

Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, legal 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 May 18, 2010 at 11:00 a.m. Notice is further given that the Board will hold a Study Session open to the public beginning at 9:30 a.m. All sessions will be held at the Northland Pioneer College Painted Desert Campus, Tisoni Community Center, 2251 E. Navajo Blvd., Holbrook, Arizona.

The public is invited to check on addenda that may be posted up to 24 hours prior to the meetings. Copies of the meeting agendas 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 Russell Dickerson at the above address or telephone number at least 24 hours prior to the scheduled time.

The District Governing Board may enter into an executive session as provided in ARS §38-431.03 A (3) [discussion or consultation for legal advice with the attorney or attorneys of the public body] relating to any listed agenda item. Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Russell Dickerson, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on the 17th day of May, at 9:00 a.m.

Russell Dickerson, Recording Secretary to the Board

Notice
Distribution

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



Northland Pioneer College

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Governing Board Study Session Agenda¹

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

Date: May 18, 2010

Time: 9:30 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Truth in Taxation (T3) (Informational) -----	Vice President Hatch
2.	Request to Approve 2010-2011 Property Tax Increase (T4) ----- (Action)	Vice President Hatch
3.	2010-2011 Proposed Budget (T5) (Informational) -----	Vice President Hatch
4.	Request to Adopt 2010-2011 Proposed Budget (T6) ----- (Action)	Vice President Hatch
5.	Request to Approve Intergovernmental Agreement with the Governor's Office of Economic Recovery (T7) ----- (Action)	Vice President Hatch
6.	Request to Approve Transfer Admission Guarantee Agreement Between Arizona State University and NPC (T8) ----- (Action)	Vice President Vest
7.	Request to Accept Annual Strategic Planning Report (T9) ----- (Action)	President Swarthout
8.	2010-2013 NPC Strategic Plan (T10) (First Read) -----	Director Bishop
9.	Curriculum: Request to Approve Program Modifications (T11) ----- (Action)	Vice President Vest
10.	Draft Memorandum of Understanding Between University of Utah and NPC (Informational) (T12) -----	Vice President Vest
11.	Student Refund Debit Cards (Informational) (T13) -----	Vice President Hatch

¹ The District Governing Board may consider any item on this agenda in any order and at any time during the meeting.



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Governing Board Meeting Public Hearing and Special Meeting Agenda

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

Date: May 18, 2010

Time: 11:00 a.m.

Truth in Taxation Public Hearing – Notice of Tax Increase

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Truth in Taxation Publication (T3) -----	Vice President Hatch
3.	Presentation of Proposed 2010-2011 Primary Property Tax (T3) -----	Vice President Hatch
4.	Call for Public Comment -----	Chairman Jeffers
5.	Adjournment ----- (Action)	Chairman Jeffers

2010-2011 Proposed Budget Public Hearing

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Presentation of Proposed 2010-2011 Budget (T5) -----	Vice President Hatch
3.	Call for Public Comment -----	Chairman Jeffers
4.	Adjournment ----- (Action)	Chairman Jeffers

Special Meeting

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Request to Approve 2010-2011 Property Tax Increase (T4) ----- (Action)	Vice President Hatch
3.	Request to Adopt 2010-2011 Proposed Budget (T6) ----- (Action)	Vice President Hatch
4.	Adjournment ----- (Action)	Chairman Jeffers



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Governing Board Meeting Agenda¹

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

Date: May 18, 2010

Time: 11:00 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance -----	Chairman Jeffers
2.	Adoption of the Agenda (T1) ----- (Action)	Chairman Jeffers
3.	Call for Public Comment -----	Chairman Jeffers
4.	Reports	
	A. Financial Position (T14) -----	Vice President Hatch
	B. NPC CASO -----	Ina Sommers
	C. NPC Faculty Association -----	Sandra Johnson
	D. NPC Student Government Association -----	Jake Hinton
	E. NPC Foundation -----	Lance Chugg
5.	Consent Agenda ----- (Action)	Chairman Jeffers
	A. April 20, 2010 Study Session Minutes (T2)	
	B. April 20, 2010 Regular Board Meeting Minutes (T2)	
6.	Old Business	
	A. None	
7.	New Business	
	A. Request to Approve Request to Approve Intergovernmental Agreement with Governor's Office of Economic Recovery (T7) ----- (Action)	Vice President Hatch
	B. Request to Approve Transfer Admission Guarantee Memorandum of Understanding Between Arizona State University and NPC (T8) ----- (Action)	Vice President Vest
	C. Request to Accept Annual Strategic Planning Report (T9) ----- (Action)	President Swarthout
8.	Standing Business	
	A. Curriculum: Request to Approve Program Modifications (T11) ----- (Action)	Vice President Vest
	B. Strategic Planning and Accreditation Steering Committee Report -----	Director Bishop
	C. Human Resources Update (T15) -----	Peggy Belknap
	D. Employee of the Month Award -----	Peggy Belknap
	E. Alumnus of the Month Award -----	Susan Olsen
	F. Emeritus, Meritorious and Retirement Awards for Dedicated Service -----	Peggy Belknap
9.	President's Report -----	President Swarthout
10.	Board Report/Summary of Current Events -----	Board Members
11.	Announcement of Next Regular Meeting ----- June 15, 2010	Chairman Jeffers
12.	Adjournment ----- (Action)	Chairman Jeffers

¹ 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.



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Navajo County Community College District Governing Board Study Session Minutes

April 20, 2010

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

Governing Board Members Present: Bill Jeffers, Ginny Handorf, Daniel Peaches and A.T. Siquah.

Staff Present: President, Dr. Jeanne Swarouth; Vice President, Blaine Hatch; Vice President, Mark Vest; Director of Information Services, Eric Bishop; Recording Secretary to the Board, Russell Dickerson.

Reports:

1. Agenda Item 7.A.: Request to Approve the 2010-2011 Preliminary Budget – Vice President Hatch

Mr. Hatch reported that this year the college will see some cost savings due to new budget publication requirements. Mr. Hatch explained that the new rules require the college to publish only a budget notice in local newspapers and allow for the full budget document to be posted to the college website. Referring to the budget development calendar, Mr. Hatch reported that the college is on schedule with the Board to receive the complete budget analysis, adopt a tentative budget and approve budget publication and salary schedules during today's meeting. Mr. Hatch notified the Board that truth in taxation public hearing notices will be printed twice in preparation for the public hearing to be held at the May 18, 2010 Board meeting which will also include final adoption of the 2010-2011 budget. Mr. Hatch added that the college issues a press release to all media outlets regarding the budget and truth in taxation hearings. Mr. Hatch reminded Board members that the preliminary budget can be reduced, however, once approved, cannot be increased. Mr. Hatch noted that all budget requests are based upon, and linked to, the strategic plan and incorporate college-wide involvement, particularly from department chairs, deans and executive staff.

Mr. Hatch explained that the preliminary budget presented reflects a wage and salary reduction of 2% for exempt staff and faculty and at most, a 2% decrease for nonexempt staff depending upon schedule placement. Mr. Hatch reported that the budget also reflects cost changes in employee benefits as a result of Arizona State Retirement System (ASRS) contribution and health insurance cost increases.

Mr. Hatch summarized the preliminary budget presented to Board members:

- Budget summary (schedule A): Mr. Hatch explained that schedule A is a summary of budget information, particularly for the general, unexpended plant and retirement of indebtedness funds. Mr. Hatch noted that the proposed general fund budget is slightly higher than the current budget. Mr. Hatch explained that the approximate \$50,000 increase for 2010-2011 is related primarily to contingency funding. Mr. Hatch reported that the proposed budget contains a reduction of approximately \$500,000, or 15%, in the unexpended plant fund and when combined, the general and unexpended plant funds show a \$400,000, or 1.5% decrease from current budget levels. Mr. Hatch noted that from an expenditure per full time student equivalency (FTSE) perspective, the proposed budget reflects, based upon expected enrollment, a 3% decrease in general fund expenditures and an 18% decrease in unexpended plant fund expenditures. Mr. Hatch reported that the proposed budget expenditure limitation is increased by approximately \$260,000 over the current year and is based upon a FTSE estimate of 2,650 and a slightly higher inflation factor provided by the State Economics Estimates Commission. Mr. Hatch added that on-campus enrollments have increased or remained stable and the college has seen enrollment reductions from the Department of Corrections and NAVIT. Mr. Hatch reported that the expenditure limitation is not expected to be a limiting factor in providing services. Mr. Hatch reported that the current primary property tax levy is approximately \$11.3 million with the maximum increase totaling about \$600,000 with growth in centrally assessed properties (10%), new construction and locally assessed properties (3%). Mr. Hatch reported that the wind farm will not appear on the tax rolls until next year and will be classified as a centrally assessed property. Mr. Hatch explained that \$600,000 is a 5% increase in the levy but noted that the overall tax rate will decrease by about 1.5%.



- General fund revenue summary (schedule B): Mr. Hatch explained that proposed budget revenues include a caveat that provides for a possible 10%, or \$1 million decrease in State aid as a result of the failure of the sales tax vote. Mr. Hatch explained that for budgeting purposes, revenues assume passage of the sales tax and expenditures assume failure of the sales tax. Mr. Hatch reported that revenues from grants and contracts remain unchanged from the current year; the proposed budget reflects the previously approved tuition and fee schedules and the continued low rate of return on cash investments. Mr. Hatch reported that proposed budget transfers are increased by 13%. Mr. Hatch reported that in total, proposed budget revenues total approximately \$24.4 million which is about \$52,000 higher than the current year.
- Unexpended plant fund revenue summary (schedule C): Mr. Hatch reported that the proposed budget reflects significant reductions in estimated investment income and explained that the only other sources of fund revenue is either fund balance or transfers from the general fund as the state has continued to not fund capital expenditures. Mr. Hatch added that the college no longer collects a secondary tax levy for long term debt.
- General fund expenditure summary (schedule D): Mr. Hatch reported that the proposed budget general fund expenditure target is \$22 million but noted that the proposed expenditures include contingency funds of at least 2% for all areas, bringing the total proposed general fund expenditures to \$22.5 million. Mr. Hatch reported that little has changed in the allocation of funding for unexpended plant fund expenditures and noted that little activity is anticipated other than maintenance of facilities and replacement cycle equipment purchases. Mr. Hatch noted that retirement of indebtedness expenditures for capital leases and installment purchases are decreasing and will likely level out at about \$500,000 per year as the college continues to utilize equipment leases to meet equipment replacement cycle requirements. Mr. Hatch reported that the proposed budget includes no expenditures from the retirement of indebtedness plant fund.
- Auxiliary fund revenue summary (schedule E): Mr. Hatch reported that overall, auxiliary fund revenues remain largely unchanged but do reflect the college's transition to an electronic bookstore.
- Restricted fund revenue summary (schedule F): Mr. Hatch reported that the proposed budget revenues reflect an increase in federal student aid and budget capacity as the college will continue to seek grant funding sources. Responding to a question from Chairman Jeffers, Dr. Swarthout reported that activity at the federal level suggests that increased grant opportunities may be available in the future. Dr. Swarthout added that current grant opportunities associated with federal stimulus funds have been highly specialized grants that have made a college response difficult. Dr. Swarthout noted that the college is currently working on a couple of grants while being ever mindful of long term financial sustainability.
- Auxiliary and restricted fund expenditures (schedule G): Mr. Hatch reported that the proposed budget auxiliary fund expenditures for bookstore expenses have decreased significantly and reflect the move to an electronic bookstore. Mr. Hatch added that other fund expenditures are related primarily to moving Business and Industry Training and Community Education from the general fund to the auxiliary fund. Mr. Hatch reported that restricted fund expenditures match revenues and that overall, the proposed budget auxiliary and restricted fund expenditures are about 10% higher than current year levels.
- Levy limit worksheet (schedule H): Mr. Hatch explained that the levy limit worksheet contains calculations from Navajo County and shows the maximum allowable levy on primary property taxes.
- General economic summary: Based upon research from the Nelson A. Rockefeller Institute of Government, Mr. Hatch reported that Arizona lags behind the national average for state tax collections and in the fourth quarter of 2009, Arizona reported a greater than 10% decrease in tax collections. Mr. Hatch added that employment in all 50 states has declined in the fourth quarter of 2009.

2. Agenda Item 7.B.: Request to Approve the 2010-2011 Wage and Salary Schedules – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the 2010-2011 wage and salary schedules that reflects a 2% decrease in compensation based upon the current budget situation at the state level, ongoing economic conditions, the increase in state retirement matching contribution and increased health insurance costs. Mr. Hatch explained that for the exempt salary group, the base and maximum pay levels will decrease by 2% from the current



salary schedule and exempt employees will see a 2% reduction from their current wages; each step and grade on the faculty salary schedule will be reduced by 2%; the differential between each step and grade for nonexempt staff has been reduced by \$0.01 to \$0.34 resulting in wage decreases in a range of 2% for employees at the top of the schedule to 1.2% for employees at the bottom of the schedule. Mr. Hatch reported that the ASRS matching contributions for the college and employees are increasing by 0.45%. Mr. Hatch reported that basic health insurance costs covered by the college are increasing by 3.9%, college employees will see at least a 9% increase in basic plan dependent care coverage costs and employees who upgrade to premier coverage will pay \$90 per month, an increase of \$40. Mr. Hatch reported that the proposed wage and salary schedules pass on increases in health coverage costs and ASRS contribution rate increases to the employee who, as a result, will see about a 2.5% decrease in net pay. Mr. Hatch reported that through February 2010, the consumer price index, before any seasonal adjustments, has increased by 2.1%. Mr. Hatch added that staff is not recommending any step increases or lateral moves in fiscal year 2010-2011.

3. Agenda Item 7.C: Proposed Early Retirement Procedure – Vice President Hatch

Mr. Hatch informed Board members that the proposed early retirement procedure presented at the March meeting has undergone review by the college attorney. Mr. Hatch reported that ASRS has implemented new legislation that requires notification be given when an early retirement incentive is offered; ASRS would then perform an actuarial report and determine if any unfunded liability exists due to the early retirement incentive. Mr. Hatch explained that the institution would then be billed for the unfunded liability. Mr. Hatch added that an actuarial report will only be performed on an approved early retirement procedure so the college has no way of knowing the financial impact until it is billed by ASRS. Mr. Hatch reported that conversations with other institutions affected by the new legislation have revealed that the unfunded liability amounts calculated by ASRS are very large. Mr. Hatch explained that due to the unknown financial impact to the college and the recent nature of legislation implementation, college staff is recommending that the previously presented early retirement procedure not be approved.

4. Agenda Item 7.D.: Request to Approve Amendment to Premises Lease with the NPC Foundation – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the amendment to the existing lease of the downtown Holbrook District Office building from the NPC Foundation. Mr. Hatch explained that the amendment serves to address existing commitments and ease the college out of the relationship over a period of up to five years, with a reduction of current obligations by 20% each year. Mr. Hatch reported that the amendment has been reviewed and developed by college legal council and the NPC Foundation has reviewed, and is comfortable with the agreement. Kerry Ballard, NPC Foundation President, agreed that it is a good proposal that will sustain the NPC Foundation and added that it is his hope to be able to lease out the space. Lance Chugg, NPC Foundation Executive Director, reported that the relocation of the fitness center is underway and that the Foundation board is reviewing the fitness center lease and has identified a third party to possibly manage the fitness center.

5. Agenda Item 7.E.: Request to Approve Purchase of Video Classroom Equipment – Director Bishop

Citing a shortage of time before the scheduled start of the regular Board meeting, Dr. Swarthout requested that Agenda Item 7.E., an action item, be discussed in the regular meeting to allow time for Study Session informational item 7.

6. Agenda Item 8.A.: Request to Approve Program Changes – Vice President Vest

Citing a shortage of time before the scheduled start of the regular Board meeting, Dr. Swarthout requested that Agenda Item 8.A., an action item, be discussed in the regular meeting to allow time for Study Session informational item 7.

7. Study Session Item 7.: Employment Procedure and Contracts (Informational) – Vice President Hatch

Mr. Hatch explained that the revisions to procedure 2720 are an expansion of the existing procedure that includes work hours, compensation and furloughs, in addition to reductions in force. Mr. Hatch explained that the revised procedure would allow increased flexibility on part of the college to react to changes in state appropriations and economic fluctuations. Mr. Hatch added that the revised procedure also provides a new cushion for employees as none of the possible actions outlined could take effect with fewer than 90 days notice. Mr. Hatch explained that the



revised procedure is to be implemented when there are financial or funding constraints that must be addressed. Mr. Hatch added that the procedure will, as is procedure, go out to the college for a period of comment. Mr. Hatch reported that the new employee contracts for 2010-2011 are significantly different from current contracts in that they contain more legalistic language and are longer. Mr. Hatch reiterated that this change to procedure and contracts would allow the college more flexibility given uncertain economic conditions and added that he does not anticipate that the revised procedure would be implemented in a way detrimental to employees without some major cause associated. Dr. Swarthout noted that she felt it important to notify the Board of the proposed changes to procedure and contracts and that it will now go out to the college for a period of review. Dr. Swarthout added that the revised procedure brings NPC more in line with the employment practices of other colleges, universities, and even, school districts.

Study session ended at 10:55 a.m.

Respectfully submitted,

Russell Dickerson
Recording Secretary to the Board

Bill Jeffers
Chairman

Ginny Handorf
Secretary to the Board



Navajo County Community College District Governing Board Meeting Minutes

April 20, 2010 – 11:00 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

Governing Board Member Present: Bill Jeffers, Ginny Handorf, Daniel Peaches and A.T. Siquah.

Staff Present: President, Dr. Jeanne Swarouth; Vice President, Blaine Hatch; Vice President, Mark Vest; Director of Information Services, Eric Bishop; Recording Secretary to the Board, Russell Dickerson.

Others Present: Ann Hess, Everett Robinson, Sandra Johnson, Preston Romero, Karalea Kowren, Ina Sommers, Rickey Jackson, Beulah Bob-Pennypacker, Dan Simper, Peggy Belknap, MiAnna Tyler, Lance Chugg, Kerry Ballard, Susan Olsen, Javan Tsosie, Jaquiline Benally, Maderia Ellison, Jake Hinton and Eric Henderson.

Agenda Item 1: Call to Order and Pledge of Allegiance

Chairman Jeffers called the meeting to order at 11:05 a.m. Mr. Siquah led the Pledge of Allegiance.

