

Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will will meet for a Work Session, open to the public, on **June 18, 2019 beginning at 9:30 a.m.** *No action will be taken at this meeting.* Following that the Board will hold a regular District Governing Board Meeting, open to the public, on **June 18, 2019 beginning at 10:00 a.m.** The meetings will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

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

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

The Board may vote to hold an executive session for discussion or consideration of a personnel matter(s) pursuant to A.R.S. §38-431.03(A)(1). The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

I, Paul Hempsey, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 17th day of June 2019, at 9:30 a.m.

Paul Hempsey
Recording Secretary to the Board

NOTICE DISTRIBUTION

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



Northland Pioneer College Mission:

NPC provides, supports and promotes lifelong learning.

Our Shared Vision:

NPC provides a learner-centered environment, responds to community needs through effective and innovative service to our students, and fosters professional growth and collegial collaboration.

Our Shared Values:

NPC upholds the following values:

- A quality learning environment
- Diversity and accessibility
- Integrity and accountability
- Collaboration toward success

District Governing Board Work Session Agenda

Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona
Tuesday, June 18th, 2019 at 9:30 a.m.

- 1. Construction at the White Mountain Campus**
- 2. Accreditation**

OUR MISSION

**Northland Pioneer College provides, supports and
promotes lifelong learning.**

Accreditation Training

HLC Peer Review Team List

Peer Reviewer	Title	Areas of Expertise
Dr. Bradley Piazza (Chair)	VP-Learning Waukesha County Technical College	Planning; Program/Curriculum Design and Development
Mrs. Cassandra Jean Watson	Teacher Education Faculty College of Menominee Nation	Assessment of Student Learning; Program Review/Evaluation; Grants and Sponsored Research
Dr. Steve Nunez	VP of Academics and Student Services Sauk Valley Community College	Assessment of Student Learning; Institutional Research/Data Collection; Planning; Program Review/Evaluation; Benchmarking
Mrs. Lori J. Voss	VP of Administration Minnesota West Community and Technical College	Business/Finance; Facilities/Physical Plant; Human Resource/Personnel Management; Financial Aid
Dr. Theodore Joseph Kalthoff	Vice Chancellor for Academic Affairs Arkansas State University-Beebe	Assessment of Student Learning; Budgeting/Finance; Distance Education (Online); Planning; Faculty Evaluation, Development, Promotion/Personnel

Recap: What does HLC look at?

- To what extent is NPC:
 - Realizing its mission? (Criterion 1)
 - Acting with integrity? (Criterion 2)
 - Providing high equality teaching and learning? (Criterion 3)
 - Continually assessing and improving all student-related functions and intended outcomes? (Criterion 4)
 - Planning and allocating resources that reflect good practices and institutional priorities? (Criterion 5)

Sample Question Review: Strategic Planning

- How does the board participate in strategic planning?
 - To what extent does the board know about the college's strategic planning process?
 - What are NPC's current strategic priorities?
 - Examples of the kind of input given by the board to the college in strategic planning?
 - How does the board review the college's proposed strategic priorities?

Sample Question Review: Fiscal Oversight

- How does the board provide fiscal oversight?
 - What is the goal of the board's fiscal oversight?
 - How does the board perform its fiscal oversight?
 - What information does the board look at?
 - How frequent?
 - Any examples?

Sample Question Review: Educational Oversight

- What is the relative balance in terms of time spent during board meetings on academic issues and financial issues, including budget?
- How do board members learn about their fiduciary responsibilities for monitoring student learning outcomes?
- What are some of the student learning outcomes after completing their education at NPC?

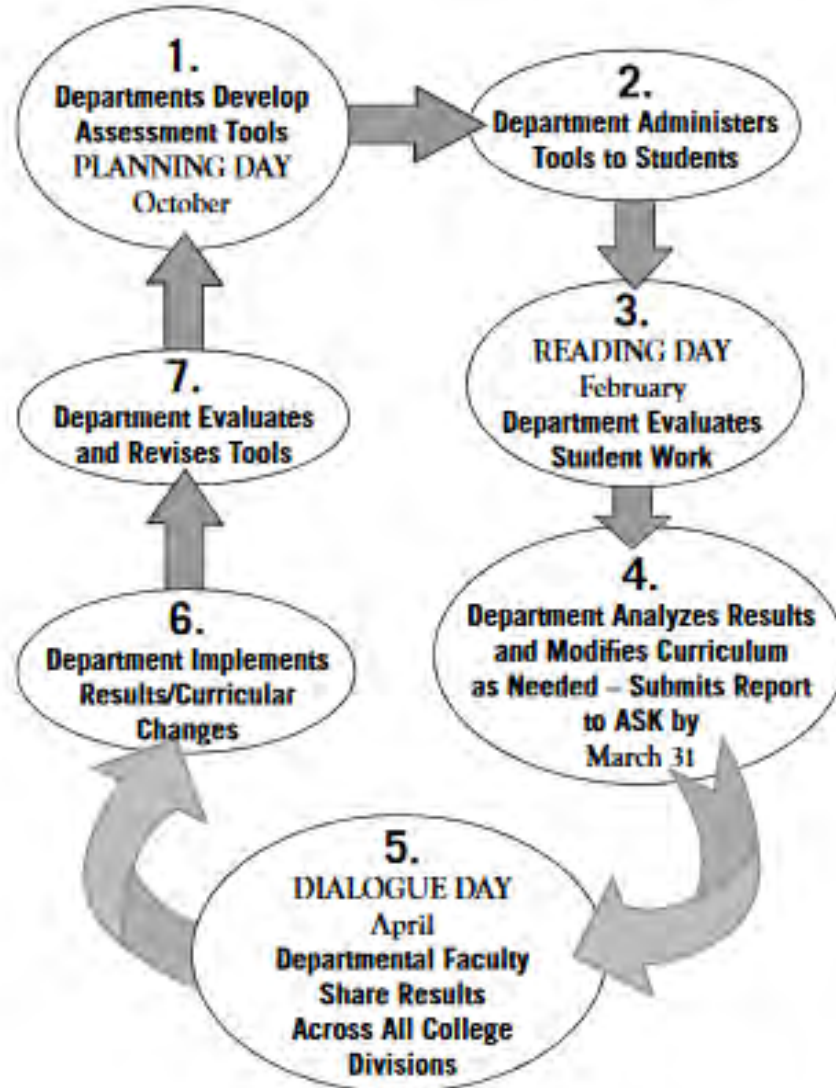
Sample Question Review: Educational Oversight

- What is the process of student learning assessment at NPC?
- How often do you receive updates about student learning outcomes?
- What are some of the actions the board has taken after receiving assessment information?
- To what extent do you use information about student learning to inform budget decisions?

Emphasis on General Education Values

- Departments and programs are encouraged to choose to measure one or more of NPC's general education outcomes:
 - Critical Thinking/Critical Inquiry
 - Effective Communication
 - Quantitative Reasoning
 - Scientific Inquiry
 - Information Literacy
 - Diversity

NPC Assessment Process



The Assessment of Student Knowledge (ASK) subcommittee (under the Instructional Council) supports individual departments in this process.

