yes, please provide a description of how the accommodations are accomplished. If No, provide a list of resources/search interfaces not ADA compliant and any accommodations available in tis visual display for visually impaired users.		