Agenda Item 2: Adoption of Agenda

Ms. Handorf 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 – Vice President Hatch

Mr. Hatch reported that through February, 67% of the budget period has expired. Mr. Hatch reported that primary property tax receipts are at 62% collected year to date and Mr. Hatch anticipates that collection rates will increase slightly in March and that the bulk of the remaining tax levy will be collected in April and May. Mr. Hatch reported that the fourth quarter distribution of State aid was received by the college. Mr. Hatch reported that tuition and fees are where they are expected to be and the only revenue source to fall below expectations continues to be investment earnings. Mr. Hatch reported that revenue collected is at 74% and that general fund expenditures continue to be well below budget levels at 53% through the first seven months of the fiscal year. Mr. Hatch reported that unexpended plant fund revenues, mostly budget transfers, are on target and expenditures are at expected levels; back taxes continue to be collected and are shown as revenues in the retirement of indebtedness fund; restricted fund revenues and expenditures are at 31% and 91%, respectively; auxiliary fund revenues and expenditures are on target; and net cash flow for the year totals about \$3.2 million.

4.B. – NPC CASO – Ina Sommers

Ms. Sommers, CASO president, reported that CASO members appreciate the opportunity to work with the College Council to assist with revisions to the shared governance procedure. Ms. Sommers reported that the deadline for the CASO professional development scholarship has been extended to May 1, 2010 to allow eligible CASO members to take advantage of textbook reimbursements. Ms. Sommers reported that CASO is moving forward with a non-foods drive to be held at the annual NPC picnic and added that donations last year amounted to approximately \$350, per box, of donated non-food and hygienic items. Ms. Sommers reported that CASO members continue to work on bylaw revisions and expect to have them completed by fall.



4.C. – NPC Faculty Association – Dr. Sandra Johnson

Dr. Johnson reported that last spring, the Faculty Association received a directive from Dr. Swarthout to begin work on revising shared governance procedure 2125. Dr. Johnson reported that a final draft is currently being reviewed for errors and that she hopes to present a final copy to Dr. Swarthout this week. Dr. Johnson reported that the Faculty Association passed a resolution in support of the changes to procedure 2125, recommending the procedure be sent to Dr. Swarthout for review and implementation. Dr. Johnson explained that next year, following implementation of the revised shared governance procedure, Faculty Association, CASO and the Student Government Association will have to revise their respective bylaws to fit into the revised shared governance structure outlined in procedure 2125. Dr. Johnson reported that the Faculty Association supports two scholarships that will be awarded at the Student Art Show in May. Dr. Johnson reported that the Faculty Association will hold a social dinner on May 8, 2010 to honor retiring faculty members. Dr. Johnson reported that the next regular Faculty Association meeting is scheduled for May 7, 2010 and will include the election of officers for the upcoming academic year.

4.D. – NPC Student Government Association – Preston Romero

SGA President Preston Romero reported that the 2nd Annual SGA Talent Show was held last weekend and the \$500 first place award was won by Rhett Scott. Mr. Romero thanked NPC Technical Designer/Production Manager Debra Fisher for her assistance with the talent show that took place at the Performing Arts Center in Snowflake. Mr. Romero reported that for Earth Day, April 22, 2010, SGA Senators, at their respective locations, will assist with on-site events that will be informative and interactive. Mr. Romero reported that the NPC Rodeo Club Tri-Rodeo Challenge will be held at the Taylor Rodeo grounds.

4.E. – NPC Foundation – Lance Chugg

NPC Foundation Executive Director Lance Chugg reported that the NPC Foundation is finalizing the appointment of Holbrook's Rosa Alley to the Foundation board, the nomination of a Show Low representative is being reviewed and discussions are underway to identify a person to represent St. Johns. Mr. Chugg reported that the NPC Foundation will hold its annual strategic planning session today to begin the revision process and to look at budget issues. Mr. Chugg reported that the annual NPC Foundation golf tournament will take place on July 30, 2010. Mr. Chugg reported that the 2009-2010 citrus fruit season has concluded and will resume again in November. Mr. Chugg reported that the NPC Foundation is working to identify grants to assist with energy efficiency upgrades to the District Office building with construction occurring over the summer.

Agenda Item 5: Consent Agenda

Mr. Siquah moved to approve the consent agenda as presented. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

Consent Agenda (Action):

- A. March 16, 2010 Study Session Minutes
- B. March 16, 2010 Regular Board Minutes

Agenda Item 6: Old Business

None.

Agenda Item 7: New Business

7.A. – Request to Approve the 2010-2011 Preliminary Budget – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the 2010-2011 preliminary budget as discussed in study session. Mr. Hatch explained that approval of the preliminary budget will result in budget document publication following statutory requirements; truth in taxation notices will be published twice in both the Holbrook Tribune and White Mountain Independent newspapers; and press releases will be sent to all media outlets detailing the



public hearings for both the budget and truth in taxation hearings that will take place on May 18, 2010, prior to the regular Board meeting. Mr. Hatch reported that the budget documents presented include operational and staffing adjustments based the strategic plan, as well as extensive involvement at the departmental and executive levels. Mr. Hatch reminded Board members that once the budget is approved, it cannot be increased, but may be reduced. Ms. Handorf moved to approve the 2010-2011 preliminary budget as presented. Mr. Siquah seconded the motion. ***The vote was unanimous in the affirmative.***

7.B. – Request to Approve the 2010-2011 Wage and Salary Schedules – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the proposed 2010-2011 wage and salary schedules as presented initially in March and discussed again in study session. Mr. Hatch explained that the proposed schedules reflect a 2% reduction in pay for most employees with nonexempt staff to receive a decrease in the range of 1.2% to 2% depending on schedule placement. The proposed wage and salary schedules and the associated compensation reduction essentially pass along increased costs related to ASRS contributions and employee health insurance. Mr. Hatch added that staff is not recommending any step or lateral moves be given in 2010-2011. Mr. Peaches moved to approve the 2010-2011 wage and salary schedules as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.C. – Proposed Early Retirement Procedure – Vice President Hatch

Mr. Hatch reported that following staff's initial presentation of the proposed early retirement procedure at the March Board meeting, the college received information about a recently enacted statute that has the potential to create an actuarially unfunded liability against the college for approving an early retirement procedure. Mr. Hatch explained that given the associated unknowns that could result in an expensive financial impact to the college, staff does not recommend approval of proposed early retirement procedure 2777. Board members made no motion regarding the approval of procedure 2777. ***The proposed early retirement procedure died for lack of a motion.***

7.D. – Request to Approve Amendment to Premises Lease with the NPC Foundation– Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the amendment to the premises lease for the District Office building with the NPC Foundation, as discussed in study session. Mr. Hatch explained that the amendment allows the college to manage its current obligation associated with the facility lease and to pull away from the arrangement in a structured manner. Mr. Hatch explained that, at a minimum, the lease would diminish 20% each year, with the possibility of an accelerated schedule depending on the ability of the NPC Foundation to lease or sell the facility, with final lease termination to occur no later than February 2015. Ms. Handorf moved to approve the amendment to the premises lease with the NPC Foundation as presented. Mr. Siquah seconded the motion. ***The vote was unanimous in the affirmative.***

7.E. – Request to Approve Purchase of Video Classroom Equipment – Director Bishop

Mr. Bishop presented the staff recommendation to approve the purchase of four video endpoint units for video classroom located at White Mountain, Painted Desert and Silver Creek campuses and the Whiteriver Center from BT Conferencing at a price not to exceed \$123,000. Mr. Bishop explained that normally, only two units are purchased as part of a replacement cycle; however, given that the equipment to be replaced is 9 years old and is no longer maintained or supported by the vendor, four replacement units are being requested to continue to enhance video classroom quality and reliability. Mr. Bishop added that similar video equipment from the Heber Center will be relocated to the Kayenta Center for a cost savings of approximately \$25,000. Mr. Bishop noted that the new equipment will be installed in-house by Information Services staff for a savings in installation costs of approximately \$11,000. Mr. Bishop explained that five quotes were received with BT Conferencing being the lowest quote. Responding to a question from Ms. Handorf, Dr. Swarthout explained that she is waiting for a final determination from the Higher Learning Commission regarding video class face to face contact requirements. Dr. Swarthout added that a new federal requirement is being considered that would force institutions to seek



permission to deliver online courses from the state education boards in which students reside, resulting in large legal and cost issues. Ms. Handorf moved to approve the purchase of the video equipment at a price not to exceed \$123,000 as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

Agenda Item 8: Standing Business

8.A. – Curriculum: Request to Approve Program Changes – Vice President Vest

Mr. Vest explained that the four curricular items presented for approval have been approved by Instructional Council and consist of:

- A new Industrial Technology certificate of proficiency in operations and maintenance in response to advisory board input and local power plant demand. Mr. Vest explained that the new certificate is comprised of existing coursework laid out in a new sequence.
- A revised Administration of Justice Studies Associate of Applied Science degree that has been restructured due to the previously approved deletion of the Heritage Preservation, Tribal Court Advocacy and Parks and Recreation programs and associated courses. Mr. Vest explained that the core requirement have been reduced to 30 credit hours, the unrestrictive electives have increased and the areas of specialization have been removed, resulting in a more narrow, updated Administration of Justice Studies Associate of Applied Science degree.
- Replacement of deleted Computer Technology (CTP) courses CTP 150 and CTP 180 with new Computer Information Systems (CIS) courses CIS 140 and CIS 145 in other affected programs.
- The deletion of the Database Management area of specialization from the CIS Associate of Applied Science degree due to low enrollment.

Mr. Peaches move to approve the program modifications as presented and approved by Instructional Council. Mr. Siquah seconded the motion. ***The vote was unanimous in the affirmative.***

Dr. Swarhout reported that the deans are currently preparing teach out plans for programs deleted this spring semester, as is required by the Higher Learning Commission (HLC). Mr. Vest noted that the only deleted program that had any enrollment was the Therapeutic Massage program and the plan for student completion that was presented to the Board will be included in the college teach out submission to the HLC.

8.B. – Enrollment Update – Vice President Vest

Mr. Vest reported that the general enrollment trends for the spring semester are similar to fall semester and include an overall college enrollment decline. Mr. Vest explained that there has been about an 11% decrease in combined NAVIT and dual enrollment numbers and a 75% decline in Department of Corrections (DOC) enrollment. Mr. Vest added that campus and center enrollment for spring has increased by about 4%, however these enrollment gains have been offset by NAVIT, dual enrollment and DOC declines. Mr. Vest reported that some specific center locations have experienced enrollment declines largely due to reductions in course offerings such as a 17% reduction in Developmental Services labs. Mr. Vest reported that in general, campuses have large numbers of students, heavy usage of the audio and video system, and there has been a significant increase in Internet course enrollment.

8.C. – Strategic Planning and Accreditation Steering Committee Report – Director Bishop

Mr. Bishop, SPASC Co-Chair, reported that annual revision of the strategic plan is underway and that SPASC has received all six revised pillar documents and they are currently being consolidated into a single revised strategic plan document. Mr. Bishop noted that the revised draft will be distributed to the college for an additional one week period of comment with the strategic plan to be presented to the Board in May for a first read followed by approval in June. Mr. Bishop reported that four NPC representatives attended the annual Higher Learning Commission conference in Chicago, Illinois. Mr. Bishop reported that a new accreditation model is available for NPC consideration and once the strategic plan is completed, SPASC will work to formulate a recommendation as to how NPC will work toward future accreditation. Mr. Bishop, responding to a Board question, confirmed that



funding constraints have affected strategic planning. Dr. Swarthout added that funding issues have forced the college to identify the most critical pieces necessary to continue to move forward. Dr. Swarthout informed the Board that the strategic plan will look different this year as she will include preface consisting of presidential initiatives that identify plan items that must move to the forefront of college planning. Dr. Swarthout noted that the college, following the recent HLC accreditation visit, is very well positioned to consider a new accreditation pathway capitalizing on the current momentum of the college. Dr. Swarthout anticipates that final HLC accreditation approval will be given shortly following a review by the HLC board of trustees.

8.D. – Human Resources Update – Peggy Belknap

Ms. Belknap, Director of Human Resources, announced that NPC retirees will be honored at the May 18, 2010 Board meeting with a reception to follow the meeting. Ms. Belknap reported that the Human Resources office has been busy responding to over 200 inquiries from open position applicants. Ms. Belknap reported that the Faculty in Educational Technology position is close to completion; the Apache County Academic Advisor position has been reposted and the committee will soon be in process; the committee is in process to fill the Director of Small Business Development Center position; many applications were received for the Faculty in Biology position and the committee is in process; the Small Business and Industry Training Coordinator position has closed and the committee is in process; the temporary 9-month Faculty in English position had a total of 10 applicants, closed Friday, and applicants will be forwarded to the committee chair today; the Faculty in Developmental Services will close at the end of April; and internal applicants for a Human Resources Specialist III position will be interviewed this afternoon.

8.E. – Alumnus of the Month Award – Susan Olsen

Ms. Olsen reported that the Alumnus Award committee feels strongly that perpetual plaques should be located at each campus location, and to that end, Lance Chugg of the NPC Foundation is working to locate funds to purchase the additional plaques. Ms. Olsen added that a travelling plaque will be circulated around the center locations. Ms. Olsen introduced the April NPC Alumnus of the Month, Javan Tsosie, and his nominator, Kayenta Primary School Principal, Jaquiline Benally. Ms. Olsen reported that Ms. Benally nominated Mr. Tsosie for the award because of his faithful service as a teaching aide as well as his volunteer work in the school's office. Ms. Benally commended his dedication and reliability and characterized Mr. Tsosie as one of her best workers. Mr. Tsosie stated that working at the school has been a good experience in which he has learned a lot from the teacher and students and that he has been inspired to become an elementary school teacher. Mr. Tsosie credits the education he has received at NPC as providing him with a solid foundation for obtaining his teaching goal and that he would highly recommend NPC to others. Mr. Tsosie, a high school graduate of Kayenta High School, currently takes classes at the Kayenta Center utilizing the audio and video systems. Ms. Benally stated that Mr. Tsosie has really grown during his employment with the school and that she is honored to present the Alumnus of the Month Award to Mr. Tsosie. Mr. Tsosie stated that the award is unexpected and thanked Ms. Benally and everyone at NPC.

8.F. – Employee of the Month Award – Peggy Belknap

Ms. Belknap explained that the award is for those employees who serve above and beyond their job responsibilities and announced that Everett Robinson, NPC Media Relations Coordinator, has been selected as the April NPC Employee of the Month. Mr. Robinson will be treated to lunch by his supervisor and nominator, Ann Hess, Marketing and Public Relations Director. As an award winner, Mr. Robinson is able to delegate a task to an administrator of his choice. Mr. Robinson reported that he selected Ms. Hess to provide marketing coverage at the SGA Talent Show and to prepare advertisements for the White Mountain Symphony printed program.



Agenda Item 9: President's Report – President Swarthout

Dr. Swarthout requested that due to the heavy volume of Board business scheduled for the May meeting, the President's performance evaluation be rescheduled for June. Dr. Swarthout reminded the Board and those present that spring commencement will take place on Saturday, May 15, 2010 at the Show Low School District Auditorium. Ann Hess reported to the Board that the NPC Marketing Department was awarded two Paragon Awards silver medals for the new NPC website and a registration postcard.

Agenda Item 10: Board Report/Summary of Current Events

Chairman Jeffers reported that Mr. Parsons was not able to attend the meeting today due to health issues. Mr. Peaches commended Mr. Parsons for his assistance to those on the Navajo Reservation that were adversely affected by heavy snowfall this past winter. Chairman Jeffers reported that NPC Welding students again won medals at the Skills USA competition and for the first time, an NPC Cosmetology student won a medal.

Agenda Item 11: Announcement of Next Regular Meeting: Tuesday, May 18, 2010.

Agenda Item 12: Adjournment

The meeting was adjourned at 12:25 p.m. upon a motion by Mr. Siquah, a second by Ms. Handorf, and a unanimous affirmative vote.

Respectfully submitted,

Russell Dickerson
Recording Secretary to the Board

Bill Jeffers
Chairman

Ginny Handorf
Secretary to the Board



Truth in Taxation Public Hearing – Notice of Tax Increase

Summary:

Prior to the 18 May 2010 District Governing Board special meeting, a public hearing will be held to review the Truth in Taxation notice associated with the proposed budget for fiscal year 2010-11.

Based on the information received from the Navajo County Assessor dated February 8, 2010, Truth in Taxation notices were published on April 29, 2010 in the Tribune-News and in the White Mountain Independent. State Statute requires the notice be “published twice in a newspaper of general circulation”. The College has posted the Truth in Taxation notice in these two newspapers for the past several years. A news release concerning the Truth in Taxation hearing and the budget hearing was also issued on April 19, 2010. A copy of each of these items is attached.

On May 7, 2010 the College received notice by regular mail that the Property Tax Oversight Commission had met on April 29, 2010 and revised the centrally assessed valuation to correct an allocation error for a pipeline.

The required second Truth in Taxation notices were updated and published as scheduled on May 11th and 12th. A revised public notice has also been posted on the NPC website. A copy of each of the revised items is attached. The correspondence from the Property Tax Oversight Commission, along with the revised levy limit worksheet and the worksheet detailing the differences between the original and revised information, is also attached.

Please note that the Truth in Taxation – Notice of Tax Increase percentage change of 2% remains the same in the revised notices and is the maximum allowable increase.



Northland Pioneer College

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Truth in Taxation Hearing

Notice of Tax Increase

In compliance with section 15-1461.01, Arizona Revised Statutes, Navajo County Community College District is notifying its property taxpayers of Navajo County Community College District's intention to raise its primary property taxes over last year's level. The Navajo County Community College District is proposing an increase in primary property taxes of **\$234,434** or **2.0%**.

For example, the proposed tax increase will cause Navajo County Community College District's primary property taxes on a \$100,000 home to increase from **\$109.46** (total taxes that would be owed without the proposed tax increase) to **\$111.65** (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held **Tuesday, May 18, 2010** at 11:00 A.M. (M.S.T.) at the Holbrook – Painted Desert Campus Tiponi Community Center, 2251 E. Navajo Blvd., Holbrook, Arizona.

Truth in Taxation Hearing Notice of Tax Increase

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Northland Pioneer College

Quality education you can *afford*.

News Release

Marketing & Public Relations Office • P.O. Box 610, Holbrook AZ 86025-0610

Everett Robinson, Media Relations Coordinator

• 928.532.6174 • everett.robinson@npc.edu

Prepared Monday, April 19, 2010 3:37 PM MST

NPC schedules truth in taxation, budget hearings, May 18

The Navajo County Community College District Governing Board will conduct Truth in Taxation and budget adoption public hearings on the 2010-11 Northland Pioneer College operating budget and district primary property tax rate on Tuesday, May 18, starting at 11 A.M. (M.S.T.) in the Painted Desert Campus Tiponi Community Center Conference Room, 2251 E. Navajo Blvd. in Holbrook.