Governing Board Meeting Agenda

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

Date: June 18, 2019

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

Item	Description	Resource
1.	Call to Order and Pledge of Allegiance	Chair Lucero
2.	Adoption of the Agenda	Chair Lucero
3.	Call for Public Comment..... <small>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</small>	Chair Lucero
4.	Reports:	
A.	Financial Position	VPAS Ellison
B.	NPC Friends and Family	No Report
C.	NPC Faculty Association	Inez Schaechterle
D.	Human Resources	Written Report
E.	CASO	Rebecca Hunt
F.	NPC Student Government Association	Lori Moore
5.	Consent Agenda..... (Action)	Chair Lucero
A.	May 21, 2019 TNT Hearing Minutes	
B.	May 21, 2019 Budget Hearing Minutes	
C.	May 21, 2019 Special Board Meeting Minutes	
D.	May 21, 2019 Regular Board Minutes	
6.	Old Business: None.	
7.	New Business:	
A.	Request to Approve Emeritus Status – Kenny Keith (Action)	President Vest
B.	Presentation of Emeritus Award – Kenny Keith.....	Inez Schaechterle
C.	Presentation from Small Business Development Center	Tracy Mancuso
D.	Presentation from Economic Collaborative of Northern Arizona	John Stigmon
E.	Appropriation for NATC Capital Projects	VPLSS Jackson
F.	Scholarship Report	VPLSS Jackson
G.	Request to Approve 2019-20 Revised Budget	VPAS Ellison
H.	Request to Approve CFO Designation for Auditor General	VPAS Ellison
I.	Request to Accept Navajo-Apache First Things First Grant	VPLSS Jackson
J.	Review of Higher Learning Commission (HLC) Financial Ratios	VPAS Ellison
K.	Program Review(s)	VPLSS Jackson
L.	Executive Session Pursuant to 38-431.03(A)(1) – Personnel Matter	Chair Lucero
M.	Possible Action on Presidential Contract	Chair Lucero
8.	Standing Business:	
A.	Strategic Planning and Accreditation Steering Committee Report.....	Vice President Jackson
B.	President’s Report.....	President Vest
C.	DGB Agenda Items and Informational Needs for Future Meetings	Chair Lucero
9.	Board Report/Summary of Current Events	Board Members
10.	Announcement of Next Regular Meeting August 20, 2019	Chair Lucero
11.	Adjournment	Chair Lucero

The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President’s Report. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District’s attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District’s attorney not be present in person, notice is further given that the attorney may appear by speakerphone.



Northland Pioneer College

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

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

July 1, 2018 to April 30, 2019

Budget Period Expired

83%

Tax Supported Funds				
General Unrestricted				
	Current Month			
	Budget	Actual	Y-T-D Actual	%
REVENUES				
Primary Tax Levy	15,055,197	2,621,623	13,106,389	87%
State Aid:				
Maintenance and Operations	1,576,500	394,125	1,576,500	100%
Equalization	7,107,100	1,776,775	7,107,100	100%
Tuition and Fees	4,860,000	794,683	4,454,397	92%
Investment earnings	139,900	86,097	966,792	691%
Grants and Contracts	1,500,000	530,141	1,400,765	93%
Other Miscellaneous	-	17,534	203,636	
Fund Balance	650,000		-	
Transfers	(2,900,000)	(55,826)	(1,952,030)	67%
TOTAL REVENUES	\$ 27,988,697	\$ 6,165,152	\$ 26,863,549	96%
EXPENDITURES				
Salaries and Wages	18,406,016	1,446,780	13,567,815	74%
Operating Expenditures	9,582,681	707,911	5,937,217	62%
Capital Expenditures				
TOTAL EXPENDITURES	\$ 27,988,697	\$ 2,154,691	\$ 19,505,032	70%
Unrestricted Plant				
	Current Month			
	Budget	Actual	Y-T-D Actual	%
REVENUES				
State Aid:				
Capital/STEM	342,600	85,650	342,600	100%
Other Miscellaneous	400	-	-	
Fund Balance	9,100,000	-	-	0%
Transfers	2,000,000	40,465	1,306,737	65%
TOTAL REVENUES	\$ 11,443,000	\$ 126,115	\$ 1,649,337	14%
EXPENDITURES				
Salaries and Wages				
Operating Expenditures				
Capital Expenditures	11,443,000	126,114	1,649,337	14%
TOTAL EXPENDITURES	\$ 11,443,000	\$ 126,114	\$ 1,649,337	14%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 Statement of Financial Position
 July 1, 2018 to April 30, 2019

Budget Period Expired 83%

Restricted and Auxiliary Funds

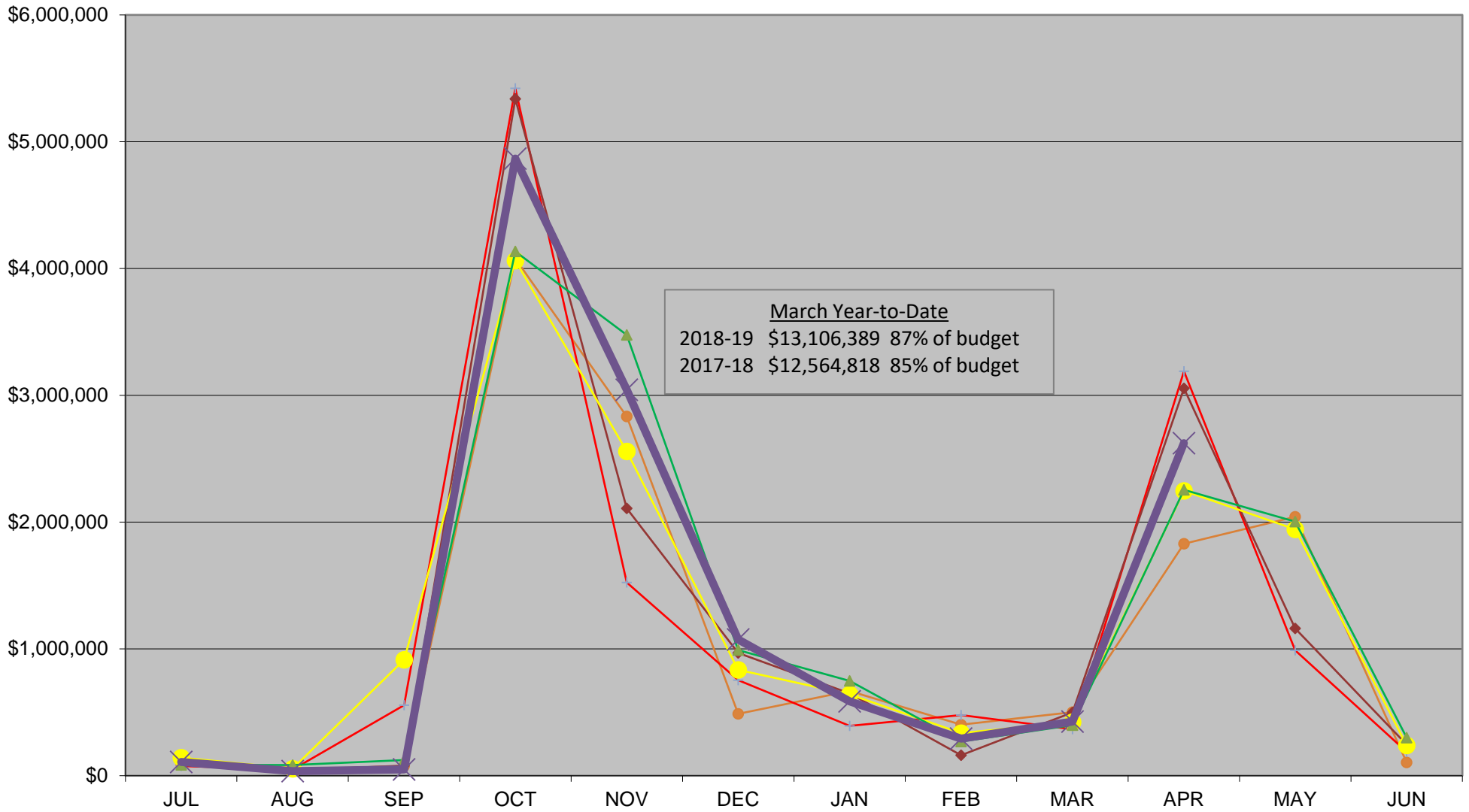
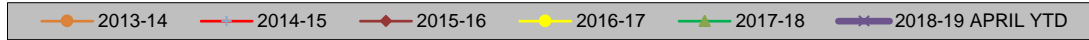
	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Grants and Contracts	6,000,000	412,038	3,713,678	62%
Fund Balance	-			
Transfers	600,000	-	424,420	71%
TOTAL REVENUES	\$ 6,600,000	\$ 412,038	\$ 4,138,098	63%
EXPENDITURES				
Salaries and Wages	828,551	111,245	1,037,260	125%
Operating Expenditures	5,771,449	190,941	2,962,898	51%
Capital Expenditures				
TOTAL EXPENDITURES	\$ 6,600,000	\$ 302,186	\$ 4,000,158	61%