The proposed budget reflects a decrease in the primary property tax rate from \$1.1352 to \$1.1165 per \$100 net assessed valuation. Under the state's Truth in Taxation statutes, the rate actually increases from \$1.0946 to \$1.1165, or 2 percent.

The primary property tax for an owner-occupied residence with an assessed valuation of \$100,000 would increase \$2.19 per year, from \$109.46 to \$111.65. For the second year, NPC does not have a secondary tax rate, used to repay voter-approved capital improvement bonds.

Northland's proposed tax levy is at the maximum allowable under a proposition approved by voters in 2006. The primary property tax levy will generate \$11,938,607. The 1.6 percent decrease in the primary tax rate will raise an additional \$600,631 in revenue due to new construction and increases in the county valuation estimates. After the public hearings the governing board can decrease or accept the budget from the preliminary figures adopted on April 18.

The budget data can be downloaded as a PDF from the college's Web site: www.npc.edu/about-npc/public-notices/budget-hearing-notice

Interested citizens are encouraged to attend the Truth in Taxation and budget hearings and make comments prior to formal adoption of the budget by the local governing board during a special meeting immediately after the public hearings.

Comments about the budget or proposed primary tax rate increase should be directed to Blaine Hatch, vice president for administrative services, at NPC's District Offices in Holbrook, 524-7640.

--- N P C ---

Truth in Taxation Hearing

Notice of Tax Increase

In compliance with section 15-1461.01, Arizona Revised Statutes, Navajo County Community College District is notifying its property taxpayers of Navajo County Community College District's intention to raise its primary property taxes over last year's level. The Navajo County Community College District is proposing an increase in primary property taxes of **\$198,010** or **2.0%**.

For example, the proposed tax increase will cause Navajo County Community College District's primary property taxes on a \$100,000 home to increase from **\$110.86** (total taxes that would be owed without the proposed tax increase) to **\$113.08** (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held **Tuesday, May 18, 2010** at 11:00 A.M. (M.S.T.) at the Holbrook – Painted Desert Campus Tiponi Community Center, 2251 E. Navajo Blvd., Holbrook, Arizona.

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 - ▶ [Truth in Taxation Hearing](#)
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Truth in Taxation Hearing - Notice of Tax Increase

Truth in Taxation Hearing Notice of Tax Increase

{Revised May 7, 2010}

In compliance with section 15-1461.01, Arizona Revised Statutes, Navajo County Community College District is notifying its property taxpayers of Navajo County Community College District's intention to raise its primary property taxes over last year's level. The Navajo County Community College District is proposing an increase in primary property taxes of **\$234,631** or **2.0%**.

For example, the proposed tax increase will cause Navajo County Community College District's primary property taxes on a \$100,000 home to increase from **\$110.86** (total taxes that would be owed without the proposed tax increase) to **\$113.08** (total proposed taxes including the tax increase).

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PROPERTY TAX OVERSIGHT COMMISSION

Arizona Department of Revenue Building



May 4, 2010

Janice K. Brewer
Governor

Gale Garriott
Chairman

Lester Abrams Kevin McCarthy
Member Member

Jim Brodnax Fred Stiles
Member Member

V. Blaine Hatch
Vice President for Administrative Services
Northland Pioneer College
P.O. Box 610
Holbrook, AZ 86025

RE: Revised Levy Limit Worksheet

Dear Mr. Hatch:

On April 29, 2010, the Property Tax Oversight Commission (PTOC) met to discuss the change in values for the official calculation of the Northland Pioneer College's Levy Limit Worksheet to correct an allocation error for Centrally Valued Property for a pipeline that is included in Navajo County. The original allocation reflected property in Navajo and four other Counties but excluded property located in Maricopa and Pinal Counties. The result of the meeting was that the Commission approved the revised Levy Limit Worksheet to correct the allocation of Centrally Valued Property. Based on revised values of \$1,059,004,850 and a maximum allowable tax rate of \$1.1308, the maximum allowable levy limit for the current year is \$11,975,227.

As a reminder, the values provided on the Levy Limit Worksheet issued in February must be used for the official calculation of levy limits and tax rates unless revised values are approved by the PTOC pursuant to § 42-17052. Therefore, when adopting the tax levy, the total net assessed values must be the values established per the revised Levy Limit Worksheet approved April 29, 2010.

If Northland Pioneer College intends to levy a tax rate greater than \$1.1086, a truth in taxation hearing must be held (truth in taxation rate = prior year actual levy of \$11,337,976 ÷ current year revised value of last year's property of \$10,226,884).

If you have any questions regarding the 2010 Levy Limit Worksheet or in the truth in taxation calculation, please contact Darlene Teller at 602-716-6436. Thank you for your cooperation with the Commission.

Sincerely,

Gale Garriott
Chairman

cc: Cammy Darris, Assessor, Navajo County
Jerry Brownlow, Chairman, Navajo County Board of Supervisors
James Menlove, Finance Director, Navajo County

2010 LEVY LIMIT WORKSHEET

NAVAJO COUNTY	NORTHLAND PIONEER COLLEGE	Revised 4/29/2010
MAXIMUM LEVY		2009
A.1. Maximum Allowable Primary Tax Levy		\$11,337,976
A.2. A.1 multiplied by 1.02		\$11,564,736
CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR		2010
B.1. Centrally Assessed		\$210,325,833
B.2. Locally Assessed Real Property		\$790,882,857
B.3. Locally Assessed Personal Property		\$21,479,665
B.4. Total Assessed Value (B.1 through B.3)		\$1,022,688,355
B.5. B.4. divided by 100		\$10,226,884
CURRENT YEAR NET ASSESSED VALUES		2010
C.1. Centrally Assessed		\$234,930,409
C.2. Locally Assessed Real Property		\$802,594,776
C.3. Locally Assessed Personal Property		\$21,479,665
C.3a. Exemptions		
C.4. Total Assessed Value (C.1 through C.3a)		\$1,059,004,850
C.5. C.4. divided by 100		\$10,590,049
LEVY LIMIT CALCULATION		2010
D.1. LINE A.2		\$11,564,736
D.2. LINE B.5		\$10,226,884
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)		1.1308
D.4. LINE C.5		\$10,590,049
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT		\$11,975,227
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)		\$11,975,227

2010 LEVY LIMIT WORKSHEET

NAVAJO COUNTY NORTHLAND PIONEER COLLEGE		Original 2/10/2010	Revised 4/29/2010	Difference
MAXIMUM LEVY	2009	2009	2009	
A.1. Maximum Allowable Primary Tax Levy	\$11,337,976	\$11,337,976		\$0
A.2. A.1 multiplied by 1.02	\$11,564,736	\$11,564,736		\$0
CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR	2010	2010	2010	
B.1. Centrally Assessed	\$223,470,452	\$210,325,833		(\$13,144,619)
B.2. Locally Assessed Real Property	\$790,882,857	\$790,882,857		\$0
B.3. Locally Assessed Personal Property	\$21,479,665	\$21,479,665		\$0
B.4. Total Assessed Value (B.1 through B.3)	\$1,035,832,974	\$1,022,688,355		(\$13,144,619)
B.5. B.4. divided by 100	\$10,358,330	\$10,226,884		(\$131,446)
CURRENT YEAR NET ASSESSED VALUES	2010	2010	2010	
C.1. Centrally Assessed	\$245,214,146	\$234,930,409		(\$10,283,737)
C.2. Locally Assessed Real Property	\$802,594,776	\$802,594,776		\$0
C.3. Locally Assessed Personal Property	\$21,479,665	\$21,479,665		\$0
C.3a. Exemptions				
C.4. Total Assessed Value (C.1 through C.3a)	\$1,069,288,587	\$1,059,004,850		(\$10,283,737)
C.5. C.4. divided by 100	\$10,692,886	\$10,590,049		(\$102,837)
LEVY LIMIT CALCULATION	2010	2010	2010	
D.1. LINE A.2	\$11,564,736	\$11,564,736		\$0
D.2. LINE B.5	\$10,358,330	\$10,226,884		(\$131,446)
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)	1.1165	1.1308		0.0143
D.4. LINE C.5	\$10,692,886	\$10,590,049		(\$102,837)
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT	\$11,938,607	\$11,975,227		\$36,620
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)	\$11,938,607	\$11,975,227		\$36,620

2010-2011 Property Taxes

Recommendation:

Staff recommends approval of the 2010-2011 Primary Property Tax levy of \$11,975,227 derived from a rate of \$1.1308 per \$100 net assessed valuation.

Summary:

The 2010-11 property tax levy limit is \$11,975,227, which includes a net 2% increase in currently assessed properties and revenues associated with new construction of \$402,620.

The proposed primary property tax rate is a decrease of 0.4% from the current year.

The District does not have outstanding general obligation bonds and will not levy a Secondary Property Tax.



Northland Pioneer College

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Public Hearing for 2010-2011 Proposed Budget

Summary:

The preliminary budget as approved by the District Governing Board was posted on the NPC website and published on May 12, 2010 along with a notice of the budget hearing according to statutory requirements. The Truth in Taxation notice was also published on April 29 and May 12 in the Holbrook Tribune and April 29 and May 11 in the White Mountain Independent. A notice of the hearings scheduled for May 18 was also published, sent as a news release to all area media outlets and posted on the NPC website.

Adjustments reflecting the revised levy limit worksheet have been incorporated into the attached budget forms. The total proposed budget amount has not been altered.

The attached budget document includes operational and staffing adjustments based on the NPC 2010-2013 Strategic Plan approved by the District Governing Board. Extensive involvement at the department and executive level produced the proposed budget.

The proposed budget reflects a wage and salary reduction of up to two percent (-2%) for all regular employee classes and the increased cost of employee benefits. While employee health insurance benefits are reduced, health insurance cost will increase.

Staff anticipates the expenditure limit will not be breached in FYE 2011 and additional carry-forward balances may be built. While enrollment growth is expected to continue to expand the expenditure limit, the college will benefit from the transfer of textbooks sales to an external vendor.

The legislature has developed a budget based on the successful passage of Proposition 100 and has also developed a conditional enactment with alternate budget allocations if the ballot measure fails. Staff has presented the revenue budget based on approval of Proposition 100; however, the expenditure budgets are expected to carry the college forward without adjustment if the conditional enactment is implemented.

Staff will review the budget with the Board and the public. Staff will also answer questions from the Board and the public. The budget can be reduced, but cannot be increased following the public hearing.



Northland Pioneer College

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**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
Budget for Fiscal Year 2010-11**

Date of Public Hearing and Special Board Meeting for Final Adoption

CERTIFICATE OF ADOPTION

The proposed budget was approved by local Governing Board action and was published as specified by law for presentation to taxpayers of the District for final adoption after the public hearing. This is the Adopted Budget as presented to the District taxpayers and adopted at the special board meeting following the public hearing held on May 18, 2010.

Chairman, Governing Board	Date
---------------------------	------

President	Date
-----------	------

DISTRICT GOVERNING BOARD

SIGNATURE	TITLE	EXPIRATION OF TERM
	Secretary	
	Member	
	Member	
	Member	

CHIEF FISCAL OFFICER

SIGNATURE	Vice President for Administrative Services TITLE
-----------	---

**OFFICIAL BUDGET FORMS
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
FISCAL YEAR 2010-11**

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2010-11
SUMMARY OF BUDGET DATA**

	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11	
			Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 24,384,776	\$ 24,437,607	\$ 52,831	0.2%
Unexpended Plant Fund	3,025,000	2,560,000	(465,000)	-15.4%
Retirement of Indebtedness Plant Fund				
TOTAL	\$ 27,409,776	\$ 26,997,607	\$ (412,169)	-1.5%
B. Expenditures Per FTSE:				
Current General Fund	\$ 9,525 /FTSE	\$ 9,222 /FTSE	\$ (304) /FTSE	-3.2%
Unexpended Plant Fund	\$ 1,182 /FTSE	\$ 966 /FTSE	\$ (216) /FTSE	-18.2%
II. EXPENDITURE LIMITATIONS			FISCAL YEAR 2009-10	\$ 16,823,427
			FISCAL YEAR 2010-11	\$ 17,086,770
III. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2009-10 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051				\$
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2010-11 PURSUANT TO A.R.S. §42-17051				\$ 11,938,607
V. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES:				
	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11	
			Amount	%
A. Amount Levied:				
Primary Tax Levy	\$ 11,337,976	\$ 11,975,227	\$ 637,251	5.6%
Secondary Tax Levy				
TOTAL PROPERTY TAX LEVY	\$ 11,337,976	\$ 11,975,227	\$ 637,251	5.6%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	\$ 1.1352	\$ 1.1308	\$ -0.0044	-0.4%
Secondary Tax Rate				
TOTAL PROPERTY TAX RATE	\$ 1.1352	\$ 1.1308	\$ -0.0044	-0.4%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2010-11
 CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2009-10	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11	%
REVENUES AND OTHER ADDITIONS BY SOURCE					
PROPERTY TAXES					
Primary Tax Levy	\$ 11,300,000	\$ 11,337,976	\$ 11,975,227	637,251	5.6%
Secondary Tax Levy - Override	\$ 11,300,000	\$ 11,337,976	\$ 11,975,227	637,251	5.6%
Subtotal					
STATE APPROPRIATIONS					
Maintenance Support	3,590,000	4,250,300	3,590,000	(660,300)	-15.5%
Equalization Aid	6,624,000	5,386,500	6,624,000	1,237,500	23.0%
Subtotal	\$ 10,214,000	\$ 9,636,800	\$ 10,214,000	\$ 577,200	6.0%
GIFTS, GRANTS, AND CONTRACTS					
Government Grants and Contracts	750,000	750,000	750,000		
Indirect Costs Recovered					
Private Gifts, Grants, and Contracts					
Subtotal	\$ 750,000	\$ 750,000	\$ 750,000		
TUITION, REGISTRATION, AND STUDENT FEES					
General Tuition	3,110,000	2,930,000	3,205,000	275,000	9.4%
Out-of-District Tuition	450,000	600,000	600,000		
Out-of-State Tuition	60,000	120,000	120,000		
Student Fees	710,000	685,000	710,000	25,000	3.6%
Tuition and Fee Remissions or Waivers					
Subtotal	\$ 4,330,000	\$ 4,335,000	\$ 4,635,000	\$ 300,000	6.9%
OTHER SOURCES					
Investment Income					
Other	110,000	175,000	100,000	(75,000)	-42.9%
Subtotal	\$ 120,000	\$ 100,000	\$ 63,380	(36,620)	-36.6%
Total Revenues and Other Additions	\$ 230,000	\$ 275,000	\$ 163,380	(111,620)	-40.6%
	\$ 26,824,000	\$ 26,334,776	\$ 27,737,607	\$ 1,402,831	5.3%
UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, APPLIED TO BUDGET					
	\$	\$ 1,000,000	\$	\$ (1,000,000)	-100.0%
TRANSFERS IN/(OUT)					
Transfer Out - Primary Tax Levy					
- Unexpended Plant Fund	(2,250,000)	(2,250,000)	(2,550,000)	(300,000)	13.3%
Auxiliary/Current Restricted	(700,000)	(700,000)	(750,000)	(50,000)	7.1%
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 23,874,000	\$ 24,384,776	\$ 24,437,607	\$ 52,831	0.2%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2010-11
 PLANT FUNDS - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2009-10	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11	
				Amount	%
REVENUES AND OTHER ADDITIONS BY SOURCE					
UNEXPENDED PLANT FUND					
State Appropriations: Capital Support (2560 FTSE @ \$ 0 each)	\$ _____	\$ _____	\$ _____	\$ _____	_____
Investment Income	10,000	25,000	10,000	(15,000)	-60.0%
Proceeds from Sale of Bonds	_____	_____	_____	_____	_____
Other Revenues and Additions	_____	_____	_____	_____	_____
Total Revenues and Other Additions	\$ 10,000	\$ 25,000	\$ 10,000	\$ (15,000)	-60.0%
RESTRICTED FUND BALANCE AT JULY 1	1,750,000	1,750,000	975,000	(775,000)	-44.3%
TRANSFERS IN/(OUT)					
Transfer In - Primary Tax Levy - Current General Fund	2,250,000	2,250,000	2,550,000	300,000	13.3%
Less: Amounts accumulated for future capital acquisitions	(1,000,000)	(1,000,000)	(975,000)	25,000	-2.5%
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND	\$ 3,010,000	\$ 3,025,000	\$ 2,560,000	\$ (465,000)	-15.4%
RETIREMENT OF INDEBTEDNESS PLANT FUND					
Sources for payment of principal and interest on general obligation bonds	_____	_____	_____	_____	_____
Secondary Tax Levy	_____	_____	_____	_____	_____
Other (Identify)	_____	_____	_____	_____	_____
Total Revenues and Other Additions	\$ _____	\$ _____	\$ _____	\$ _____	_____
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF GENERAL OBLIGATION BONDS					
TRANSFERS IN/(OUT)					
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF GENERAL OBLIGATION BONDS	\$ _____	\$ _____	\$ _____	\$ _____	_____

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2010-11
 CURRENT GENERAL FUND AND PLANT FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	Estimated Actual 2009-10	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11
	Amount	Amount	Amount	%
CURRENT GENERAL FUND				
Instruction	\$ 9,590,000	\$ 9,935,000	\$ 9,600,000	-3.4%
Public Service				
Academic Support	1,090,000	950,000	1,100,000	15.8%
Student Services	1,760,000	1,702,000	1,800,000	5.8%
Institutional Support (Administration)	7,470,000	7,538,000	7,500,000	-0.5%
Operation and Maintenance of Plant	2,080,000	2,357,000	2,150,000	-8.8%
Scholarships	310,000	332,000	350,000	5.4%
Contingency		1,570,776	1,937,607	23.4%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT GENERAL FUND	\$ 22,300,000	\$ 24,384,776	\$ 24,437,607	0.2%
PLANT FUNDS: UNEXPENDED PLANT FUND				
Land				
Buildings	700,000	700,000	990,000	41.4%
Improvements Other Than Buildings	575,000	600,000	415,000	-30.8%
Equipment	850,000	850,000	750,000	-11.8%
Library Books	25,000	25,000	25,000	100.0%
Museum and Art Collections				
Construction in Progress	235,000	250,000	(250,000)	-100.0%
Contingency				
Retirement of Indebtedness - Capital Leases and Installment Purchases	600,000	600,000	355,000	-40.8%
Interest on Indebtedness - Capital Leases and Installment Purchases				
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF UNEXPENDED PLANT FUND	\$ 2,985,000	\$ 3,025,000	\$ 2,560,000	-15.4%
RETIREMENT OF INDEBTEDNESS PLANT FUND				
Retirement of Indebtedness - General Obligation Bonds				
Interest on Indebtedness - General Obligation Bonds				
Retirement of Indebtedness - Revenue Bonds				
Interest on Indebtedness - Revenue Bonds				
Retirement of Indebtedness - Other Long-Term Debt				
Interest on Indebtedness - Other Long-Term Debt				
Other-Property Tax Judgement				
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF RETIREMENT OF INDEBTEDNESS PLANT FUND	\$	\$	\$	\$