	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Sales and Services	300,000	13,170	131,261	44%
Fund Balance	-			
Transfers	300,000	15,361	220,873	74%
TOTAL REVENUES	\$ 600,000	\$ 28,531	\$ 352,134	59%
EXPENDITURES				
Salaries and Wages	296,914	24,224	230,817	78%
Operating Expenditures	303,086	4,268	121,317	40%
Capital Expenditures				
TOTAL EXPENDITURES	\$ 600,000	\$ 28,492	\$ 352,134	59%

Cash Flows

Cash flows from all activities (YTD)	\$33,003,118
Cash used for all activities (YTD)	\$25,506,661
Net Cash for all activities (YTD)	\$7,496,457

Monthly Primary Property Tax Receipts



**DGB Human Resources Update
June 18, 2019**

OPEN POSITIONS

1. **Library Specialist II or III – Closes July 5, 2019. 4 applicants.**
2. **Recruitment Specialist – Closes June 28, 2019.**
3. **Construction Manager – Open until filled. 27 applicants.**
4. **Director of Information Services – Open until filled. 41 applicants.**
5. **Administrative Systems Analyst – Closes June 21, 2019. 7 applicants.**
6. **Information Services Support Technician – Closes June 21, 2019**

CLOSED: IN REVIEW

7. **Systems Engineer – Closed May 26, 2019. 1 applicant.**
8. **Accounting Manager – Closed June 14, 2019. 6 applicants.**
9. **Accounting Clerk – Closed June 5, 2019. 13 applicants.**
10. **Faculty in Energy and Industrial Technician – Closed May 1, 2019. 1 applicant.**
11. **Maintenance II – Closed May 15, 2019. 4 applicants.**
12. **Financial Aid Office Assistant (2 positions) – Closed May 30, 2019. 12 applicants.**
13. **Graphic Design and Digital Media Specialist – Closed – Will be reposted.**
14. **Media Relations Coordinator – Closed May 1, 2019. 6 applicants.**
15. **Director of Budget & Payroll – Internal posting – Closed June 14, 2019.**
16. **Director of Financial Services/Controller – Internal posting – Closed June 14, 2019**
17. **Manager of Emergency Services and Public Safety – Closes June 18, 2019.**
18. **Assistant to Facilities Coordinator – Closed June 10, 2019. 1 applicant.**

FILLED

19. **Lead Campus Manager – Colleen Readel starts July 1, 2019. Colleen was previously the Silver Creek Facilities Coordinator**
20. **Desktop Support Engineer – Jameson Rusch started June 3, 2019. Jameson was previously an Information Services Support Technician.**
21. **Records & Registration Transcript Clerk – Celia Iguado started June 3, 2019.**
22. **Allied Health Coordinator – Renee Freese starts August 1, 2019. Renee received her AAS from Northland Pioneer College.**
23. **Surgical Technology Program Coordinator – Lynn Thomas starts August 1, 2019. Lynn received her AAS from Westchester Community College and her Bachelor's degree from SUNY New Paltz**
24. **Network and Systems Engineer – Thomas Watkins started June 3, 2019. Thomas received his Associate of Arts from Phoenix College.**
25. **Community and Corporate Learning Specialist – Wesley Wright starts July 1, 2019. Wesley received his Associate's degree from Pima Community College and his Bachelor's degree from Northern Arizona University.**

Phi Theta Kappa Alpha Gamma Tau Follow-up Report Catalyst 2019

Phi Theta Kappa International Convention Gaylord Palms Resort in Orlando, Florida

Theme – Transformations

Attending Team Members: Amanda MacDonald, Lori Moore and Dr. Susan Hoffman

The Catalyst Experience provided:

Educational Forums: You had a choice of at least 10-20 different classes every session and just deciding how to get to all you wanted to go to was a challenge. We were able to find a balance between choosing classes that would benefit the chapter and things we could bring back to share as well as attend classes that would help us each personally on our own educational journey and career path. We chose to attend the following classes:

- **One Chapter, Multiple Campuses** (Advisor Education)
- **Engaging Your Chapter Using the LMS** (Advisor Education)
- **Master of My Own Happiness: Using Positive Psychology in Leadership** (Soft Skills)
- **Managing Your Digital Footprint** (Workforce Readiness)
- **PTK from A to Z for Advisors** (Advisor Education)
- **New Kids on the Block: Step by Step Advisor Engagement** (Advisor Education)
- **Best Practices for Membership Recruitment and Engagement – What Chapter Officers Can Do** (Leadership Development)
- **Honors in Action: Developing a Research Question** (Leadership Development)
- **Leading Effective Teams** (Leadership Development)
- **Honors in Action: Hear Everyone’s Voice** (Leadership Development)
- **Building Your Professional Portfolio** (Workforce Readiness)
- **The Art of Engaging Conversations** (Soft Skills)
- **Come On Guys...How Old Are We?** (Soft Skills) - Navigation through changes in the work place
- **Manage your project. Don’t let it manage you!** (Leadership Development)
- **Who am I in Grandma’s Attic?** (Leadership Development) - learning to appreciate the value of each team member through improvisation
- **How to Motivate Your Members** (Advisor Education)
- **Scholarship Resume Workshop** (Transfer Readiness)
- **PTK Connect: Connect All the Dots** (Workforce/Transfer Readiness)
- **Four “Must Have” Career Readiness Skills: What Employers Want From You** (Workforce Ready/Soft Skills)
- **Transferring to an Online Program** (Transfer Ready)
- **Keeping Up! Resumes, Cover Letters, & Interviewing Information** (Workforce Ready)

- **Polishing the Gemstones of you College Life: Essays that Shine** (Transfer Ready/Scholarships)
- **From Nothing to Something Awesome** (Transfer Ready/Scholarships)
- **Let's Go to Business School: Tips for Transfer** (Transfer Ready)

General Sessions fostered cohesiveness between all PTK members in attendance at Catalyst 2019 through high energy presentations and interactions with the International Officers.

Motivational Speakers: Elda Pere, Chef Jeff Henderson, Mel Robbins and Dr. Lynn Tincher-Ladner, Phi Theta Kappa President and CEO

Award Ceremonies provided knowledge of what other chapters are doing and the opportunity to celebrate their accomplishments.

Opportunity to represent the Arizona region in addition to our local chapter.

Opportunity to interact and get to know regional members on a personal level and learn from them. This began when we attended the Arizona Regional Conference in March at Rio Salado College and continued as we renewed friendships at Catalyst.

Student Luncheon:

This may seem like an odd thing to highlight. Yes, the food was awesome but that is not what impressed me. PTK could have served sandwiches and had us line up to get our boxed lunches – a simpler and easier way to serve more than 2000 students and at a much lower cost!! Instead a formal luncheon was served and specifically designed to provide–

Another learning experience – Hotel employees served a formal luncheon to our table– an experience specifically designed to provide the opportunity to learn proper manners and etiquette at a business luncheon or dinner (which fork to use, which napkin is mine, when do I start eating?). For many of the students this was something that they had never experienced before. No assigned seating. It was also an opportunity to meet & talk (practice our networking skills) with PTK members from other chapters in the United States. The girl next to me started eating and then looked at me because I was not eating. She asked why. I told her I was waiting until the last person at our table had been served. It is proper manners to not start eating till everyone at your table has received their meal. You do not have to wait for the whole room but only your own table. She said, “they taught us about that in a seminar we had at PTK. I forgot.”

Transfer Fair – over 100 universities were present for students to be able to meet and explore their options. A rare opportunity to have so many colleges and universities in one room and from all over the United States not just from the region you live in. Another opportunity provided by PTK membership.

Each day was packed full of learning experiences and fun. The hard part was choosing how to spend your time. You got out of each day what you put into it. The possibilities were endless.