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2010-11
CURRENT AUXILIARY ENTERPRISES FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2009-10	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11
				Amount
				%
<u>REVENUES AND OTHER ADDITIONS BY SOURCE</u>				
TUITION AND STUDENT FEES				
General Tuition	\$	\$	\$	
Out-of-District Tuition				
Out-of-State Tuition				
Student Fees				
Tuition and Fee Remissions or Waivers				
Subtotal	\$	\$	\$	
SALES AND SERVICES				
Bookstore Sales	1,000,000	1,000,000	150,000	(850,000)
Food Services Sales				
Dormitory Rentals				
Intercollegiate Athletics				
Parking Fees or Permits	100,000	70,000	70,000	
Other Sales and Services	1,100,000	1,070,000	220,000	(850,000)
Subtotal	\$	\$	\$	
OTHER REVENUES AND ADDITIONS				
Investment Income				
Other (Identify)				
Subtotal	\$	\$	\$	
Total Revenues and Other Additions	\$	\$	\$	-79.4%
UNRESTRICTED FUND BALANCE AT JULY 1				
TRANSFERS IN/(OUT)				
Current General Fund	200,000	300,000	350,000	16.7%
Subtotal				
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$	\$	\$	-58.4%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2010-11
CURRENT RESTRICTED FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2009-10	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11	%
				Amount	
<u>REVENUES AND OTHER ADDITIONS BY SOURCE</u>					
GIFTS, GRANTS, AND CONTRACTS					
Federal Grants and Contracts	\$ 4,000,000	\$ 3,300,000	\$ 4,000,000	\$ 700,000	21.2%
State Grants and Contracts	600,000	800,000	600,000	(200,000)	-25.0%
Local Grants and Contracts	550,000	550,000	550,000		
Private Gifts, Grants, and Contracts	5,150,000	4,650,000	5,150,000	500,000	10.8%
Subtotal	\$ 5,150,000	\$ 4,650,000	\$ 5,150,000	\$ 500,000	10.8%
OTHER REVENUES AND ADDITIONS					
Investment Income					
State Shared Sales Tax					
Other (Identify)					
Subtotal	\$	\$	\$	\$	
Total Revenues and Other Additions	\$ 5,150,000	\$ 4,650,000	\$ 5,150,000	\$ 500,000	10.8%
RESTRICTED FUND BALANCE AT JULY 1					
TRANSFERS IN/(OUT)					
General Fund	500,000	400,000	400,000		
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 5,650,000	\$ 5,050,000	\$ 5,550,000	\$ 500,000	9.9%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2010-11

CURRENT AUXILIARY ENTERPRISES AND CURRENT RESTRICTED FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	Estimated Actual 2009-10	Budget 2009-10	Budget 2010-11	Increase/(Decrease) From Budget 2009-10 To Budget 2010-11	%
CURRENT AUXILIARY ENTERPRISES FUND					
Bookstore	\$ 1,200,000	\$ 1,270,000	\$ 225,000	\$(1,045,000)	-82.3%
Food Services					
Dormitories					
Intercollegiate Athletics	100,000	100,000	345,000	245,000	245.0%
Other Sales and Services					
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT AUXILIARY ENTERPRISES FUND	\$ 1,300,000	\$ 1,370,000	\$ 570,000	\$(800,000)	-58.4%
CURRENT RESTRICTED FUND					
Instruction	\$ 630,000	\$ 700,000	\$ 700,000		
Public Service	10,000	20,000	15,000	(5,000)	-25.0%
Academic Support					
Student Services	750,000	1,000,000	800,000	(200,000)	-20.0%
Institutional Support (Administration)	30,000	30,000	35,000	5,000	16.7%
Operation and Maintenance of Plant					
Scholarships	4,230,000	3,300,000	4,000,000	700,000	21.2%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUND	\$ 5,650,000	\$ 5,050,000	\$ 5,550,000	\$ 500,000	9.9%

2010 LEVY LIMIT WORKSHEET

NAVAJO COUNTY	NORTHLAND PIONEER COLLEGE	Revised 4/29/2010
MAXIMUM LEVY		2009
A.1. Maximum Allowable Primary Tax Levy		\$11,337,976
A.2. A.1 multiplied by 1.02		\$11,564,736
CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR		2010
B.1. Centrally Assessed		\$210,325,833
B.2. Locally Assessed Real Property		\$790,882,857
B.3. Locally Assessed Personal Property		\$21,479,665
B.4. Total Assessed Value (B.1 through B.3)		\$1,022,688,355
B.5. B.4. divided by 100		\$10,226,884
CURRENT YEAR NET ASSESSED VALUES		2010
C.1. Centrally Assessed		\$234,930,409
C.2. Locally Assessed Real Property		\$802,594,776
C.3. Locally Assessed Personal Property		\$21,479,665
C.3a. Exemptions		
C.4. Total Assessed Value (C.1 through C.3a)		\$1,059,004,850
C.5. C.4. divided by 100		\$10,590,049
LEVY LIMIT CALCULATION		2010
D.1. LINE A.2		\$11,564,736
D.2. LINE B.5		\$10,226,884
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)		1.1308
D.4. LINE C.5		\$10,590,049
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT		\$11,975,227
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)		\$11,975,227

BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2010 – 2011

ACTIVITY	RESOURCE	DUE BY
1. Receive overview and schedule	DGB	15 December
2. Departmental budget material distributed	Ellison	15 January
3. Prepare revenue estimates	Hatch/Ellison	29 January
4. Receive tuition and fee schedules	DGB	16 February
5. Departmental budgets received	Executive Team	12 February
6. Executive review of budget	Executive Team	4 March
7. Tuition and fee schedules approved	DGB	16 March
8. Receive preliminary budget analysis	DGB	16 March
9. Receive wage and salary recommendation	DGB	16 March
10. Budget hearings	Budget Managers	19 March
11. Receive complete budget analysis	DGB	20 April
12. Approve budget publication	DGB	20 April
13. Approve salary schedules	DGB	20 April
14. Tentative budget adopted	DGB	20 April
15. Notice of public hearing and TNT hearing first published	Hatch/Ellison	30 April
16. Notice of public hearing and TNT hearing second publication	Hatch/Ellison	11 May
17. Public hearing conducted for taxpayers	DGB	18 May
18. Final budget adopted	DGB	18 May
19. Notify PTOC of the amount of the primary property tax levied	Hatch/Ellison	19 May
20. Submit Tax levy to Navajo County	Hatch/Ellison	19 May

March 22 – 26 Spring Break
 May 15 Commencement
 May 31 Memorial Day

**Northland Pioneer College
Departmental Budget Guidelines
FY 1011**

Budget requests must be entered into the Jenzabar budget module, see attached “**Budget Allocate Instructions**”.

- Budget request for expenditures & capital must be completed by **Friday, February 12, 2010.**
- State funding expected to be significantly reduced in FY1011 with an overall target operating reduction of **\$3 million.**
- Include only items in your budget requests that are considered critical and are linked to the current **NPC Strategic Plan.** Any amounts that are higher than FY0910 must be justified. Please provide your detailed justification in the attached “**Budget Justification**” template.
- When you complete your budget notify **Maderia Ellison, Director of Financial Services** by **e-mail** and include the completed “**Budget Justification**” template.
- The **FY0910 Budgets** reflected in Budget Allocate include budget transfers received through December 2009.
- Starting **February 13, 2010** you will no longer have access to “**Budget Allocate**”.
- Budget hearings will be held in **mid-March, 2010** with the Executive Team and Budget Managers.
- Once the budget is approved you will be able to review it in the Jenzabar budget module, see attached “**Budget Review Instructions**”.

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 <u>except Adjunct Salaries, Overload, Temporary Salaries, Lab Aids, and Substitute Salaries please include those in your budget request.</u>
Operating Expenditures	<ul style="list-style-type: none">• State funding expected to be significantly reduced in FY1011 with an overall target operating reduction of \$3 million.• All budget requests should reflect only those items required to maintain critical service levels.
Capital Expenditures	<ul style="list-style-type: none">• No state funding in FY1011.• Any request for funding must be covered from the operation budget.

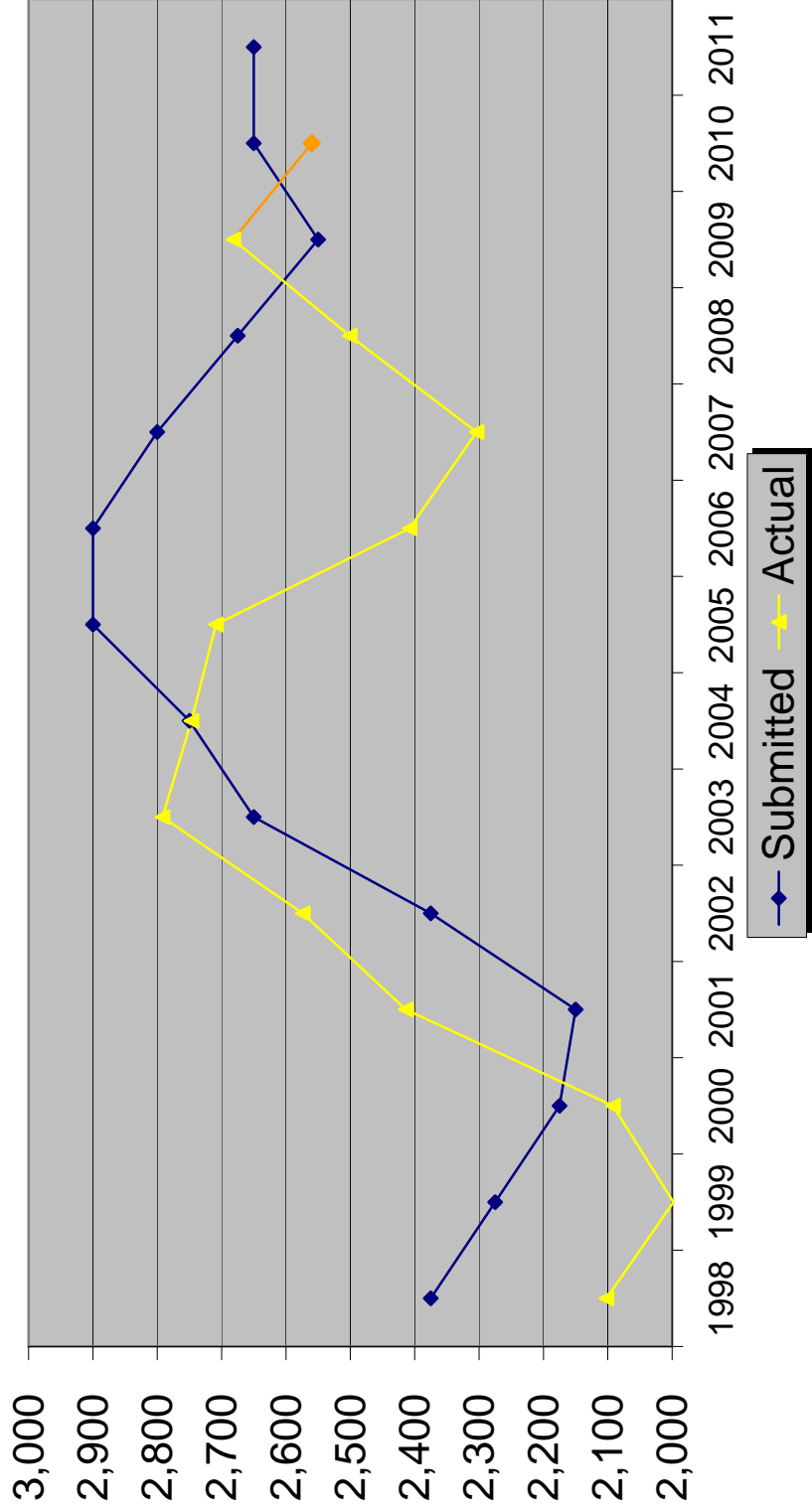
Estimated FSTE for Submission to EEOC
FOR FYE 2011

		Estimated		1979-80		2011	
FTSE	Population	Inflation	Base	Expenditure	Variance		
<u>Estimate</u>	<u>Factor</u>	<u>Factor</u>	<u>Expenditures</u>	<u>Limitation</u>	<u>to prior year</u>		
2500	1.5964	2.7169	3,716,543	16,119,853	(703,574)		
2525	1.6124	2.7169	3,716,543	16,281,051	(542,376)		
2550	1.6284	2.7169	3,716,543	16,442,250	(381,177)		
2575	1.6443	2.7169	3,716,543	16,603,448	(219,979)		
2600	1.6603	2.7169	3,716,543	16,764,647	(58,780)		
2625	1.6762	2.7169	3,716,543	16,925,845	102,418		
2650	1.6922	2.7169	3,716,543	17,086,770	263,343		
2675	1.7082	2.7169	3,716,543	17,248,242	424,815		
2700	1.7241	2.7169	3,716,543	17,409,441	586,014		

Estimated expenditures subject to expenditure limit: \$ 16,500,000

HISTORY	Submitted FTSE	Actual FTSE	Exp Limit/ Est FTSE	Statutory Exp Limit	Alternative Exp Limit	Bookstore Revenues	Actual Exp Subject to Exp Limit
FYE 1998	2,375	2,102	5,110	12,135,941			12,135,940
FYE 1999	2,275	1,998	5,236	11,911,074			11,911,073
FYE 2000	2,175	2,092	5,259	11,438,325			11,417,776
FYE 2001	2,150	2,414	5,417	10,924,132	11,645,836		11,514,058
FYE 2002	2,375	2,574	5,579	12,494,304	13,250,523		12,818,881
FYE 2003	2,650	2,792	5,747	14,259,188	15,228,338		14,499,064
FYE 2004	2,750	2,747	5,445	14,974,540			14,912,924
FYE 2005	2,900	2,709	5,529	16,035,507			14,429,617
FYE 2006	2,900	2,408	5,613	16,278,691			15,915,946
FYE 2007	2,800	2,304	5,816	16,284,629			16,202,909
FYE 2008	2,675	2,501	6,019	16,100,110			15,416,094
FYE 2009	2,550	2,682	6,208	15,829,198		1,088,932	15,829,197
FYE 2010	2,650	2,560	6,348	16,823,427		1,100,000	16,500,000
FYE 2011	2,650		6,448	17,086,770			16,500,000

FTSE Submitted for Expenditure Limit Compared to Actual



2010-2011 Proposed Budget

Recommendation:

Staff recommends adoption of the 2010-2011 Proposed Budget as presented.

Summary:

The preliminary budget as approved by the District Governing Board was posted on the NPC website and published on May 12, 2010 along with a notice of the budget hearing according to statutory requirements.

Adjustments reflecting the revised levy limit worksheet have been incorporated into the attached budget forms. The total proposed budget amount has not been altered.

The attached budget document includes operational and staffing adjustments based on the NPC 2010-2013 Strategic Plan approved by the District Governing Board. Extensive involvement at the department and executive level produced the proposed budget.

Staff has presented the revenue budget based on approval of Proposition 100; however, the expenditure budgets are expected to carry the college forward without adjustment if the conditional enactment is implemented.



Northland Pioneer College

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Request to Approve Intergovernmental Agreement with Governor's Office of Economic Recovery

Recommendation:

Staff recommends approval of an Intergovernmental Agreement with the Governor's Office of Economic Recovery (GOER) associated with the funds granted under the American Recovery and Reinvestment Act of 2009 (Recovery Act) and distributed through the State Fiscal Stabilization Fund (SFSF).

Summary:

Staff received the attached IGA intended to govern the distribution monies through the SFSF process.

Staff anticipates distribution of the second phase of the SFSF allocation of \$418,920 for a total allocation of \$1,722,944.



Northland Pioneer College

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**INTERGOVERNMENTAL AGREEMENT
BETWEEN
THE GOVERNOR'S OFFICE OF ECONOMIC RECOVERY
AND
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
CONTRACT #GOER-IGA-FY2010-1018**

This INTERGOVERNMENTAL AGREEMENT (the "AGREEMENT") is entered into by and between the Governor's Office of Economic Recovery ("GOER"), established by Governor Brewer to oversee and discharge funds granted under the American Recovery and Reinvestment Act of 2009 (Recovery Act), and located at 1700 West Washington, Suite 300, Phoenix, Arizona 85007, and the Navajo County Community College District, located at P.O. Box 610, Holbrook, Arizona 86025 pursuant to Arizona Revised Statutes §§ 11-951, 11-952 and 41-101.01.

I. PURPOSE OF THE AGREEMENT

GOER is tasked with oversight and swift distribution of Economic Recovery Funding. In this capacity, GOER has agreed to provide funding to Arizona's Community Colleges for the purpose of supporting existing programs and keeping tuition and fee increases to a minimum, a project that GOER has determined meets the requirements of projects suitable for Recovery Act funding. The Community Colleges of Arizona play a critical role in meeting workforce demand by providing a pathway for students to complete certificates and associates degree. They serve a diverse group of students, including those student groups traditionally underrepresented in higher education institutions. As the State of Arizona begins its recovery from the current economic downturn, the Community Colleges will play a critical role in providing the trained workforce that the state will depend upon for this recovery. GOER will fund the Navajo County Community College District up to \$418,920 for this purpose.

II. WORK STATEMENT AND GENERAL PROVISIONS

The parties mutually agree as follows:

A. Method and Terms of Reimbursement

Recovery Act funds will be transferred to the Navajo County Community College District on a cost reimbursement basis upon receipt and approval of a Payment Request Form showing cumulative expenditures by line item. Items to be reported on are, dollar amount requested, name of project worked on, any Davis-Bacon reports and project status compared to timeline submitted. The Navajo County Community College District will submit to GOER an estimated payment schedule and timeline for project and the Navajo County Community College District will be responsible for paying vendors associated with this project. GOER will provide to the Navajo County Community College District a master template for the Payment Request Form. GOER will reimburse expenses to the Navajo County Community College District using a warrant or by direct deposit of Recovery Act funds to the Navajo County Community College District. Method of transfer will be at the discretion of GOER and the Navajo County Community College District will allow five to seven working days for completion of transfer of Recovery Act funds after receipt of Payment Request Form. Any unspent funds associated with this agreement will be refunded to GOER at completion of stated agreement term. Final payment for this agreement will be released upon receipt of any final reporting requirements which are yet to be determined.