Now we have the opportunity to decide how best to share this information with our chapter and Northland Pioneer College to the best advantage of all.

Plans to Disseminate Information Learned at Catalyst 2019:

Immediate Goals (before Fall 2019):

- **Create a power point presentation** to share our Catalyst experience with chapter members. This will be accomplished at our final chapter meeting on May 3, 2019.
- **Create a standardized presentation** to promote PTK and to use on campuses to inform and increase membership.
- **Create a Catalyst 2019 Information Database** to ensure that the information learned will not be lost with the graduation of students and to ensure that the information will be passed on to future chapter leaders for application and learning. At the present time this will be kept on our chapter advisor's computers. However, we hope to find a more secure method of preserving these records against computer failures and potential loss with change in faculty. We will discuss options with our technical department.

Catalyst 2019 Database will include the following items:

- Digital Copy of the Grant and Methodology Charts Submitted.
- Class Notes from each of the participants on all of the classes they attended – what they learned and recommendations for application in our local chapter.
- Catalyst 2019 Photo database - photos taken at Catalyst to be used in the creation of future visual presentations, social media posts, and marketing to increase chapter membership and participation in PTK Alpha Gamma Tau.
- Digital copy of the report to Mark Vest and Ricky Jackson to report and account for the use of the grant money provided to attend Catalyst 2019.
- Student Orientation (see below)
- Convocation Fall 2019 (see below)

Academic Year 2019/2020 Goals:

The four hallmarks of Phi Theta Kappa that create its foundation are Leadership, Scholarship, Fellowship and Service. It our goal to offer all of these opportunities to our members. We cannot truly offer these opportunities without active membership so our first priority is to build active membership.

Our goal is to increase active membership from 5%-20% during the 2019-2020 academic year in the following ways:

- **Increase awareness on campus** (students, faculty and administration)
- **Increase membership** (the number invited who accept the opportunity & join)
- **Increase active membership**- We need people (active members) to be able to participate in service projects, college projects, Honors in Action, develop increased fellowship within the chapter, increase leadership opportunities, increase the number of scholarships received by students while they are at NPC and as transfer students beyond the Arizona

All Academic Tuition Waiver – to increase access for NPC students to the \$37 million scholarships funds that PTK offers each year.

- **Improve PTK Education** through chapter meetings and Workshops designed to increase knowledge & ability to take advantage of ALL the opportunities of PTK membership. Provide support and fellowship to current members and encourage future members to join and get involved.
- **PTK highlights** (2-5 min) to share information, learn about the PTK website and sources available to help students succeed
- **Activities** that foster increased comradery, fellowship, and support.
- **Partner with other organizations/individuals on campus:**
 - October 2019 Jennifer Bishop and the Business Department is planning a Junior Entrepreneur Competition for high school students who are enrolled in the entrepreneur certificate program (dual enrollment students). PTK plans to have a booth to tell high school students about PTK and representatives to talk to them and encourage them to join (future members). This is an efficient way to reach a lot of high school students on a large number of campuses in our area. We support NPC's desire to have these students continue their education after high school at NPC by providing information about what opportunities and student support to succeed NPC can offer them. We are excited to contribute in providing a great experience for these students as they spend a day on our campus.
 - President's Scholars (see below)
 - Advisors and Career Services (see below)

Long-term Goals:

College Projects

Honors in Actions Projects

What do we need from Northland Pioneer College to succeed with these goals?

First of all, thank you for your support of Phi Theta Kappa Alpha Gamma Tau already and for providing us with the opportunity to attend Catalyst. We want to continue to work with you and all of the faculty at Northland Pioneer College to provide a more enriched experience for our students.

Over and over at Catalyst we were encouraged to partner with the faculty and administration at our colleges to increase awareness about PTK. We would like to request your assistance in the following ways to accomplish this goal:

Objective #1: Increase administration and faculty awareness of what Phi Theta Kappa is and how it can benefit NPC students:

Many of the chapters that we spoke with said that instructors included a small paragraph in their class syllabuses explaining what PTK is. This would be fantastic but first they need to know what PTK is and why including a PTK paragraph in their syllabus would be beneficial to their students and to the learning experience. PTK is open to all students in every area of study so this means that we need to tell all faculty and administrative personnel about what Phi Theta Kappa Alpha Gamma Tau is.

- **Convocation Fall 2019:**

- We would like to make a **5-10-minute presentation at convocation at the beginning of each semester.** We believe that this will be more effective than a mass email. It is a captive audience of all faculty and administration (they are required to attend convocation) and provides us the opportunity to share who we are and what we can offer them and their students. **At the end of the presentation we would request that they support us by adding a small paragraph about PTK in each class syllabus each semester that explains what PTK is and has contact information if students would like to know more about PTK. (we will provide the paragraph already written in a follow-up email to all faculty and administration the day of the presentation so that they can cut and paste into each class syllabus).** This effectively allows us access to two captive audiences at a minimal cost beyond our time and effort – we reach the entire administration and faculty in person and by email and then we reach a large majority of the student body because they have to read their syllabus to be successful in their class. If an instructor would like a short presentation to their class we would also provide this.

- **Advisors/Career Services:**

- Provide PTK flyers to all of the advisors/career services at all of the campuses and centers that they can pass on to students when they hold advisement sessions with students with contact information if students would like more information about PTK. We would also provide a digital copy that can be printed or emailed to students as well.

Objective #2: Increase student awareness of what Phi Theta Kappa is and how it can benefit them:

- **Include Phi Theta Kappa in Student Orientation-** orientation is mandatory for every student. This can be accomplished by including a PTK flyer in the packet students receive or if the instructor would allow a representative of PTK to do a 5 min presentation during orientation and provide a handout to be included in the student packets with a response card for those who would like more information to create future contact lists.

The next NPC Student Orientation (STU098X) sessions are scheduled for the following dates in May at the following locations:

05/23/2019	1:00-3:29 pm	White Mountain Campus
5/28/2019	9:30-11:29 am	White Mountain Campus
	9:30-11:59 am	Little Colorado Campus
	9:30-11:29 am	Painted Desert Campus
	12:30-2:59 pm	Whiteriver Center
05/29/2019	12:00-2:29 pm	Springerville/Eager Center
5/30/2019	9:30-11:59 am	Kayenta Center
	11:00-1:29 pm	St. Johns Center
	1:00 – 3:29 pm	Silver Creek Campus
5/31/2019	9:30-11:59 am	Hopi Center

Each student must sign up for orientation so this would reach all new students whether they are part time or full time at the beginning of their NPC experience.

We would like permission to be included in this each semester when orientation is held beginning with the sessions in May 2019 listed above.

- **President's Scholars** are students that already excel academically. The only thing they lack to be invited to join PTK is 12 credit hours which they will complete their first semester in the program. Some of them may already qualify because they have been dual enrollment students and have NPC credits. Reaching this group their first semester would be very beneficial because then they have at least two years to join and be active reaping more of the benefits PTK has to offer.

Reaching this group could be accomplished by including a **PTK flyer in each envelope along with their letter of invitation to apply for the President's scholarship** – this goes to HS students and is a 2-year scholarship. THESE LETTERS have already been sent out for this year but we would like to be able to work with the committee that handles this so we can be part of the process for next year.

Because we are too late to participate in this way for this year's high school students, we would like to do a short presentation in their Honors Forum class (which each student is required to attend) to explain what PTK is if the instructor would allow us to do this. We could then ask who would be interested in more information. If that is not possible or maybe in addition to the presentation, we could send an email to each of the scholarship recipients telling them about PTK

and asking if they would like more information. These students are already receiving a tuition and books scholarship and so they see the benefit of more scholarship money.

On the final page of this document you will find a copy of the Catalyst budget and an accounting of what was actually spent in completing this endeavor.

Everything at the conference had a purpose and was designed to enrich the experience of the students and advisors. What a gift to be able to attend. Thank you for your support in letting us attend this convention and represent Northland Pioneer College Phi Theta Kappa Alpha Gamma Tau. We look forward to hearing from you in response to our requests for assistance.

Catalyst Budget Summary

	Original Budget (Advisor+3 students)	Actual Amount Spent (Advisor + 2 students)
Catalyst Registration	\$1,436.00	\$1,077.00
Travel –		
Personal Vehicle	\$ 153.08	\$ 153.26
Show Low to Phoenix Sky Harbor Round Trip		
Airport Parking	\$ 50.00	\$ 56.34
Tip for baggage handling		\$ 6.00
Airfare (\$370-550 with taxes) (Phoenix to Orlando, FL Round Trip)	\$2,200.00	\$1,217.97
Baggage Fees	\$ 120.00	\$ Free w/Southwest
Shuttle	\$ 48.00	\$ 105.24
Orlando- Kissimmee To hotel and from hotel to airport		
Hotel	\$2,079.36	\$2,097.68
4 nights x 2 rooms		
Housekeeping Tip x 2 rooms		\$ 40.00
Per Diem (Meals)	\$1,120.00	\$ 840.00
Orlando - \$56/day x 5 days		
Total Costs	\$7,206.44	\$5,593.49

Navajo County Community College District Truth in Taxation Public Hearing Minutes

May 21, 2019 – 10:00 a.m.
Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

Governing Board Member Present: Mr. Frank Lucero; Mr. James Matteson; Mr. Daniel Peaches; Mr. Derrick Leslie; Mr. Elias Jouen.

Governing Board Member Present by Phone:

Governing Board Member Absent:

Staff Present: President Mark Vest; Vice President for Administrative Services (VPAS) Maderia Ellison; Interim Vice President for Learning and Student Services (VPLSS) Rickey Jackson.

Others Present: Debra McGinty; Rebecca Hunt; Renell Heister; Peggy Belknap; Judy Yip-Reyes; Ken Wilk; Wesley King; Frank Pinnell; Sammy Harris; Mary Koury; Randy Hoskins; Everett Robinson; Gail Campbell; Inez Schaechterle; Pat Lopez; Amelinda Webb; Lauren Maestas; Hallie Lucas; Roshelle Lacapa; Lynn Browne-Wagner; Matt Weber.

Agenda Item 1: Call to Order

Chair Lucero called the meeting to order at 10:00 a.m.

Agenda Item 2: Truth in Taxation Publication

VPAS Ellison addressed the Board and stated the college was following Arizona statutes by notifying property taxpayers of its intention on primary property taxes and holding a Truth in Taxation Hearing.

Agenda Item 3: Request of Proposed 2019-2020 Primary Property Tax

VPAS Ellison reviewed the Proposed 2019-2020 Primary Property Tax with the Board noting the college was proposing to keep the levy the same as last year.

Mr. Matteson asked if the Board increased the rate last year. VPAS Ellison responded that the college adopted the TNT rate last year which resulted in the levy rate of 1.8164.

Chair Lucero asked if the increase in revenue was from new construction in the county. VPAS Ellison responded that any increase in property assessments would also impact the revenues.

Agenda Item 4: Call for Public Comment

None.



Agenda Item 5: Adjournment

The meeting was adjourned at 10:13 a.m. upon a motion by Mr. Matteson, a second by Mr. Leslie. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Respectfully submitted,



Paul Hempsey
Recording Secretary to the Board

DRAFT



**Navajo County Community College District
2018-2019 Proposed Budget Public Hearing Minutes**

May 21, 2019 – 10:00 a.m.
Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

Governing Board Member Present: Mr. Frank Lucero; Mr. James Matteson; Mr. Daniel Peaches; Mr. Elias Jouen; Mr. Derrick Leslie.

Governing Board Member Present by Phone:

Governing Board Member Absent:

Staff Present: President Mark Vest; Vice President for Administrative Services (VPAS) Maderia Ellison; Interim Vice President for Learning and Student Services (VPLSS) Rickey Jackson.

Others Present: Debra McGinty; Rebecca Hunt; Renell Heister; Peggy Belknap; Judy Yip-Reyes; Ken Wilk; Wesley King; Frank Pinnell; Sammy Harris; Mary Koury; Randy Hoskins; Everett Robinson; Gail Campbell; Inez Schaechterle; Pat Lopez; Amelinda Webb; Lauren Maestas; Hallie Lucas; Roshelle Lacapa; Lynn Browne-Wagner; Matt Weber.

Agenda Item 1: Call to Order

Chair Lucero called the meeting to order at 10:13 a.m.

Agenda Item 2: Presentation of Proposed 2019-2020 Budget

VPAS Ellison addressed the Board and presented the Proposed 2019-2020 Budget commenting that the information had not changed from last month's presentation.

Agenda Item 3: Call for Public Comment

None.

Agenda Item 4: Adjournment

The meeting was adjourned at 10:18 a.m. upon a motion by Mr. Matteson, a second by Mr. Peaches. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Respectfully submitted,



Paul Hempsey
Recording Secretary to the Board

Navajo Community College District Proposed Budget Public Hearing – 5/21/19 – Page 1 of 1



Northland Pioneer College

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

Navajo County Community College District Special Board Meeting Minutes

May 21, 2019 – 10:00 a.m.
Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

Governing Board Member Present: Mr. Frank Lucero; Mr. James Matteson; Mr. Daniel Peaches; Mr. Elias Jouen; Mr. Derrick Leslie.

Governing Board Member Present by Phone:

Governing Board Member Absent:

Staff Present: President Mark Vest; Vice President for Administrative Services (VPAS) Maderia Ellison; Interim Vice President for Learning and Student Services (VPLSS) Rickey Jackson.

Others Present: Debra McGinty; Rebecca Hunt; Renell Heister; Peggy Belknap; Judy Yip-Reyes; Ken Wilk; Wesley King; Frank Pinnell; Sammy Harris; Mary Koury; Randy Hoskins; Everett Robinson; Gail Campbell; Inez Schaechterle; Pat Lopez; Amelinda Webb; Lauren Maestas; Hallie Lucas; Roshelle Lacapa; Lynn Browne-Wagner; Matt Weber.

Agenda Item 1: Call to Order

Chair Lucero called the meeting to order at 10:18 a.m.

Agenda Item 2: Request to Approve 2019-2020 Proposed Tax Levy

VPAS Ellison reviewed the Request to Approve the 2019-2020 Proposed Tax Levy.

Chair Lucero confirmed the rate was the same as the college currently had. VPAS Ellison confirmed that it was.

Mr. Matteson moved to approve the proposed 2019-2020 property tax levy rate as presented. The motion was seconded by Mr. Leslie. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Agenda Item 3: Request to Approve 2019-2020 Proposed Budget

VPAS Ellison reviewed the request to Approve 2019-2020 Proposed Budget with the Board.

Chair Lucero asked for confirmation that, once approved, the budget could not be raised at a later date, only lowered. VPAS Ellison confirmed this was correct.



Mr. Matteson made a motion to adopt the 2019-2020 Budget as proposed. Mr. Leslie seconded. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Agenda Item 4: Request to Adopt 2019-2022 Proposed Capital Budget

VPAS Ellison reviewed the request to adopt the 2019-2022 Capital Budget stating only year one was in the budget and the additional two years were for information purposes.

Mr. Jouen confirmed that the deficit shown on the budget sheet would be covered with Carl Perkins grant funds. VPAS Ellison confirmed that it would as grant funds were higher than the deficit. Mr. Leslie asked for confirmation on the motion required to accept the budget as proposed. VPAS Ellison offered suggestions on what the Board may opt to do.

Mr. Matteson made a motion to adopt the proposed 2019-2022 Capital Budget as presented. Mr. Jouen seconded. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Agenda Item 5: Adjournment

The meeting was adjourned at 10:26 a.m. upon a motion by Mr. Matteson, a second by Mr. Peaches. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Respectfully submitted,



Paul Hempsey
Recording Secretary to the Board



Navajo County Community College District Governing Board Meeting Minutes

May 21, 2019 – 10:00 a.m.
Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

Governing Board Member Present: Mr. Frank Lucero; Mr. James Matteson; Mr. Daniel Peaches; Mr. Derrick Leslie; Mr. Elias Jouen.