B. Reporting and Compliance Requirements

Payments by GOER to the Navajo County Community College District shall be in strict compliance with OMB Circular A-21, Cost Principles for Educational Institutions (2 CFR 220 A-21) and shall adhere to the Federal Cash Management Improvement Act (CMIA) and comply with guidelines of the State Fiscal Stabilization Fund (SFSF), established under Recovery Act through Public Law 111-5 (H.R.1) and amended by Public Law 111-8 (H.R. 1105).

In addition, the Recovery Act specifically provides that funds may not be used by any state or local government, or any private entity, for any casino or other gambling establishment, aquarium, zoo, golf course, or swimming pool. The Recovery Act funds may be used in conjunction with other funding as necessary to complete projects, but tracking and reporting of Recovery Act funds must be separate, to meet the reporting and other requirements of the Recovery Act and other applicable law.

The accounting systems of all recipients and sub-recipients must ensure that funds from any award under this Recovery Act solicitation are not commingled with funds from any other source. Misuse of grant funds may result in a range of penalties, including suspension of current and future funds, suspension or debarment from federal grants, recoupment of monies provided under a grant, and civil and/or criminal penalties.

Consistent with the special purposes and goals of the Recovery Act, and its strong emphasis on accountability and transparency, it is essential that all funds from a Recovery Act grant be tracked, accounted for, and reported on separately from all other. Recipients must also be prepared to track and report on the specific outcomes and benefits attributable to use of Recovery Act funds.

Funds associated with this AGREEMENT shall only be used to reimburse the Navajo County Community College District for the purposes set forth on section I of this agreement. The Navajo County Community College District must understand and comply with all applicable Federal and State policies, procedures, and requirements related to Recovery Act monies including, but not limited to, the following:

1.) **“Buy American Act” Est. 1933**

The recipient understands that this award is subject to the provisions of section 1605 of the Recovery Act (“Buy American Act”). No award funds may be used for non-American sources of iron, steel, or manufactured goods for a project for the construction, alteration, maintenance, or repair of a public building or public work, unless the recipient provides advance written notification and upon approval of the federal grant agency, a waiver is issued allowing this activity.

2.) **Davis-Bacon and Related Acts: Wage Rate Requirements**

All applicants should be aware that the Recovery Act contains a provision on wage rate requirements that concerns projects funded or assisted by Recovery Act funds that employ laborers and mechanics. See section 1606 of the Recovery Act for the full text of this requirement.

3.) **ARRA Infrastructure Investment: Preference for Quick-Start Activities**

Pursuant to section 1602 of the Recovery Act, recipient of funds under this solicitation for infrastructure investment are to give preference to activities that can be started and completed expeditiously, and also are expected to use grant funds in a manner that maximizes job creation and economic benefit. For the details of this requirement, please refer to the text of section 1602 of the Recovery Act.

4.) **Recovery Act: Contracts**

Generally speaking, the Recovery Act places special emphasis on the use of fixed-price contracts awarded through competitive procedures.

5.) National Environmental Policy Act Requirements

Under section 1609 of the American Recovery and Reinvestments Act of 2009 all recipients must comply with any applicable environmental impact requirements of the National Environmental Policy Act of 1970 (NEPA), as amended, (42 U.S.C. 4371 et seq.), 40 CFR parts 1500 through 1508 and any State government requirements that implement NEPA.

III. EFFECTIVE DATE, TERM, TERMINATION, RENEWAL, AMENDMENT

A. Effective Date

This AGREEMENT shall become immediately effective only upon the following: (1) execution by GOER and the Navajo County Community College District, and (2) execution by GOER’s and the Navajo County Community College District’s attorneys, whose execution shall determine that this AGREEMENT is in proper form and within the powers and authority granted to GOER and the Navajo County Community College District under the laws of the State of Arizona.

B. Term, Termination, Renewal

This AGREEMENT shall begin on July 1, 2009 and terminate on June 30, 2010, unless terminated as provided herein, or extended. Either party may terminate this AGREEMENT at any time by providing thirty (30) days written notice to the other party. If this AGREEMENT is extended by mutual written consent of the parties, all terms, conditions and provisions of the original AGREEMENT shall remain in full force and effect and apply during any extension period.

C. Amendment

This AGREEMENT may be modified, altered, extended or amended only in writing signed by, or on behalf of, both parties.

IV. NOTICES

Any and all notices, requests or demands given or made upon the parties hereto, pursuant to or in connection with this AGREEMENT, unless otherwise noted, shall be delivered in person or sent by United States Mail, postage prepaid, to the parties at their respective addresses as set forth immediately below:

<p><u>GOER</u> James J. Apperson Director Governor’s Office of Economic Recovery 1700 West Washington, Suite 300 Phoenix, Arizona 85007 Phone: (602) 542-6402</p>	<p><u>Navajo County Community College District</u> Jeanne Swarthout, Ph.D. President Navajo County Community College District (Northland Pioneer College) P.O. Box 610 Holbrook, AZ 86025 Phone: (928) 524-7640</p>
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V. ARBITRATION

This AGREEMENT is subject to arbitration to the extent required by A.R.S. § 12-1518.

VI. NON-AVAILABILITY OF FUNDS

Every payment obligation of GOER under this AGREEMENT is conditioned upon the availability of funds appropriated or allocated for payment of such obligation. If funds are not allocated and available for the continuance of this AGREEMENT, either party may terminate this AGREEMENT at the end of the period for which funds are available. No liability shall accrue to GOER or the State of Arizona in the event this provision is exercised, and GOER and the State of Arizona shall not be obligated or liable for any future payments or for any damages as a result of termination under this paragraph.

VII. CANCELLATION FOR CONFLICT OF INTEREST

This AGREEMENT is subject to cancellation pursuant to Arizona Revised Statutes § 38-511, the provisions of which herein incorporated by reference.

VIII. AUDIT OF RECORDS

Pursuant to Arizona Revised Statutes § 41-1351, GOER shall retain all data, books, and other records relating to this AGREEMENT. Navajo County Community College District is subject to all audit oversight policy and procedure established by GOER.

IX. GOVERNING LAW

This AGREEMENT is made under, and is to be construed in accordance with, the laws of the State of Arizona. In the event of litigation arising under, out of, or relating to, this AGREEMENT, GOER and Navajo County Community College District hereby stipulate to the exclusive jurisdiction and venue of the Maricopa County Superior Court in Phoenix, Arizona.

X. ENTIRE AGREEMENT

This AGREEMENT contains the entire agreement and understanding of the parties hereto. There are no representations or provisions other than those contained herein, and this AGREEMENT super cedes all prior agreements between the parties, whether written or oral, pertaining to the same subject matter of this AGREEMENT.

XI. INVALIDITY OF PART OF THIS AGREEMENT

The parties agree that should any part of this AGREEMENT be held to be invalid or void, the remainder of the AGREEMENT shall remain in full force and effect and shall be binding upon the parties.

XII. COUNTERPARTS

This AGREEMENT may be executed in any number of duplicate originals, photocopies or facsimiles, all of which (once each party has executed at least one such duplicate original, photocopy, or facsimile) will constitute one and the same document.

XIII. INTERPRETATION

This AGREEMENT is not to be construed or interpreted for or against either of the parties on the grounds of sole or primary authorship or draftsmanship.

XIV. PARAGRAPH HEADINGS

The paragraph headings in this AGREEMENT are for convenience of reference only and do not define, limit, enlarge, or otherwise affect the scope, construction, or interpretation of this AGREEMENT or any of its provisions.

XXXXXXXXXXXXXXXXXXXX

THIS SECTION INTENTIONALLY LEFT BLANK

XXXXXXXXXXXXXXXXXXXX

XV. IN WITNESS WHEREOF, the parties agree to execute this AGREEMENT.

Governor’s Office of Economic Recovery
1700 W. Washington, Suite 300
Phoenix, Arizona 85007

Navajo County Community College District
P.O. Box 610
Holbrook, AZ 86025

James J. Apperson,
Director
Governor’s Office of Economic Recovery

Jeanne Swarthout, Ph.D.
President
Navajo County Community College District

This AGREEMENT is in proper format and is within the powers and authority granted to the respective public agency.

Joe Kanefield
Chief Legal Counsel
Governor’s Office

Kathryn A. Munro
Legal Counsel
Mangum, Wall, Stoops, & Warden, P.L.L.C.

Transfer Admission Guarantee (TAG) Memorandum of Understanding between Arizona State University and Northland Pioneer College

Recommendation:

Staff recommends approval of the TAG memorandum of understanding between ASU and NPC.

Summary:

The TAG agreement will provide the following benefits to NPC and its students:

- NPC will work with ASU to develop transfer articulation pathways for NPC AAS degrees to matching ASU BAS degrees. These pathways will allow NPC students to transfer up to 75 credits into their BAS program at Arizona State. Currently few transfer options exist for students receiving AAS degrees.
- NPC will have the opportunity to explore joint or deferred admission (to ASU) options for NPC students participating in the TAG program.
- NPC students will have the opportunity to have capped tuition at ASU under certain conditions.
- ASU commits to guaranteeing admission into undergraduate programs for NPC students who meet stipulated requirements (to be determined).



Northland Pioneer College

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To: Dr. Jeanne Swarthout, President
From: Mark Vest, Instructional Council Chair
Re: TAG agreement with Arizona State University
Date: April 21, 2010

The Instructional Council unanimously recommends that NPC sign the TAG agreement with Arizona State University. Instructional Council did express concern that that TAG and similar institution to institution agreements should not replace the existing state transfer articulation system. Instructional Council did feel it appropriate to negotiate TAG arrangements for Associate of Applied Science programs not currently covered by the state transfer process.

November 22, 2009

**Creating a Culture of Transfer in Arizona
The Arizona State University – Northland Pioneer College
Transfer Admission Guarantee (TAG) Program**

**A MEMORANDUM OF UNDERSTANDING BETWEEN ARIZONA STATE UNIVERSITY
AND NORTHLAND PIONEER COLLEGE**

The parties to this Memorandum of Understanding ("MOU") are Northland Pioneer College ("NPC"), a political subdivision of the State of Arizona, and the Arizona Board of Regents on behalf of Arizona State University ("ASU") (collectively "Parties").

Introduction

ASU and NPC are fully committed to the statewide goals of increasing the number of baccalaureate and associate degrees awarded to students in Arizona. To assist in achieving these goals, the Parties will establish a formal Partnership designed to significantly increase the number of NPC students who obtain a baccalaureate degree from ASU. The Partnership will promote positive and seamless experiences for students transferring from NPC to ASU, and will maximize the Parties' efforts to create a student-centered "culture of transfer" in Arizona. The Partnership between the Parties is consistent with, and supports, the goals of the Arizona Transfer System, the Academic Program Articulation Steering Committee (APASC), and other statewide initiatives, which seek to increase the number of associate and bachelor degrees awarded in Arizona. The Partnership will implement innovative strategies designed to achieve these statewide goals.

Transfer Admission Guarantee (TAG) Program

Academic preparation is the single most important determinant of transfer student success. Therefore, a key component of the Partnership will be to provide meaningful incentives for students to complete courses in the Arizona General Education Curriculum (AGEC) and obtain an associate's degree, or complete other appropriate transfer-eligible coursework, at NPC before transferring to ASU. The Partnership will establish the Transfer Admission Guarantee (TAG) program. TAG is an articulated degree-to-degree transfer program that will provide guaranteed admission into an ASU undergraduate degree program for NPC students who complete the requirements of a specific TAG. Each TAG will include an appropriate AGEC, lower division "major preparation" courses as designated by the ASU degree program, and electives required to complete the associate's degree. NPC students who are Arizona residents, successfully complete TAG requirements, and transfer to ASU within three years of entering the program will benefit from tuition incentives such as a cap on tuition increases during their matriculation at ASU.

The Parties recognize that for some ASU degree programs, obtaining a NPC associate's degree by attending NPC is not the most beneficial pathway for a student to achieve the student's desired baccalaureate degree. In these cases, reverse awarding of the associate's degree will be implemented through a reverse transfer of credit system. The Parties also agree to develop, where appropriate, Associates of Applied Science-Bachelors of Applied Science (AAS-BAS) TAGs that will accept up to 75 lower division credit hours. In addition, the Parties will develop, where appropriate, programs for joint, deferred, and/or provisional admission of qualified students. Jointly admitted students would have full rights and privileges at both institutions.

Implementation

The Parties agree that successful implementation of the Partnership will require that the Parties collaborate on a number of issues, and the Parties will identify and secure the necessary resources to implement the Partnership.

The Parties will establish a Steering Committee with representatives from both institutions to oversee the implementation of this MOU. Specifically, the Steering Committee will ensure that the TAG program will be in place by the fall semester of 2010. Additional activities that the Steering Committee will oversee include, but are not limited to:

- Developing appropriate marketing and communication strategies for the Partnership;
- Developing and implementing appropriate joint professional development opportunities for student advisors from both institutions and increasing the availability of ASU advising for NPC students;
- Developing and implementing appropriate data systems to monitor and evaluate the TAG program and to ensure timely student progress through the programs;
- Implementing an electronic transcript system to enhance seamless transfer between the two institutions;
- Identifying opportunities to increase financial support for NPC students transferring to ASU.

Review

The Steering Committee will be responsible for reviewing the progress and effectiveness of the Partnership and will provide a written summary of the review to the Presidents of ASU and NPC on an annual basis.

NPC:

By: _____

Jeanne Swarthout
President
Northland Pioneer College

Date: _____

ASU:

By: _____

Michael M. Crow
President
Arizona State University

Date: _____

Request to Accept the Strategic Plan Annual Report, 2009-2010

Recommendation:

Staff recommends the District Governing Board of Northland Pioneer College accept the Strategic Plan Annual Report, 2009-2010.

Summary:

At the end of each academic year, beginning 2008, the Strategic Planning and Accreditation Steering Committee (SPASC) submits an annual report summarizing the institution's progress in meeting strategic planning goals for the year. The Strategic Plan Annual Report, 2009-2010, highlights the progress the institution has made for this academic year. Major highlights include the successful conclusion of the Higher Learning Commission's accreditation tasks, the exceptional results of the National League of Nursing accreditation process, and the continued securing of the financial future of the college.



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Strategic Plan Annual Report

To the

District Governing Board, Northland Pioneer College

May, 2010

Beginning May, 2008, The Strategic Planning and Accreditation Steering Committee (SPASC) began making an Annual Report to the District Governing Board of Northland Pioneer College. The Strategic Plan Annual Report highlights the college's accomplishments resulting from each year's strategic plan. NPC's accomplishments for fiscal year 2009-2010 have been extremely positive in spite of the current budget environment which has resulted in financial uncertainty for the institution. The Annual Report on 2009-10 strategic plan progress is presented by priority and bulleted comments on accomplishments. It is only appropriate to note that the significant progress made during the 2009-2010 year is the direct result of the efforts of every single employee of the college; without the collaboration and commitment of the college's exceptional staff, NPC would not remain the high quality, financially stable institution it is today.

Before specifically addressing the Strategic Plan, there are some college-wide accomplishments that must be noted; these accomplishments bridge the plan itself.

Higher Learning Commission Accreditation Visit - As the District Governing Board is aware, the institution had an extremely successful 10-year accreditation visit. HLC has just recently validated the visiting team's findings and NPC has continuing status with the Commission with no follow-up. NPC can anticipate that it's next visit would be in 2019-20; however, the move to the new accreditation pathway offers NPC an opportunity to consider how it wishes to move forward with the Commission. What is equally important, NPC received high praise for its Self Study, visit and accomplishments.

National League of Nursing Accreditation- While the Higher Learning Commission was visiting the institution, the National League of Nursing was also engaged in its first visit to the college. The NLN visit was a result of NPC's request to move from candidacy to accreditation of its Nursing Program by NLN. The Nursing Program received not only NLN accreditation, but also a considerable amount of praise for its accomplishments.

Fiscal Planning to Assure the Future of NPC- It can easily be attributed to one area of the college, (Administrative Services) that the college remains on secure financial footing and its future strong. However, without the cooperation, collaboration and commitment of the entire college staff, the fiscal future of NPC would be much more difficult to secure. The staff has been a great part of making sure that NPC will serve many future generations of students in the region.