Governing Board Member Present by Phone:

Governing Board Member Absent:

Staff Present: President Mark Vest; Vice President for Administrative Services (VPAS) Maderia Ellison; Interim Vice President for Learning and Student Services (VPLSS) Rickey Jackson.

Others Present: Debra McGinty; Rebecca Hunt; Renell Heister; Peggy Belknap; Judy Yip-Reyes; Ken Wilk; Wesley King; Frank Pinnell; Sammy Harris; Mary Koury; Randy Hoskins; Everett Robinson; Gail Campbell; Inez Schaechterle; Pat Lopez; Amelinda Webb; Lauren Maestas; Hallie Lucas; Roshelle Lacapa; Lynn Browne-Wagner; Matt Weber.

Others Present by Phone:

Agenda Item 1: Call to Order and Pledge of Allegiance

Chair Lucero called the meeting to order at 10:26 a.m. and led the Pledge of Allegiance.

Agenda Item 2: Adoption of Agenda

Mr. Matteson moved to adopt the agenda as presented. Mr. Peaches seconded the motion. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Agenda Item 3: Call for Public Comment

None.

Agenda Item 4: Reports

4.A. Financial Position – VPAS Ellison

VPAS Ellison addressed the Board and reviewed the Financial Position Report.

Mr. Jouen asked for clarification on the investment income which VPAS Ellison provided. President Vest noted that the college did not rely on investment income due to the possibility of fluctuations. Mr. Matteson confirmed that the investing on behalf of the college was by the state. VPAS Ellison noted that the college had a small amount invested through Navajo County also.



4.B. NPC Friends and Family – Director Wilson

Mary Koury, Chair of the Friends and Family Board, presented on behalf of Director Wilson and highlighted the recent retreat held in Kayenta.

4.C. Faculty Association

Inez Schaechterle introduced herself as the new Faculty Association President and informed the revised composition of positions within the Faculty Association group.

4.D. Human Resources

Written Report.

4.E. NPC CASO

Written Report.

4.F. NPC Student Government Association

Written Report.

Agenda Item 5: Consent Agenda

- A. April 16, 2019 Regular Board Minutes
- B. April 16, 2019 Work Session Minutes
- C. April 24, 2019 Retreat Minutes

Mr. Matteson made a motion to approve the consent agenda as presented. Mr. Jouen seconded. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Agenda Item 6: Old Business

None.

Agenda Item 7: New Business

7.A. Emeritus Award - Lynn Browne- Wagner

Dr. Debra McGinty presented the Emeritus Award to Lynn Browne-Wagner noting how much Lynn had done for the college, the county, the state, and even nationally. Lynn Browne-Wagner thanked the college for allowing her the opportunity to pursue all the opportunities internally and externally.

7.B. Office of Institutional Effectiveness Update

Director Yip-Reyes provided further information on the Fall 2018 course improvement survey results requested by the Board at a previous meeting.

Mr. Matteson asked if an instructor named in a comment was provided the information to be able improve their instruction. Director Yip-Reyes responded that they were.



7.C. Request to Support Northern Arizona Healthcare Foundation Grant Application

Dean McGinty addressed the Board and reviewed the supplies and equipment that would be purchased for the new Surgical Technology program if the grant application was successful and asked for the Board's support.

Mr. Jouen asked where the equipment would be housed. Dean McGinty responded that a classroom that was underutilized at the White Mountain Campus would be retrofitted as an operating theatre and all equipment would be housed within.

Mr. Leslie asked if this facility would be impacted by the construction planned at the White Mountain Campus. President Vest noted that it would not be impacted during the construction but would eventually move to the new Nursing and Allied Health building once it was available to use.

Mr. Jouen asked if the program, and therefore the equipment, could be moved and utilized at the Little Colorado campus in the future. Dr. McGinty noted that there would be hope to expand in the future but initial accreditation would be sought through the first cohort of ten students at the White Mountain Campus.

Chair Lucero asked if Dean McGinty had met with the Indian Health Services (IHS) also. Dean McGinty noted that the Whiteriver IHS was interested but the Winslow IHS had not shown any interest to date.

*Mr. Matteson made a motion to approve support for the Northern Arizona Healthcare Foundation Grant Application. Mr. Leslie seconded. **The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.***

7.D. Request to Approve Contract for Website Improvements

VPLSS Jackson addressed the Board and reviewed the request to approve a contract for Website Improvements with Last Call Media for \$150 per hour and not to exceed \$40,000 in fiscal year 19/20.

Mr. Matteson asked if this was the same company that built the new website for the college. VPLSS Jackson responded that it was not.

Mr. Jouen asked how many companies responded to the Request for Proposals (RFP). VPLSS Jackson answered that there were 8 responses.

*Mr. Matteson made a motion to approve the Contract for Website Improvements to Last Call Media not to exceed \$40,000 per fiscal year. Mr. Leslie seconded. **The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.***



7.E. Request to Approve 2021-2022 Academic Calendar

VPLSS reviewed the draft of the 2021-2022 Academic Calendar noting the addition of a three-day instructional break during the Fall Semester which was a change from previous calendars.

Mr. Matteson made a motion to approve the 2021-2022 Academic Calendar as presented, Mr. Leslie seconded. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

7.F. Request to Approve Renewal of Jenzabar Contract

President Vest addressed the Board and reviewed the request to approve the renewal of the Jenzabar Contract at a total price of \$239,165.84. President Vest noted that Jenzabar was the college's Student Information System and Enterprise Resource Platform so staff recommends approval.

Mr. Matteson asked if the college was happy with the system. President Vest noted that nobody was ever happy with their system, regardless of which one was used, and the college would begin an evaluation of the options available to the college once the Information Services Director position was filled. President Vest did note that utilizing Jenzabar allowed the college to make customizations where other programs would not, which was both good and bad for the college.

Mr. Matteson made a motion to approve the Renewal of the Jenzabar Contract as presented. Mr. Jouen seconded. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

7.G. Policy 1932 - Procurement

President Vest reviewed the changes to Policy 1932, requested by the Board at a recent retreat, and asked the Board for input.

The Board asked President Vest for clarification on a recent draft Procedure that was shared with them and President Vest provided that, but cautioned that the Board was responsible for Policy and designated responsibility for Procedure to the President and anyone at the college affected by the procedure.

Mr. Leslie asked if approving the Policy draft, presented, would cause any conflict with changes the college would like to make to the Procedure. President Vest responded that he did not see any issues.

The Board discussed the need to comment on procedures as well as policy and issues that Pima Community College were facing from the Auditor General's office over some of their purchasing practices.

Mr. Jouen made a motion to adopt the Policy on Procurement as presented. Mr. Peaches seconded. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Mr. Leslie, and Mr. Peaches voting in favor. Chair Lucero voted against.



Agenda Item 8: Standing Business

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

VPLSS Jackson reported on the current activities of SPASC highlighting expected changes to the make-up of committee membership and future reports the Board will be receiving.

Mr. Matteson asked if the new Vice President for Learning and Student Services would become chair of the committee upon arrival. VPLSS Jackson noted that the Shared Governance procedure designated co-chairs from faculty and staff and that Dr. Clark would be a non-voting member who would attend meetings to provide guidance.

8.B. President's Report

President Vest noted that four firms had been selected from the RFQ process for construction at White Mountain Campus and presented to a group from the college. President Vest asked Mr. Matteson, who attended the presentations, to provide his impressions to the Board. President Vest also noted that there was still no state budget.

8.C. Agenda Items/Informational Needs for future meetings

None.

Agenda Item 9: Board Report/Summary of Current Event

None.

Agenda Item 10: Announcement of Next Regular Meeting: Regular District Governing Board meeting on Tuesday, June 18, 2019.

Agenda Item 11: Adjournment

The meeting was adjourned at 11:48 a.m. upon a motion by Mr. Matteson and a second by Mr. Peaches. The vote passed upon a roll-call vote with Mr. Jouen, Mr. Matteson, Chair Lucero, Mr. Leslie, and Mr. Peaches voting in favor. There were no votes against.

Respectfully submitted,



Paul Hempsey
Recording Secretary to the Board





5/9/2019

Dear President Vest,

The Faculty Association at its 5/3/19 meeting voted to forward a nomination in support of Kenny Keith being named an Emeritus Faculty Member. Kenny is about 1 year short of automatic consideration and he has greatly benefited the college through his role as the Industrial Maintenance and Operations (IMO) Coordinator, and later was instrumental in starting the college's Mechatronics program and providing leadership to the program. He further has proven a selfless colleague taking on the role of Faculty Association Treasurer for many years, continuing to serve when no one was willing to step forward to fulfill the Treasurer duties. His Faculty colleagues within the Faculty Association feel that Emeritus status has been earned through his 13 years of dedicated service and we respectfully put forth his nomination for your consideration.

Sincerely,

Dr. Mike Solomonson
Faculty Association President

June 18, 2019

Governing Board Meeting

Northland Pioneer College





WHO WE ARE



ACA MISSION

The mission of the Arizona Commerce Authority is to grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by attracting and supporting business in high-growth industries throughout the state. Why? Because a vibrant, diverse, state-wide economy means increased opportunities for our citizens.

It's about helping people.



ATTRACT

Recruit out-of-state and international companies to establish operations in Arizona



EXPAND

Work with existing Arizona Companies to grow their businesses here and beyond



CREATE

Partner with entrepreneurs to create new Arizona businesses in targeted industries

STRATEGIC FRAMEWORK

VISION

Arizona is the top location for high-quality business growth.

MISSION

To grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by supporting and attracting businesses in targeted, high-value base sectors throughout the state.

1

Attract businesses to Arizona.

2

Grow Arizona businesses.

3

Create new Arizona businesses.

STRATEGIES

Monitor & Strengthen Competitiveness

Increase Awareness

Lead Economic Development Efforts

Target High-Value Industries

Accelerate Advanced Manufacturing

Cultivate Entrepreneurial Ecosystem

Expand International Trade

Create Workforce of the Future

Encourage Infrastructure

Enhance Rural Economic Growth

CULTURE

CURRENT FIVE-YEAR GOALS



JOB CREATION

Lead efforts to create **80,000** projected new jobs with a focus on high-wage target industries.



WAGE GROWTH

Increase average wage of the jobs created to **150%** of the state's 2017 median wage.



CAPITAL INVESTMENT

Attract **\$7 billion** in capital investment to Arizona.



ENTREPRENEURIAL VITALITY

Elevate Arizona to a **top-five state** as measured by entrepreneurial density, funding and connectivity.



INCREASED EXPORTS

Expand export revenues across target industries by **25%** over five years.

INDUSTRIES & MARKETS

The ACA has strategically chosen to focus on developing six established industries



AEROSPACE & DEFENSE



BIOSCIENCE & HEALTH CARE



BUSINESS & FINANCIAL SERVICES



FILM & DIGITAL MEDIA



MANUFACTURING



TECHNOLOGY & INNOVATION

Today's global economy presents strategic opportunities and markets for Arizona's products, services and ideas



CALIFORNIA



MEXICO



CANADA



EUROPE



ASIA



RESULTS



ACA RESULTS: 2011 – PRESENT



705
PROJECTS



119,974
NEW JOBS



\$13.35B
CAPITAL
INVESTMENT



272,242
DIRECT, INDIRECT &
INDUCED JOBS



\$164B
ECONOMIC
OUTPUT

FOUNDATION FOR SUCCESS

#3

ARIZONA RANKS
3RD IN THE NATION FOR
PERSONAL INCOME GROWTH

#4

ARIZONA RANKS 4TH
FOR **STARTUP**
ACTIVITY IN THE NATION

#4

ARIZONA RANKS 4TH
FOR **ECONOMIC**
MOMENTUM IN THE U.S.

#5

ARIZONA RANKS 5TH
BEST STATE FOR **GROWTH**
PROSPECTS IN 2019

4TH

FASTEST GROWING
STATE IN THE NATION
ARIZONA



RURAL ARIZONA



RURAL ARIZONA SUCCESS

7,500+

New Jobs

\$50,549

Average Wage

\$2.46 B+

Capital Investments

CO-OP ADVERTISING FOR RURAL COMMUNITIES

Yuma, Greater Prescott, Casa Grande region, Pinal County & Flagstaff region

INFRASTRUCTURE GRANTS FOR ECONOMIC DEVELOPMENT

Nogales, Sahuarita, Yuma, Mohave County, Prescott Valley, Camp Verde, Show Low, Coolidge, Casa Grande, Wickenburg, Chino Valley

ECONOMIC IMPACT ANALYSIS STUDIES

Arizona Military Bases, I-11, NEPA

RURAL & STATEWIDE INITIATIVES



FORESTRY

Partner to accelerate pace and scale of AZ forest restoration.



ARIZONA ASSETS MAP

Interactive digital tool enabling location of assets and boundaries in any area of Arizona.



WORKFORCE DEVELOPMENT

Facilitate outreach supporting use of non-traditional labor sources.



SMART BORDERS

Initiative to advance efficiencies at Ports of Entry to increase commerce.



BROADBAND

Developing a statewide masterplan with ADOA, ADOT and ACC

ACA/AZSBDC Partnership



- **Partnered with the Arizona rural Small Business Development Centers (SBDC).**
- **First time in Arizona.**
- **Provide training to SBDC partners on the state's offerings:**
 - **Tax Credits**
 - **AZ MEP**
 - **Exports**
 - **Workforce**
- **Enhance the marketing efforts and reach of the SBDC's with social and print media.**
- **Bring additional resources to Arizona's small businesses.**

Assets Map

- Arizona Assets Map showcases the many assets Arizona's counties and incorporate communities offer to residents, visitors and companies.
- Map includes:
 - Educational Resources
 - Infrastructure
 - Landownership
 - Local Contacts



Film & Digital Media

60

Films Assisted in FY 2017

21

Volunteer Film Resource Coordinators
(across all 15 counties)

Thriving in Rural Arizona

Locations include: Bisbee, Holbrook, Prescott, Prescott Valley, Seligman, Sahuarita, Flagstaff, Jerome, Grand Canyon, Lake Havasu City, Nogales, St. Johns, Wilcox, Tonto Apache Nation, Florence.

Reel Saving Program

Reel Savings is a pro-business, free-market program that allows the private sector to support the film and digital media industry. Participating vendors, like hoteliers, rental car operators, and restaurants, provide special discounts to out-of-state productions registered with the Arizona Office of Film & Digital Media. Discounts provide immediate savings to your production with no delays or paperwork.





Growing AZ Exports: 1-ON-1 Support

Arizona State Trade and Export Promotion (AZSTEP)

300+ AZ companies assisted | Export success to **80+** countries | Export revenues **\$60M+** | Nearly **57:1 ROI**

ExporTech

57 Companies graduated | Export plans for **30+** international markets,

MEXICO CITY TRADE OFFICE

100+ Arizona companies with a Mexico presence served
Export assistance, Market research, B2B & B2G match-making, trade missions, trade show/expo assistance

Participating Rural Communities

Casa Grande, Douglas, Eagar, Flagstaff, Fredonia, Nogales, Prescott, Prescott Valley, Sahuarita, Safford, Show Low, Sierra Vista, Thatcher, Green Valley, Kingman, Williams and Yuma.

Export Markets

(including, among others)

Australia, Bahrain, Brazil, Canada, China, Germany, Indonesia, Israel, Italy, Japan, Kuwait, Mexico, Poland, Saudi Arabia, South Korea, Spain, United Arab Emirates (UAE) and the United Kingdom (UK).

Client Success- **Kay Supply**

Kay Supply is Northern Arizona leading wholesale and retail roofing, siding, windows, doors, decking, and exterior building supply center.