Advance High Quality and Accessible Learning Opportunities

Priority 1: Improve student learning through diversification and enhancement of teaching modalities

- Hired Faculty in Educational Technology to train faculty in new technologies, improve quality of distance learning, and provide guidance to the college in emerging instructional technologies
- Began pilot of Adobe Connect software with goal of implementing web conferencing instructional capability by January 2011
- Instructional council currently reviewing distance learning guideline recommendations from the Learning Technology Committee
- IS continues expansion of SmartBoard availability in classrooms
- Nursing and Welding utilized Perkins funding to buy new assistive technologies (a Nursing pediatrics simulator and robotic Welding equipment) to enhance instruction
- Faculty professional development committee sponsored in-house training for NPC employees on virtual learning environments and the Moodle course platform

Priority 2: Update curriculum (programs) and course offerings in response to community and workforce needs and student interests

- Curriculum updated in Computer Information systems, Fire Science, Chemistry, and Administration of Justice Studies
- Eliminated programs with low or no enrollment
- Implemented new business plan for new programs and new plan folded into program reviews
- Enrolled in Kansas Study – a benchmarking survey of program costs to provide data for business planning in new programs

Priority 3: Document learning in all courses and programs

- Ongoing participation in the HLC Assessment Academy, with very positive response on our work to date from the Commission
- Program review getting back on track, led by CTE division. Program reviews for AIS, BUS, and CIS already submitted
- General Education program review in progress
- Fourteen departmental assessment reports completed and reviewed through internal assessment cycle
- Twenty-five full-time faculty participated in annual Dialog Day assessment process

Strengthen Institutional Planning and Accountability

Priority 1: Determine service area needs

- Needs survey conducted by multiple CTE departments through their Advisory Committees
- Significant progress by CTE to expand and improve Advisory Committees

Priority 2: Enhance enrollment, recruitment and management procedures

- Ongoing use of focus groups and community outreach to identify program and scheduling priorities
- Business plan and needs analysis for new program development adopted by Instructional Council
- Business plan/needs analysis also adopted by deans for use in program review and annual program updates
- Enrollment Management Plan adopted, following items implemented in 2009-2010:
 - a. All Financial Aid probation and suspension students now contacted directly by Financial Aid and required to meet with academic advisor
 - b. All undeclared students with 30+ credits contacted and encouraged to meet with academic advisor
 - c. Midterm grade report now includes satisfactory/unsatisfactory performance check by faculty; students at unsatisfactory performance level contacted by academic advising
 - d. Significant increase in student activities
 - e. First annual transfer student road trip sponsored by SGA
 - f. Student Ambassador program implemented to assist Admissions
 - g. High School Counselor appreciation/update luncheon held
 - h. Online advising implemented through NPC website
 - i. Student email implemented
 - j. Alumni contact initiated by NPC Foundation
 - k. 2 career fairs and 3 job preparation fairs held at different sites

Priority 3: Review and implement enhanced marketing and public relations initiatives

- Paragon awards for marketing materials
- Prepared for implementation of online bookstore
- Training videos teaching faculty/staff how to manage NPC website completed by MPR. Awaiting implementation by IS/HR
- Nursing and Allied Health website will go live by end of current academic year
- Marketing pieces all reoriented to focus on low cost, ease of transfer, job applicability, and quality of instruction
- Transfer Guide and Career Guide completed to assist Admissions' recruitment efforts

- Oriented marketing approach to “student success stories” through promotion of student stories in print and on websites; re-introduction of alumnus of the month award
- Aligning marketing emphases with needs as defined by academic deans
- Photo bank built by hiring of professional photographer
- Promotion of CTE and Nursing/Allied Health program open houses

Strengthen Technology to Support Learning and Service

Priority 1: Develop and maintain a reliable, safe, progressive and efficient infrastructure to support the essential functions of the college

- Completed network build-out
- Significant efforts have been made to put the college in a position of compliance with the Higher Education Opportunity Act’s Peer-to-Peer regulations by July 2010
- Implemented NPC-issued email accounts and online storage to all NPC students via Google Mail/Apps
- Adobe Connect has been installed and is being evaluated by test groups for desktop video conferencing
- Exchange migration and clustering is close to completion
- Recent purchase of equipment to upgrade video learning environments

Priority 2: Provide technological solutions to increase instructional effectiveness and administrative support

- Honeywell emergency notification system is currently in use
- Significant improvements have been made in providing consistent and accurate Institutional Research reports

Strengthen Human Resources and Employee Relations

Priority 1: Foster an institutional environment that encourages teamwork, pride in job and institution, and professional growth and development

- Administrator training held
- Several rounds of supervisor training made available
- Financial Aid trained in appropriate time sheet use
- New employee training held in August 2009
- Human Resources staff received training in HIPAA and ASRS
- HR now maintains a list of adjunct faculty teaching for each semester

- Faculty Professional Development Committee submitted new awards framework to Instructional Council
- HR director conducted college-wide visits in fall semester
- Established semi-annual retirement awards to be given at December and May DGB meetings
- Surveyed employees to ask what they want to be recognized for, survey distributed 12/09 and 1/10
- Provided activity and nutritional trackers for wellness program participants
- Re-instituted, in new format, Employee of the Month
- Completed survey of employees to present professional development workshops

Priority 2: Establish stability, consistency and excellence in college staff and services

- Updated Drug Free Workplace procedure
- Implemented new procedures on NPC Archives and President's Performance Review
- Eleven forms either created or revised to streamline college processes
- Developed a master list of employees, including degrees completed

Priority 3: Strengthen hiring and compensation standards

- Job descriptions updated and placed on HR drive
- Degree audit 90% complete
- Hiring/search processes revised for confidentiality, effectiveness

Strengthen Fiscal Resources to Support Critical Programs and Services

Priority 1: Identify and develop a variety of funding alternatives

- State equalization aid retained
- Federal stimulus funding integrated under direction of Governor's Office
- Grant opportunities regularly monitored and evaluated
- NPC Foundation researching private foundation grants

Priority 2: Improve financial planning

- Budget reduction planning expanded to include broad section of college
- Budget development link to strategic planning strengthened
- Communicated financial planning in multiple forums and methods
- Provided budget training for new and existing users

Priority 3: Improve accountability and transparency

- Single-year audit submitted early
- No finding in annual external audit report

- New student drop process for non-payment implemented
- Internal controls enhanced
- Accounts receivable analysis and adjustments initiated along with collection guidelines
- Board adopted a formal financial stability policy
- Financial and budget information now available at NPC Archives location on web

Strengthen Facilities through Planning, Development and Renewal

Priority 1: Prepare, disseminate and implement safety and emergency plan for natural disasters, manmade events, health threats, and hazmat events

- Well planned and successfully implemented H1N1 flu response
- MSDS administrative system set up

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

- Installation completed of HVAC control systems at all campuses
- Preliminary preventative facility maintenance documentation developed

Priority 3: Investigate and pursue funding options for capital and facilities development

- Grant opportunities regularly monitored and evaluated
- Preliminary discussion with private and public partners

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

- Successful recycling program implemented
- Sustainability Committee meeting regularly
- Four-campus participation in highly successful Earth Day events

Northland Pioneer College Strategic Plan 2010-2013

Presidential Strategic Initiatives, April, 2010

Northland Pioneer College's updated 2010-2013 Strategic Plan is thorough and well-thought out. However, the president of the college has identified certain strategic initiatives that must move rapidly to the forefront of college planning, decision-making and implementation. Additionally, the recently unveiled requirement by the Higher Learning Commission for a new accreditation pathway demands immediate attention to these initiatives. The president is issuing the following strategic initiatives as a preface to the NPC Strategic Plan; these strategic initiatives must be the main focus of our work together for the next several years.

1. Online processes, quality checks and compensation resolved and in place by September 2010.
2. Plan for Assessment of Student Services Support of Student Learning completed in 2010-11, implemented in 2011-12.
3. Decision, plans and budgeting of resources for new Higher Learning Commission accreditation pathway completed by December, 2010; implementation initiated January 2011.
4. Dedication of resources, to the degree that is financially possible, to fully support our network, technology and instructional support resources.
5. Roll-out of web conferencing for delivery of coursework with classroom testing beginning spring 2011 semester.

Pillar 1: Advance High Quality and Accessible Learning Opportunities

Overall Responsibility: Vice President for Learning and Student Services

Priority 1: Improve student learning

Next Major Milestone: May 30, 2011

Responsibility: Vice President for Learning and Student Services, Director of Information Services, Academic Deans, Director of Enrollment Services, NPC Faculty Association

Goals:

- 1.1.1 Continue improvement of distance education delivery systems
Supports HLC Core Components 2c, 3bcd, 4bd, 5c
- Improve hybrid courses and add more hybrid courses where appropriate
 - Improve use of LMS in existing courses
 - Enhance audio and video environments by developing a better distribution system for materials/exams, returning student work [e.g. use of work study students]
 - Provide training workshops for all faculty and other interested employees

- Implement courses through ADOBE CONNECT (or other system) by Spring 2011 for selected programs (e.g. ECD) to reach multiple sites
 - Continue to revise guidelines for online course development and continue to develop priorities for development of new online courses
 - Survey students on scheduling and delivery platform preferences
- 1.1.2 Emphasize advising and course selection based on placement testing
Supports HLC Core Components 3abcd
- Continue to review and revise placement system through analysis of student performance data
- 1.1.3 Improve pedagogical strategies and techniques
Supports HLC Core Components 2b, 3d, 4abcd
- Identify and prioritize types of professional development activities needed
 - Create additional "in-house" development opportunities as identified and as budget constraints allow
- 1.1.4 Improve tutorial support
Supports HLC Core Components 2b, 3bcd, 4d, 5a
- Build a database on tutoring history, student success, funding, availability, etc.
 - Implement tutor training course
 - Identify faculty as tutor trainers and mentors to provide training for 5 to 10 tutors per identified subject area
 - Continue improved communication between academic departments and tutors
 - Develop recommendation to expand and/or restructure tutoring services
 - Improve student awareness of tutoring services/opportunities
- 1.1.5 Explore day care possibilities (by May, 2013)
Supports HLC Core Components 2abd, 3c, 5acd
- Survey communities for day care needs
 - Investigate grant funding to support the implementation of day care services for students
 - Explore a demonstration model and training site for ECD and EDU students
- 1.1.6 Focus efforts on the retention and academic success of specific student populations including students who are: the first in their family to attend college; students with diagnosed disabilities; low income students; and Native American students
Supports HLC Core Components 2a, 3d, 4a, 5abc
- Provide enhanced student support for students in these populations (see 2.3.3 and 1.1.4 for example)
- 1.1.7 Maintain and consider increasing tuition-in-kind and/or scholarship opportunities for degree seeking students especially in specific programs as designated by Division Deans and the Vice President for Learning and Student Services (e.g. TLC, ECD, designated CTE programs, Nursing, and the Fine and Performing Arts)
Supports HLC Core Components 2a, 3d, 4a, 5b
- 1.1.8 Enhance co-curricular activities that promote student learning opportunities
Supports HLC Core Components 2ab, 3bd, 4abd, 5ab
- Support learning focused activities in co-curricular activities such as Northern Flight, student art shows, performing arts projects, and Skills USA
 - Enhance support for students in these activities (see 1.1.4 for example)

Priority 2: Update curriculum (programs) and course offerings in response to community and workforce needs and student interests

Next Major Milestone: May 30, 2011

Responsibility: Vice President for Learning and Student Services, Academic Deans, Instructional Council, Faculty

Goals:

- 1.2.1 Seek approval for select baccalaureate degrees especially in Nursing, ECD, FRS and Education
Supports HLC Core Components 2abd, 4abc, 5abcd
- 1.2.2 Improve AAS and CAS programs as budget constraints allow
Supports HLC Core Components 2abd, 4c, 5abcd
 - IC should review effectiveness of all programs
 - Explore AAS degrees that respond to community needs and interests; consider eliminating programs that do not meet these interests
- 1.2.3 Assess short-term curriculum and short turnaround class offerings
Supports HLC Core Components 1e, 2ad, 3c, 4c, 5abcd
 - Evaluate results and make recommendations
- 1.2.4 Continue to expand internship opportunities
Supports HLC Core Components 2a, 3c, 4d, 5abcd
 - Identify partners and programs for internships
 - Develop agreements
 - Promote internship opportunities among students (by August 2010)
 - Initiate apprenticeships with industry partners (to begin by January 2011)

Priority 3: Document learning in all courses and programs

Next Major Milestone: May 30, 2011

Responsibility: Vice President for Learning and Student Services, Academic Deans, Faculty, Student Services Staff

Goals:

- 1.3.1 Participate in HLC Assessment Academy
Supports HLC Core Components 1e, 2c, 3abcd, 4abcd, 5d
 - Examine general education course outlines to align specific course outcomes with general education program outcomes
 - More clearly and explicitly assess general education student learning outcomes
 - Assess critical thinking, communication and at least one other component of the general education program with a sample of students
 - Build more widespread faculty involvement in the assessment process

- 1.3.2 Revise and improve program review
Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac
- Implement new program review cycle with annual reports and full-scale program reviews every three years
 - Implement revised program review reporting/documentation template
 - Complete needed program reviews
- 1.3.3 Strengthen departmental assessment of student learning
Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac
- Continue annual departmental assessment of student learning while developing multiple measures of student learning
 - ASK Committee members will work with individual departments to improve the design and measurement of student learning outcomes
 - Have a faculty member chair the ASK Committee and provide release time commensurate with the responsibilities and time commitments required of the chair
- 1.3.4 Work more with advisory committees on documenting learning outcomes
Supports HLC Core Components 1e, 2bc, 3a, 4acd, 5abcd
- Focus on more consistent and effective use of advisory committees
 - Establish advisory committees for new programs
 - Sustain system of documentation and archiving of results

Pillar 2: Strengthen Institutional Planning and Accountability

Overall Responsibility: President

Priority 1: Determine service area needs

Next Major Milestone: January 1, 2011

Responsibility: President, Campus and Center Managers, Executive Team, Institutional Research

Goals:

- 2.1.1 Increase utilization of Community Advisory Council
Supports HLC Core Components 1de, 2ad, 5abcd
- Schedule Community Advisory Council meetings at least three times per year
 - Bring recommendations forward to appropriate College committees
- 2.1.2 Conduct survey of local business and industry to determine if the College is meeting their present and future needs
Supports HLC Core Components 2acd, 4ac, 5abcd

2.1.3 Conduct a survey of general community focused on core questions, regarding NPC programs and asking community to grade NPC on key issue areas

Supports HLC Core Components 1de, 2ad, 5abcd

- Increase feedback between advisory committees and appropriate faculty
- Compile list of surveys already conducted in service areas and evaluate for usefulness
- Use survey data in business model for new programs and for effectiveness evaluation of current programs

Priority 2: Enhance enrollment, recruitment and management procedures

Next Major Milestone: May 30, 2010

Responsibility: Vice President for Learning and Student Services, Director of Enrollment Services, Director of Marketing, Enrollment Management Committee, Executive Team, Campus and Center Managers

Goals:

2.2.1 Develop ideal FTSE goal and attainment plan for the College

Supports HLC Core Components 1abcde, 2abcd, 3c, 4d, 5abcd

- Invite community participation through focus groups and community councils
- Incorporate program growth capacity through Academic Deans, faculty and advisory committees
- Develop College FTSE target and plan for achieving FTSE target (June 1, 2011)

2.2.2 Adopt and implement Enrollment Management Plan

Supports HLC Core Components 1c, 2ad, 5acd

- Increase retention rates over the next five years by 5-7.5%
- Improve graduation rates each year by 5%
- Broaden College's outreach efforts and recruitment of Native American population
- Increase student satisfaction through College Wide Service and Training Standards
- Implement series of retention strategies that foster cooperation between instructional and service areas of the College
- Develop a plan to improve advising and student retention through analysis of data and in cooperation with the Director of Enrollment Services

2.2.3 Expand alumni contact program and job placement services to assist with recruitment, retention and fundraising

Supports HLC Core Components 2abcd, 4c, 5abcd

2.2.4 Evaluate actual costs on individual programs and classes as well as evaluate and update course fees as appropriate to recoup course and program costs

Supports HLC Core Components 2abcd, 3d, 5a

2.2.5 Increase pool of qualified adjunct faculty

Supports HLC Core Components 2b, 3bc, 4ad

- Increase interactions with local high school faculty
- Increase contact between College and high school faculty in dual enrollment course offerings
- Identify major areas lacking qualified adjuncts

Priority 3: Review and implement enhanced marketing and public relations Initiatives

Next Major Milestone: January 1, 2011

Responsibility: Marketing, Executive Team, Academic Deans, Enrollment Management Committee, Information Services

Goals:

- 2.3.1 Create a competitive, informative, industry standard Web presence at www.npc.edu
Supports HLC Core Components 1a, 2b, 5d
- IS will train faculty and staff to utilize the Web content management system to manage their NPC information on the public Web site
 - Deploy faculty and department pages on the public Web site
 - Work with deans and faculty to build out faculty/department pages with current information
- 2.3.2 Work to increase enrollment in transfer degree courses
Supports HLC Core Components 3acd, 4bc
- Emphasize cost savings and ease of transfer
 - Disseminate new Transfer Guide to community partners, high schools and potential students
 - Create a pool of student success stories for use with target audience
 - Increase fun and enticing promotional items available to give away
- 2.3.3 Work to increase numbers of Native American students
Supports HLC Core Components 1b, 2a, 3d, 5c
- Survey Native American students and evaluate current course offerings based on student need, demand and access
 - Build out distance delivery of student and academic support services
- 2.3.4 Consider marketing and offering one session "teaser" versions of courses that need to build enrollment which would be free, advertised and run one week prior to the start of the semester
- 2.3.5 Increase marketing for area vocational skills programs, job retraining and skills enhancement
Supports HLC Core Components 1b, 2a, 3d, 5c
- Create a pool of student success stories for use with target audience
 - Increase fun and enticing promotional items available to give away
 - Disseminate a Career Guide to help advertise these programs
 - Develop an alumni database/tracking system in cooperation with NPC Foundation
 - Contact recent CTE graduates and employers to evaluate success and knowledge base of CTE graduates and program effectiveness
- 2.3.6 Increase community awareness of NPC locations and offerings
Supports HLC Core Components 2ad, 5bd
- Build community relations through increased advertising of art and cultural events
 - Meet with Academic Deans to decide on key programs to market
 - Conduct direct mail campaigns that announce registration dates
 - Create a general information brochure that will be placed in local community businesses and around our campuses/centers in 4 color
 - Purchase advertising time on movie theater screens in Show Low and Pinetop
 - Create targeted open houses to highlight key programs as identified by deans

Pillar 3: Strengthen Technology to Support Learning and Service

Overall Responsibility: Director of Information Services

Priority 1: Develop and maintain a reliable, safe, progressive and efficient infrastructure to support the essential functions of the College

Next Major Milestone: August 31, 2011

Responsibility: Director of Information Services

Goals:

- 3.1.1 Enhance technology resources and infrastructure to increase and improve support for College operations while reducing the College's impact on the environment
Supports HLC Core Components 1ce, 2abd, 4d
- Provide minimum 100Mbps WAN connections between all locations and backup WAN connections between the four campuses (December 2013)
 - Integrate document-imaging and electronic form processing into primary business and enrollment processes (December 2011)
 - Maintain standardized technology infrastructure aligned with College and industry standards
 - Maintain regular replacement cycles for all equipment and software according to an approved maintenance plan
 - Ensure all computer and communications systems comply with federal and state laws, regulations and policies
 - Upgrade telephone to Voice Over IP at all campuses and centers and integrate TTY/TDD services (June 2012)
 - Provide ubiquitous wireless capabilities College wide (August 2011)
 - Deploy remote network, server, and desktop management systems College wide (March 2011)
 - Train staff to provide network engineer services, system administrator services and expand computer support positions as budget allows
 - Monitor and manage direct and indirect energy consumption of all IS Assets with real time reporting and annual reduction targets
 - Provide 2GB network storage for all students and employees (December 2010)
 - Build private network connections to Hopi and Kayenta (December 2012)
 - Increase network reliability by adding an active secondary connection to the Internet (December 2010)
 - Increase network reliability by adding an active secondary connection between key retransmission locations (e.g. between PDC and WMC, WMC and Greens Peak) (August 2012)
 - Provide public and internal remote access to College meetings via Web conferencing (August 2010)
 - Implement security and recovery plans that include active secondary or parallel systems and backup at remote locations and between locations for critical services (e.g. e-mail, Web servers, file servers, core network, databases and financial systems) (August 2011)
 - Pilot a test group of thin clients within the College focusing on general library, library open lab and library testing computers (March 2011)
 - Ensure that the role of the Support Center is to provide highly efficient and effective Tier 1 support by integrating Support Center and IS Technician roles (March 2011)

- Strengthen and support existing network infrastructure through discovery and documentation of what is currently in place with a complete network audit to support the current and future needs of the College (December 2010)
- Ensure that there is an effective advisory group in place to actively communicate the needs of College staff and students in areas related to information technology (March 2011)
- Explore the implementation of single sign-on authentication for all College systems (August 2011)
- Implement an internal NOC (August 2012)

Priority 2: Provide technological solutions to increase instructional effectiveness and administrative support

Next Major Milestone: August 31, 2010

Responsibility: Director of Information Services

Goals:

3.2.1 Enhance technology resources and infrastructure to increase and improve support for classroom instruction, including all areas of distance learning

Supports HLC Core Components 1c, 2bd, 3bcd

- Provide at least one mobile or permanent interactive whiteboard with audio/video transmission capabilities for 50% of classrooms and labs (December 2012)
- Implement a comprehensive print management and access solution (December 2010)
- Integrate online library services into College wide information access systems to simplify local and remote access to library databases, catalogs and other electronic library assets (August 2010)
- Enable infrastructure to support 100% online and universally accessible curricula (December 2011)
- Explore grant funding opportunities to install wireless audio-amplification systems in PAC and symposiums (August 2012)
- Provide audio/video-capable portable computers with access to DRA resources for every student requesting access and migrate DRA software to domain profiles (August 2011)
- Enable video remote interpreting and other assistive technologies in every classroom, lab and at least one conference room per campus/center (August 2011)
- Automate recurring IR generated reporting
- Provide automated reports for enrollment, budget and auditing

3.2.2 Provide administrative and student services with increased efficiency, scope and reach through technology

Supports HLC Core Components 1ce, 2ad, 4d

- Enable 100% online registration and offer as a student enrollment option (August 2011)
- Enable audio/video desktop conferencing systems on 25% of staff computers (August 2010)
- Provide training and information to staff and students for the College's emergency notification system (October 2010)
- Evaluate the current ERP/SIS solution (Jenzabar) and determine if it needs to be revamped or replaced to meet the current and future needs of the College (March 2011)

- 3.2.3 Establish, develop and deliver training
Supports HLC Core Components 1ce, 2abd, 4ad
- Provide basic curricula for using all College wide systems (March 2011)
 - Provide continuous training for IS staff
 - Establish professional educational organization memberships, as budget allows

Pillar 4: Strengthen Human Resources and Employee Relations

Overall Responsibility: Vice President of Administrative Services

Priority 1: Foster an institutional environment that encourages teamwork, pride in job and institution, and professional growth and development

Next Major Milestone: May 30, 2011

Responsibility: Director of Human Resources & staff, Executive Team

Goals:

- 4.1.1 Improve communications College wide
Supports HLC Core Components 1a 3bd, 4d
- HR monthly topics e-mailed to All NPC with links to info on MyNPC (if applicable)
 - Conduct college wide site visits by HR Director every October and March.
 - Explore how MyNPC could help facilitate better communications college wide and provide training
 - Establish and enhance written communication protocols and training
- 4.1.2 Develop programs that recognize individual and group achievement
Supports HLC Core Components 1d, 2c, 5ad
- Review or establish a written procedure for college service awards
 - Review or establish written procedure for retirement recognition for faculty & staff
 - Review Employee Recognition Program established and implemented at Spring Convocation 2010
 - Develop and implement a more comprehensive wellness program
- 4.1.3 Promote professional development opportunities for staff and faculty
Supports HLC Core Components 1de, 2b, 3b, 4abd
- Actively recruit in-house talent to present professional development workshops
 - Develop in house training calendar
 - Investigate expanding adjunct faculty participation and recognition
 - Implement the customer service components outlined in the Enrollment Management plan
- 4.1.4 Foster teamwork
Supports HLC Core Components 2c, 4bd, 5bd
- Research effective team-building activities
 - Train employees on appropriate professional behavior

Priority 2: Establish stability, consistency and excellence in College staff and services

Next Major Milestone: June 30, 2011

Responsibility: Human Resources Director & staff, Employee Relations Committee

Goals:

4.2.1 Update policies and procedures

Supports HL Core Components 1abcde, 2d

- Make a list of policies/procedures and prioritize for review
- Review and revise 12 policies/procedures annually, one per month.

4.2.2 Create an employee mentoring program

Supports HLC Core Components 1ce, 2bcd, 4ad

- Research current practices and needs in NPC departments
- Create a comprehensive plan for college-wide mentoring
- Implement initial phase of plan August 2010 if supported by the budget

4.2.3 Provide training appropriate for all employees

Supports HLC Core Components 1ce, 2abcd, 4ad, 5c

- Annually survey all employees to find out what kind of specialized training they need.
- Provide opportunity for new and current employee training, for example: MyNPC, Moodle, Outlook, Drupal, Mac, etc.)
- Continue to evaluate and revise the employee two-part orientation program in August and January of every year
- Provide specialized technology training for specific departments and specific jobs in conjunction with IS
- Provide customer service training to all front line personnel
- Work with Academic Deans and faculty to create and provide short term 2-4 hour workshops to facilitate teaching effectiveness
- Create a list of employee expertise to draw on for in-house training workshops

4.2.4 Provide mandatory training regarding legal issues in the workplace

Supports HLC Core Components 1cde, 3bd, 4ad, 5c

- Create and prioritize a list of mandatory training topics regarding legal issues that need to be developed, as well as scheduling time-frame
- Explore best options for delivering mandatory training and training completion-accountability (online, convocation, small group, etc.)

Priority 3: Strengthen hiring, evaluation and compensation standards

Next Major Milestone: May 30, 2011

Responsibility: Executive Team, Director of Human Resources, Academic Deans, Campus and Center Managers

Goals:

- 4.3.1 Create and maintain an equitable and transparent compensation structure
Supports HLC Core Components 1e, 2bd
- Evaluate all positions, and update/revise/create position descriptions
 - Evaluate, and possibly revise, our current hiring placement system for faculty, non-exempt, and exempt employees
 - Evaluate recommendations and implement updates to the compensation process based on funding
- 4.3.2 Create plan to enhance procedures that foster the hiring of quality qualified personnel
Supports HLC Core Components 1e, 2ab, 5abcd
- Evaluate current hiring processes
 - Survey all departments to formulate a plan for enhancement
 - Submit plan for 2011--2012 budget consideration by January 2011
- 4.3.3 Review adjunct faculty employment standards, hiring procedures and compensation
Supports HLC Core Components 1e, 2ab, 5abcd
- Audit and ensure that adjunct faculty are being compensated at the correct levels
 - Review tracking system for adjunct faculty qualifications
 - Investigate creating a salary schedule similar to fulltime faculty
 - Annually survey Deans regarding needs for adjunct faculty
- 4.3.4 Evaluate and assess job performance
Supports HLC Core Components 1de, 2c, 3b, 4bd
- Facilitate supervisors in conducting annual performance evaluations for all employees
 - Review, evaluate and revise evaluation tools and procedures
 - Improve completion rates of probationary performance reviews by sending reminders to supervisors and creating more accountability
 - Research, develop, and implement training for supervisors on how to conduct a performance review

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

Overall Responsibility: Vice President of Administrative Services, President

Priority 1: Identify and develop a variety of funding alternatives

Next Major Milestone: May 30, 2010

Responsibility: Vice President of Administrative Services, Director of Financial Services, President, NPC Foundation Executive Director, Financial Aid Director, SBDC Director, Dean of CTE

Goals:

- 5.1.1 Seek grant opportunities
Supports HLC Core Components 2ab, 3bc, 4, 5abcd
- Explore the implementation of a self-funded grant position
 - Determine an internal grant application process
 - Identify available federal and state grants

- Determine annual grant target funding level
- Establish process for prioritizing which grants to apply for by determining whether the match or compliance requirements provide a good opportunity for NPC utilizing the Carl Perkins Grant Manager's assistance to make such determinations
- Establish internal approval process prior to submitting grant applications

5.1.2 Enhance awareness and effectiveness of NPC Foundation

Supports HLC Core Components 1cd, 2d, 4a, 5abcd

- NPC to provide Foundation with annual target for student scholarships it plans to award
- Increase endowment scholarships
- Continue to support governance structure; require a move toward becoming cost neutral
- Recruitment of members; development of the Alumni Association
- Continue to support fund-raising activities by providing marketing assistance with literature to ensure professional quality
- Recruit volunteers to fulfill the administrative duties of fundraising
- Establish an annual fund

5.1.3 Support community development to maximize assessed valuation

Supports HLC Core Components 1d, 2abd, 4cd, 5abcd

- Business and Industry Training (BIT) to continue to provide business and community-based training and support to increase assessed valuation
- Small Business Development to continue to cultivate partnerships with business, industry, governments and other entities to increase assessed valuation
- Increase community outreach activities

5.1.4 Maintain all state funding

Supports HLC Core Components 1e, 2abd, 3d, 5bd

- Maintain supporting documentation of current laws
- Create association with other beneficiaries
- Maintain DGB and legislative liaison awareness
- Continue to provide information to the State Legislature and communities to help preserve this funding

5.1.5 Develop a revenue resource analysis

Supports HLC Core Components 1e, 2abcd, 4ad, 5bc

- Compile needed information
- Develop cost/resource analysis (September 2010)
- Develop a third-party financing plan (December 2010)

Priority 2: Improve financial planning

Next Major Milestone: May 30, 2010

Responsibility: President, Vice President of Administrative Services, Director of Financial Services, Director of Maintenance, Vice President of Learning, Deans, Instructional Council

Goals:

- 5.2.1 Continue to strengthen linkage between the budget process and strategic planning
Supports HLC Core Components 1d, 2abcd
- Continue to use strategic plan to prioritize resource allocation during budget process
 - Continue to compare requested budgets to plans for a determination of appropriate allocation of financial resources
- 5.2.2 Provide budget managers the ability to track expenditures through the financial management system
Supports HLC Core Components 1de, 2acd, 3d
- Continue to train all new Budget Managers to use Budget Review
 - Identify needed external resources to implement electronic requisition and PO process in existing or new ERP system (August 2010)
 - Develop and implement procedures for electronic requisition and purchase order (PO) approval/processing in existing or new ERP system (July 2011)
 - Continue to develop/revise/improve budget reports
 - Continue to work with IS to obtain information through budget allocate and budget review to create required reports
- 5.2.3 Develop multiple year capital budget plans
Supports HLC Core Components 2abcd, 3cd, 4ad, 5bc
- Develop a three year revolving Facilities Maintenance Plan with associated costs (January 2011)
 - Develop a three year departmental capital needs plan (March 2011)
 - Link all capital plans with resource analysis
- 5.2.4 Link program review and assessment to budget development
Supports HLC Core Components 1de, 2bcd, 3cd, 4abcd, 5ac
- Instructional Council to establish and publish a program review calendar annually
 - Deans to annually use program review to analyze present and future allocation of resources via budget requests
 - Deans to link program reviews to budget requests and past operational accomplishments during the annual budget cycle

Priority 3: Improve accountability and transparency

Next Major Milestone: May 30, 2010

Responsibility: President, Vice President for Administrative Services, Director of Financial Services, Director of Human Resources, Audit Committee

Goals:

- 5.3.1 Define and document policies and procedures for a comprehensive system of internal controls
Supports HLC Core Components 1acde, 2cd, 4d, 5bc
- Standard processes for student billing among all centers/campuses including special programs like TLC and ECD
 - Compare current systems of internal controls with best practices (May 2010)
 - Develop phased plans to implement best practices (September 2010)
 - Document changes as best practices are implemented (December 2010)

- 5.3.2 Enhance disclosures, including a report on the effectiveness of internal controls and procedures for financial reporting along with the external auditor attestation of that report
Supports HLC Core Components 1acde, 2cd, 4d, 5bc
- Continue to enhance and publicize report on financial reporting status
 - Determine and develop other information that would enhance distribution of disclosure information (May 2010)
- 5.3.3 Develop community and management reports and a reporting calendar
Supports HLC Core Components 1e, 2d, 5bcd
- Obtain feedback from District Governing Board and key partners on types of information that they want to see (September 2010)
 - Develop management and community reports based on feedback (May 2011)
 - Obtain feedback from users on effectiveness of reports and additional information needs (December 2011)
- 5.3.4 Post all public data on HLC Web site
Supports HLC Core Components 1ae, 2c, 3a, 5bc
- Continue to provide existing data for posting (post quarterly)
 - Continue to assess availability of new data and make available
 - Publicize availability of information
 - Track access of information

Pillar 6: Strengthen Facilities through Planning, Development and Renewal

Overall Responsibility: President, Vice President for Administrative Services

Priority 1: Prepare, disseminate, and implement safety and emergency plan for natural disasters, manmade events, health threats, and hazmat events

Next Major Milestone: December 31, 2010

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

Goals:

- 6.1.1 Utilize existing draft crisis plan as basis for broader plan
Supports HLC Components 1e, 5c
- Add in new elements, including hazmat, other emergency response plans and influenza response (December 2010)
 - Implement ongoing crisis/safety training for all employees (August 2011)

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

Next Major Milestone: November 30, 2010

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

Goals:

- 6.2.1 Establish a preventative facility and equipment maintenance program
Supports HLC Core Components 2ad, 3c, 4ac, 5abcd
- Establish planned maintenance and replacement cycle as appropriate (November 30, 2010)
 - Inventory and identify existing equipment and identify equipment categories (December 31, 2010)
 - Establish costs for maintenance based on planned cycle (January 31, 2011)
 - Incorporate facility and equipment maintenance program in budget (July 1, 2011)
- 6.2.2 Evaluate and prioritize facility use for existing programs
Supports HLC Core Component 2b
- Evaluate facility needs of existing programs and departments (August 31, 2011)
 - Develop and implement retention or disposal plans for dormant program materials (October 31, 2011)
 - Base evaluation and prioritization on community, student and workforce needs, cost and trends (December 31, 2011)
- 6.2.3 Identify specific facility needs for existing and future programs throughout the district
Supports HLC Core Components 2ad, 3c, 4ac, 5abcd
- Develop a current use catalog and future program plans (October 31, 2011)
 - Investigate grant funding options for implementation of distance learning plans (October 31, 2011)
 - Explore options for potential partnering of new program development (October 31, 2011)

Priority 3: Investigate and pursue funding options for capital and facilities development

Next Major Milestone: May 30, 2010

Responsibility: President, Campus and Center Managers, Executive Team, Institutional Research

Goals:

- 6.3.1 DGB, President, Foundation reach consensus on partnering and grant options for capital acquisition, facility renovation and construction
Supports HLC Core Components 1cd, 2abcd, 3cd, 4acd, 5abcd
- Board approval of a partnering and grant guidelines
 - NPC foundation prepares plan to assist in capital equipment acquisition, include endowed scholarships/planned giving
 - Identify current and potential grant/partnership opportunities to assist with capital equipment acquisition and facility renovation or construction

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

Next Major Milestone: November 30, 2010

Responsibility: Executive Team, College Council, Sustainability Committee

Goals:

- 6.4.1 Develop a plan to move the College toward sustainability
Supports HLC Core Components 1d, 2a, 4b
- Obtain recommendations through sustainability committee (November 30, 2010)
 - Evaluate the current carbon footprint
 - Implement one recommendation annually to move toward sustainability (March 31, 2011)
- 6.4.2 Develop sustainability curriculum
Supports HLC Core Components 1a, 2bc, 3b, 4ac, 5bc
- 6.4.3 Develop partnership with business and industry and communities to promote and grow sustainability of resources
Supports HLC Core Components 1a, 2bc, 3b, 4ac, 5bc

Key to Abbreviations

AAS – Associate of Applied Science
ASK – Assessment of Student Knowledge
ATO – Automotive Technology
BOC – Construction Technology
CAS – Certificate of Applied Science
CRM – Constituent Relationship Modules
CTE – Career and Technical Education
DGB – District Governing Board
DRA – Disability Resource and Access
ECD – Early Childhood Development
FDLP – Federal Depository Library Program
FRS – Fire Science
FTSE – Fulltime student equivalent
HLC – Higher Learning Commission
IC – Instructional Council
IMO – Industrial Maintenance and Operations

IR – Institutional Research
IS – Information Services
ITV – Independent television
JICS – Jenzabar Internet Campus Solution
LCC – Little Colorado Campus
LMS – Learning management system
NOC – Network Operations Center
NPC – Northland Pioneer College
PAC – Performing Arts Center
PDC – Painted Desert Campus
SBDC – Small Business Development Center
S-STEM – (National Science Foundation) Science
– Science, Technology, Engineering, Math
TTY/TDD – Telecommunication Device for the Deaf
WMC – White Mountain Campus

Update to the Fire Science Associate of Applied Science, Certificate of Applied Science, and Certificate of Proficiency

Recommendation:

Staff recommends approval of the listed updates to the Fire Science AAS, CAS and CP.

Summary:

The Fire Science program updates meet the evolving needs of the local firefighting community and have been recommended by the program Advisory Board. The Career and Technical Education Dean and Fire Science program coordinator have recommended these updates to the Instructional Council. The Instructional Council has approved all curriculum changes. These changes reflect both updates to specific courses, changes to course prerequisites based on instructional experience with those courses, and changes in course sequencing based also on instructional experience.



Northland Pioneer College

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Fire Science (AAS/CAS/CP)

OBJECTIVE: The Fire Science program, through cooperation with the State Fire Marshal's Office and fire departments throughout Northland's district and service area, trains fire department personnel in firefighting operations and in the use of equipment. Employment areas related to firefighting include fire inspectors, arson investigators, fire prevention specialists, insurance investigators, hazardous materials specialists, business/industry fire protection system engineers, and others.

General Education Requirements – 18 Cr.

Communications – 6 cr.

ENL 101 College Composition I	3 cr.
ENL 102 College Composition II	3 cr.
or	
ENL 109 Technical Writing	3 cr.
or	
SPT 120 Public Speaking	3 cr.

Mathematics – 3 cr.

MAT 101 Basic Technical Mathematics	3 cr.
or	
MAT 152 Advanced Algebra	3 cr.
or	
Any mathematics course for which MAT 152 is a prerequisite.	

Discipline Studies – 9 cr.

Per the arts and humanities and/or social and behavioral sciences sections of the AAS Discipline Studies list.

Core Requirements – 37 - 44 cr.

FRS 104 Fire Fighter I & II	10 cr.
FRS 110 Hazardous Materials First Responder	2 cr.
FRS 115 Principles of Fire Prevention	3 cr.
FRS 141 Fire Service Communication	3 cr.
FRS 150 Wildland Firefighter	2 cr.
FRS 136 Fire Apparatus, Equipment, and Hydraulics	3 cr.
FRS 137 Strategies and Tactics	3 cr.
FRS 207 Fire Service Building Construction	3 cr.
FRS 210 Incident Safety Officer	3 cr.
FRS 211 Leadership I	1 cr.
FRS 212 Leadership II	1 cr.
FRS 213 Leadership III	1 cr.

From among the following:

EMT 132 Emergency Medical Technician – Basic 9 cr.

or

EMT 120 Emergency Medical Responder 3 cr.

or

FRS 102 Fire Service First Responder 2 cr.

Unrestricted Electives – 2 to 9 cr.

Any unduplicated course(s) at the 100 or higher level.

Certificate of Applied Science (CAS)

To complete a Certificate of Applied Science in Fire Science a student must complete the core requirements, ENL 101, and MAT 101 or MAT 152 or any mathematics class for which MAT 152 is a prerequisite.

Certificate of Proficiency (CP)

To complete a Certificate of Proficiency in Fire Science, a student must complete the following courses:

FRS 104 Firefighter I and II 10 cr.

FRS 110 Hazardous Materials First Responder 2 cr.

FRS 150 Wildland Firefighter 2 cr.

EMT 120 Emergency Medical Responder 3 cr.

or

FRS 102 Fire Service First Responder 2 cr.

Draft Joint Distance Education Bachelors of Social Work Degree Program Memorandum of Understanding between the University of Utah and Northland Pioneer College

Recommendation:

Staff asks the Board to review the draft memorandum of understanding and comment as appropriate.

Summary:

The draft agreement reflects a potential partnership between Northland Pioneer College and the University of Utah that will provide a number of benefits to residents of northeastern Arizona. The agreement will offer interested students the opportunity to complete a Bachelor of Social Work without leaving the Navajo County/Apache County area. The student will attain an Associate's degree from NPC which should include the appropriate BSW prerequisite coursework. The student will then take University of Utah BSW courses onsite at the NPC Hopi Center through a live internet video feed. Students will be jointly enrolled at NPC and U of U. University of Utah will assist with the project by providing technical support and hiring appropriate support staff for the Hopi Center courses.



Northland Pioneer College

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ehenderson@npc.edu

May 12, 2010

Patrick Panos, Ph.D.
Associate Professor and
Director of the Bachelor of Social Work Program
College of Social Work
UNIVERSITY OF UTAH
395 South 1500 East, Office #324
Salt Lake City, UT 84112

Dear Dr. Panos:

Northland Pioneer College (NPC) looks forward to collaborating with the University of Utah in providing a pathway for northern Arizona students to pursue a Bachelor of Social Work degree. Please find attached a first draft of a Memorandum of Understanding (MOU) designed to implement this pathway. NPC, a publically funded community college, encompasses one of the largest service areas of any community college in the U.S. -- over 21,000 square miles. The service area includes two counties and parts of three Indian nations. The area has high rates of poverty and a need for additional professionals in the field of social work.

The draft may be subject to some further revisions. As an Arizona public community college, the governing board for the Navajo County Community College District must approve all memoranda of understanding. This process requires the NPC administration to apprise the board of pending MOUs with a recommendation concerning approval. In practice, MOUs are usually presented in a study session at one meeting of the board and action is taken at a subsequent meeting. The administration will recommend board approval of the basic provisions embodied in the attached MOU contingent upon approval of funding.

Sincerely,

Eric Henderson, Ph.D.
Dean, Arts and Sciences
Northland Pioneer College



Click the Mac OS
decompressor
to see this picture

Memorandum of Understanding Joint Distance Education Bachelors of Social Work Degree Program

The purpose of this Memorandum of Understanding (MOU) is to establish a joint distance education Bachelors of Social Work (BSW) degree that will be administered by both the Bachelors of Social Work Program within the College of Social Work at the University of Utah (U of U), and the School of Arts & Sciences at Northland Pioneer College in Holbrook, Arizona. The goal is to provide students at Northland Pioneer College the opportunity to earn a Council on Social Work Education (CSWE) accredited Bachelors of Social Work (BSW) degree, while remaining in their local communities at or near Northland Pioneer College. Accordingly, all parties will work collaboratively to ensure that all classes offered through the Joint BSW Program meets CSWE accreditation standards, as well as meet all Arizona, Colorado, New Mexico, and Utah state licensure requirements.

Program Structure

The Joint BSW Program focuses on having the student complete the last 60 hours (2 years) of required study for the BSW Degree offered through the University of Utah, but which will be held at Northland Pioneer College. Specifically, the classes being held at Northland Pioneer College campus will be treated as separate sections of classes held on the U of U main campus. The goal of the Joint BSW Program is to make the classes held at Northland Pioneer College fully equivalent to classes held on the U of U main campus. Consequently, in order to ensure equivalency, these classes will use the same syllabi, class objectives, assignments, grading criteria, and textbook as the class being held at the U of U main campus. Additionally, lectures for classes that are taught on the U of U campus, as part of the normal teaching process, will be broadcasted live, via the internet, to classrooms at Northland Pioneer College. Consequently, Northland Pioneer College would be responsible to supply one classroom to the Joint BSW Program. Additionally, this classroom would need to be both technologically capable of receiving the video feed and be available for the BSW Joint Program for class at the time it is broadcast from the U of U main campus.

Admissions to the Joint BSW Program

In order to be eligible for this program, it is expected that Northland Pioneer College students will have completed their Associate Degrees (or obtain an appropriate Letter of Completion) at Northland Pioneer College, along with all current U of U BSW program pre-requisite classes. Additionally, students will need to meet all admission requirements for both the University of Utah and the U of U BSW Program. Students applying for admission to the Joint BSW Program will be expected to go through the same application process and be judged by the same standards (through the use of BSW Program admission matrix) as those at the U of U main campus program. In order to participate in the Joint BSW Program, Northland Pioneer College students

Memorandum of Understanding
Distance Education Bachelors of Social Work Degree
Page 2 of 3

must be accepted into both the University of Utah and the U of U BSW program. This means that students who are accepted to the Joint BSW Program will be fully matriculated students at the University of Utah. Consequently, Joint BSW Program students are permitted to take classes at either campus through the normal registration process. In a like manner, students from the main U of U campus could also take any or all Joint BSW Program classes being offered at Northland Pioneer College. In order to graduate, Joint BSW Program students will need to meet all U of U graduation requirements. Upon completion of the program, students would graduate from the U of U with a BSW degree.

Tuition

In accordance with current University of Utah policy, students admitted to the Joint BSW Program and who are Utah residents, graduated from Utah high schools, or who are enrolled members of either the Navajo or Hopi tribes, will pay normal “in-state” tuition. It should be noted that students should apply for financial aid to both schools during their final year at Northland Pioneer College. It is recognized that students benefit from participation in the Joint BSW Program by saving on travel/relocation costs. Additionally, students who graduate from the Joint BSW Program would be eligible to enter “Advanced Standing” programs in earning their MSW graduate degrees, relieving them of the cost of one-year of graduate tuition.

Mentors/Adjunct Lecturers

To further assist the students attending classes held at Northland Pioneer College campuses, the U of U would be responsible to hire one mentor/adjunct lecturer for each class at Northland Pioneer College. The mentor would be responsible to conduct all in-class activities, mentor students, and complete all grading of assignments. In order to develop community capacity, if the mentor has appropriate credentials and teaching experience, he/she may be allowed, at the discretion of the Director of the U of U BSW Program, to teach the section independently as an adjunct lecturer. Nevertheless, adjunct lecturers will continue to use the same lecture outlines, syllabi, class objectives, assignments, grading criteria, and textbooks as the class being held at the U of U main campus. Additionally, mentors/adjunct lecturers will be supported and mentored through ongoing contact with the main campus U of U faculty. Mentors/adjunct lecturers will also assist in improving and refining the distant education methods used in the Joint BSW program.

A major goal of the program is to maximize participation of faculty from Northland Pioneer College and its community in the Joint BSW Program. Therefore, Northland Pioneer College will be considered the primary source for hiring mentors/adjunct lecturers. Additionally, Northland Pioneer College faculty who are hired to be mentors/adjunct lecturers will receive a joint faculty appointment to the University of Utah College of Social Work in order to recognize

Memorandum of Understanding
Distance Education Bachelors of Social Work Degree
Page 3 of 3

them as full partners in teaching U of U BSW students. Mentors/adjunct lecturers will be paid standard adjunct instructors rates for their participation (currently between \$2000 to \$3000, depending upon the number of students enrolled). Participating Northland Pioneer College faculty will be encouraged to participate as full-voting members of the Joint BSW Program Admissions Committee. Additionally, focused efforts will be made to establish collaborative local research with Northland Pioneer College faculty. In particular, both institutions will make concerted efforts to obtain grants and funding for cooperative research projects. Additionally, mentor/adjunct lecturers will be supported in visiting the U of U main campus annually; and U of U BSW faculty will also be supported by University of Utah in visiting the Northland Pioneer College campuses annually.

Termination of the Program

Participation in the Joint BSW Program can be terminated at the discretion of either program by giving a 2-year notice of the intent to discontinue the program. The purpose of this notification is to allow all admitted students the opportunity to complete the Joint BSW Program.

Conclusion

As stated previously, the purpose of this Memorandum of Understanding (MOU) is to establish a joint distance education program that will provide Northland Pioneer College graduates the opportunity to obtain a high quality Bachelors of Social Work (BSW) degree within their own community. To ensure this degree is of highest quality, this MOU will be amended in cooperation by both programs and based upon feedback from student and faculty. Faculty from both institutions will communicate a minimum of once a semester to identify needed changes. Any amendment to this MOU will be completed in writing and by mutual agreement. Maintaining CSWE accreditation will be the major consideration in making any changes to this program. Finally, all changes to this program should be beneficial to both institutions, the students, participating faculty, local social service agencies, and the communities involved with the Joint BSW Program.

Patrick Panos, Director
Bachelors of Social Work Program
College of Social work
University of Utah
May 10, 2010

Eric Henderson, Dean
College of Arts & Sciences
Northland Pioneer College
May 10, 2010

cc: Jannah Mather

Student Refund Debit Cards

Summary:

The College is the conduit for all student financial aid. When a student is awarded financial aid the funds are given to the College, the College withholds the amount due from the student and “refunds” the balance of the financial award to the student. The College currently refunds this money by checks.

Challenges associated with this distribution method include: lost checks, checks mailed to an incorrect address and the delay in fund availability for several days depending where checks are deposited, students unable to cash checks because of a lack of a banking relationship.

Plans are in place to distribute financial aid refunds through debit refund card. An outside vendor, Higher One will handle the distribution process. Debit cards will be a more efficient process for the College and students will be able to access funds more quickly and conveniently. Implementation will begin with distribution of Fall 2010 financial aid.



Northland Pioneer College

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NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
Statement of Financial Position
For the period

July 1, 2009 to March 31, 2010

Budget Period Expired

75%

Tax Supported Funds

	General Unrestricted		Unrestricted Plant		Retirement of Indebtedness	
	Budget	Current Month Actual	Budget	Current Month Actual	Budget	Current Month Actual
REVENUES						
Primary Tax Levy	11,344,683	404,723			0	1,579
Secondary Tax Levy		7,707,791				75,525
State Aid:						
Maintenance and Operations	4,250,300	2,692,500				
Capital	5,386,500	4,968,000				
Equalization	4,335,000	3,130,277				
Tuition and Fees	175,000	81,118	25,000	1,394		
Investment earnings	750,000	169,986		11,728		
Grants and Contracts	100,000	176,239				
Other Miscellaneous	(2,950,000)	(1,865,457)	2,250,000	1,687,500		
Transfers:						
TOTAL REVENUES	\$23,391,483	\$170,234	\$2,275,000	\$1,699,228	\$0	\$1,579
		\$17,060,454				\$75,525
EXPENDITURES						
Salaries and Wages	15,870,152	1,288,113				
Operating Expenditures	6,506,448	309,935		0	0	0
Capital Expenditures	437,400	7,022	2,275,000	32,500		
TOTAL EXPENDITURES	\$22,814,000	\$1,605,070	\$2,275,000	\$922,532	\$0	\$0
		\$13,702,703				\$0

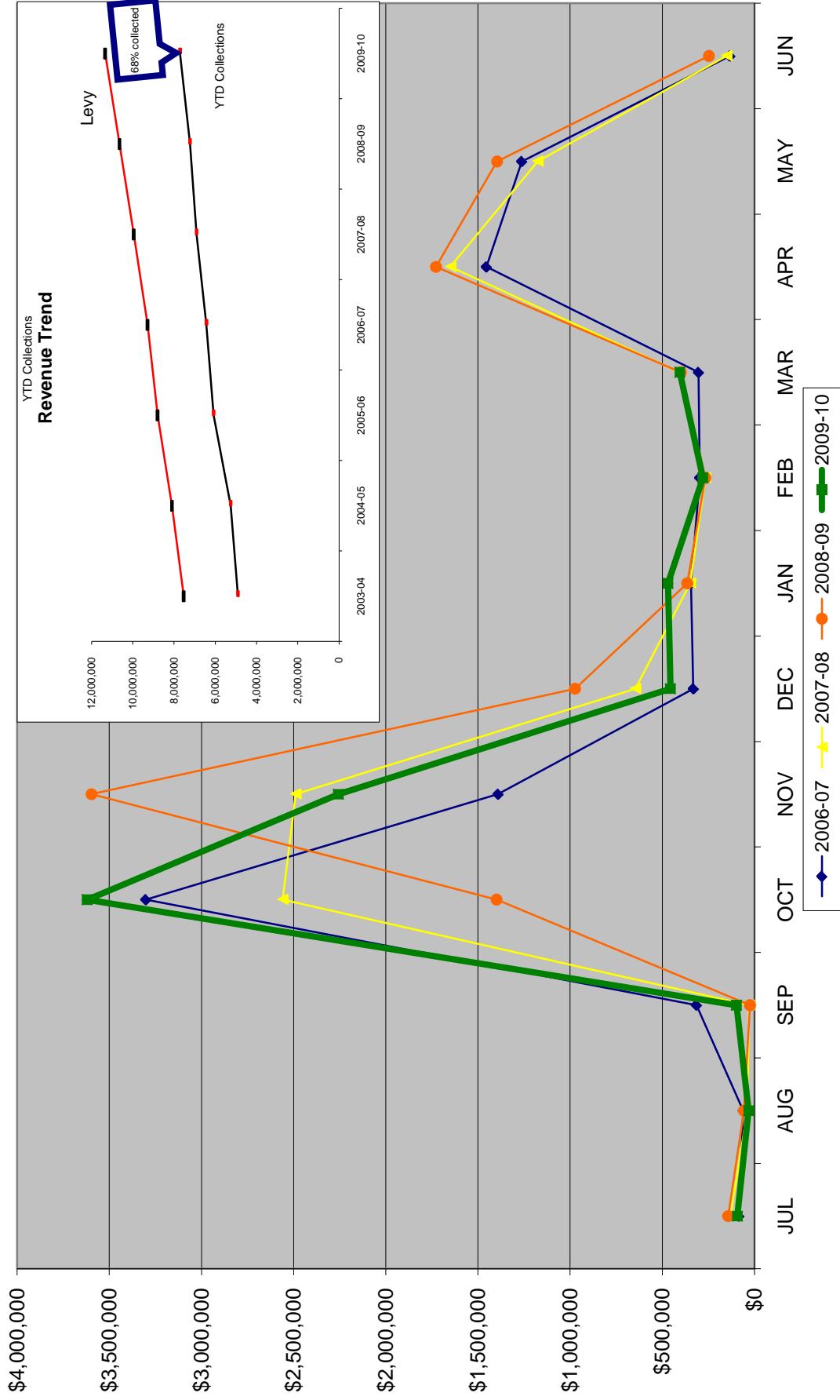
Restricted, Auxiliary and Agency Funds

	Restricted		Auxiliary		Agency	
	Budget	Current Month Actual	Budget	Current Month Actual	Budget	Current Month Actual
REVENUES						
Grants and Contracts	4,650,000	307,133				
Sales and Services		4,582,823				
Bookstore			1,000,000	2,329		
Other			70,000	3,327		
Investment Earnings				1,087,099		
Donations				47,266		
Board Designated Donation	400,000	108,428	300,000	0		
Transfers:						
TOTAL REVENUES	\$5,050,000	\$307,133	\$1,370,000	\$5,656	\$0	\$651
		\$4,760,780		\$1,134,365		\$5,795
EXPENDITURES						
Salaries and Wages	838,787	102,963	166,207	10,005		
Operating Expenditures	4,211,213	64,530	1,199,793	10,966		
Capital Expenditures			4,000	605,979		
TOTAL EXPENDITURES	\$5,050,000	\$167,493	\$1,370,000	\$709,370	\$0	\$937
		\$4,760,780				\$3,981

Cash flows from all activities (YTD)
Cash used for all activities (YTD)
Net Cash for all activities (YTD) \$ 4,636,781

24,736,147
20,099,366
\$ 4,636,781

Monthly Primary Property Tax Receipts



Human Resources Update May 18, 2010

1. Faculty in Educational Technology – Wei Ma, Doctoral Candidate-Educational Technology/Ball State University (BSU), MA-Telecommunication/BSU 12-18-2005 and BA-English Language and Literature/Sichuan University China 7-1-1992
2. Academic Advisor-Apache County – Reposted/Closes 4-15-2010. 21 Applicants. Committee in Process.
3. Director of Small Business Development Center - Closed 4-1-2010. 35 Applicants. Committee in Process.
4. Faculty in Biology - Closes 4-13-2010. 47 Applicants. Committee in Process.
5. Small Business & Industry Training Coordinator - Closes 4-15-2010. 14 Applicants. Committee in Process.
6. Faculty in English Temporary 9 Months – Closes 4-16-2010. 13 Applicants. Committee in Process.
7. Faculty in Developmental Services – Closes 4-30-2010. 17 Applicants. Committee in Process.
8. Human Resources Specialist III – Bobbie Sample, AAS-Legal Assistant/Northland Pioneer College 5-15-2004.



Northland Pioneer College

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