THANK YOU





New Jobs



I-40 Corridor Study and Winslow Work Plan

Purpose;

- Connect and increase economic development across the region

Winslow – Flagstaff –Williams

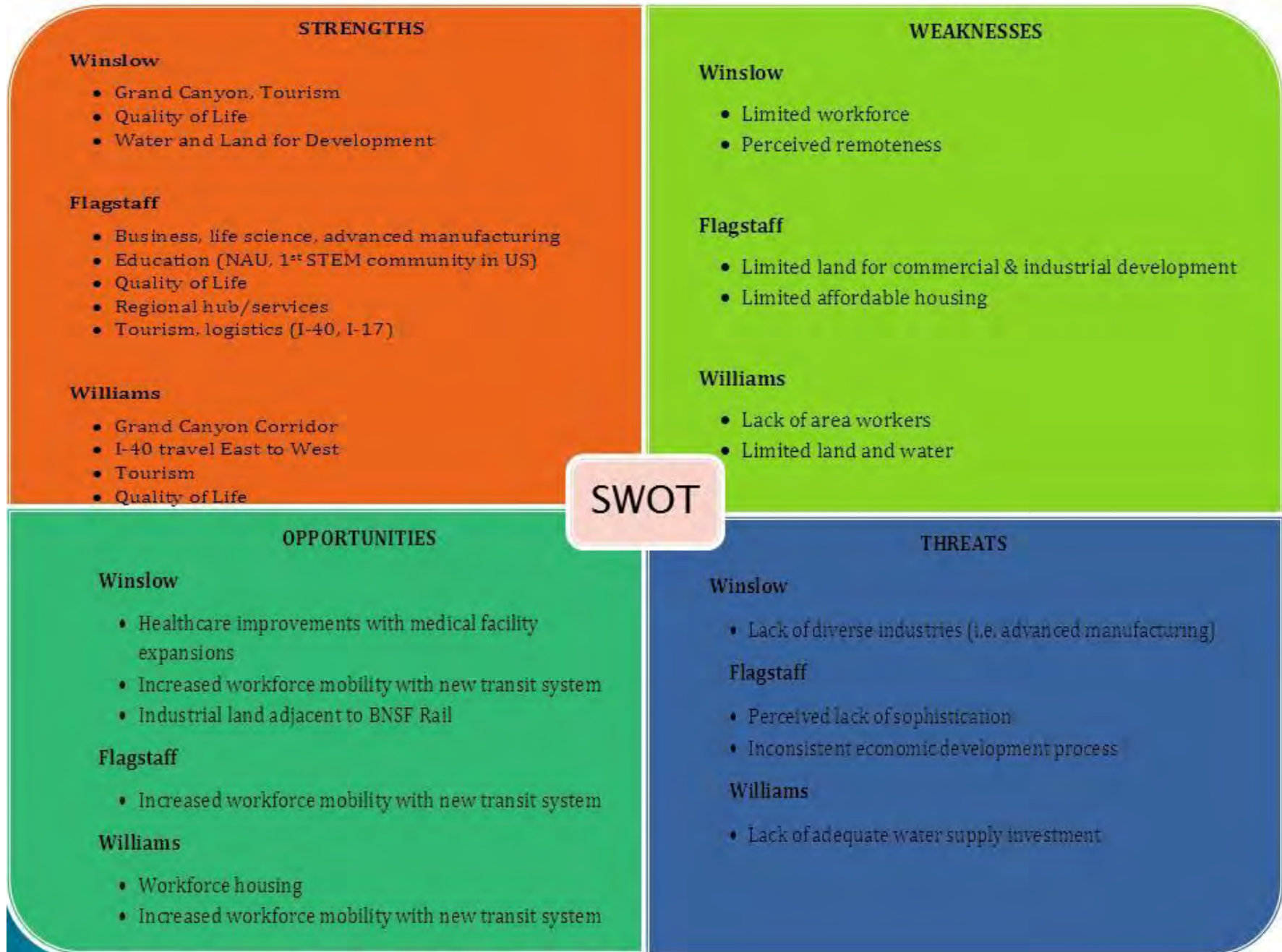
- Studies included; infrastructure, workforce demographics, retail analysis, transportation and logistics and development opportunities.



Interviews:

- Chamber's of Commerce
- City Officials
- Local Businesses
- Hopi and Navajo Tribes





Identified Opportunities:

- Winslow; Industrial Land, Workforce & Housing, Expanded Transit
- Flagstaff; Workforce Mobility & Expanded Transit
- Williams; Workforce Housing and Expanded Transit



Other Findings

- Significant economic drivers between communities
- 38% of Workforce Travels +50 Miles to Work
- Potential for Truck to Rail Facility.
- Substantial Land Holdings on I-40 by Winslow and Tribes



Other Findings

Common economic drivers between communities. *Retail;*

Winslow: \$54M / \$84M +50%

Flagstaff: \$863M / \$1,012M +20

Williams: \$100M / \$121M +20%



Current Winslow Activity:

- OSB Plant
- Marketing of industrial Land
- Highway Retail
- State Referrals
- Active Economic Development



WORK PLAN

Sector Strategy

Sector work is an intentional, disciplined, industry and organizational driven process that allows the opportunities in a sector to be realized by insuring the requirements for sector growth come to fruition.

Sector tools incorporate businesses retention and expansion, business attraction, redevelopment, infrastructure, capital/investment, and workforce.

Industrial and Retail Sectors

- **Industrial Sector**

Continue to develop, with the community, an industrial sector plan over a five and ten year timeframe. The Industrial sector includes manufacturing, trans-load, distribution, and logistics. The process has included, a series of

meetings with local and state leadership, Arizona Commerce Authority, developers, land brokers, development associations such as Valley Partnerships, NABA, Navajo County, Navajo Nation, Hopi Tribe.

- **Expand Industrial Association Collaboration**
ECoNA is a member and active with a number of industry associations including Valley Partnership, Arizona Manufacturers Council, Arizona Technology Council.

- **Retail Sector**

Our retail sector plan outlines the action steps needed to grow this sector over a five and ten-year time frame. Retail also includes hospitality, and tourism amenities. Included will be the timelines, marketing plan, targets, and investment plan. Our work includes.....

New Jobs



Retail Sector continued

meetings with local and state leadership, Arizona Commerce Authority, developers, land brokers, development associations such as Valley Partnerships, ICSC, NABA, Navajo County, Navajo Nation, Hopi Tribe.

Business Attraction

Winslow and Northern Arizona has much to offer companies or startups looking for a location to expand or start their business. Winslow is a unique community with a strong vision for economic development. We have a wonderful climate, skilled regional workforce, access to transcontinental rail, interstate freeways, jet airport, industrial lands, central location to major markets, manufacturing/maker culture, first class medicine and medical facilities, innovative community college with a major research university 45 minutes away, top notch K-12 education, outdoor recreation, national parks, and an amazing quality of life.

After hundreds of tours and presentations to business leaders in the State we have found for the most part that they are either ignorant or have old outdated perceptions. Since the downturn the business attraction process has become more competitive with states and cities investing more into business attraction. Without using the typical business incentives offered by other states and cities our strategy has been unique to our communities and situations. We believe once we get someone to understand our advantages and can get them to visit our community we have a much stronger chance of convincing them that Winslow is the place to be.



Branding and Marketing

- **Arizona Commerce Authority - Co-Marketing and Business Attraction**
Continue our current work with the Arizona Commerce Authority to market and recruit companies to the Winslow region.
- **Collaboration with Arizona Public Service Economic Development Department**
APS, under the leadership of David Bentler, has grown its economic development division. They generally are engaged when companies are looking at infrastructure and opportunity for expansion or growth. They

are major advocates for Northern Arizona.

- **Economic Development Presentations in Phoenix and Tucson with the Major Economic and Business Groups. Also, outreach to the Navajo Nation and Hopi Tribe.**
- **Develop a Robust Social Media and General Media Program**
- The ECoNA social media program includes over 10,000 followers on Facebook, 1,300 LinkedIn followers



Trade Shows

- In Collaboration with the ECoNA Partners We Attend the Major Industry Trade Shows and Events:
 - BIO International
 - National Medical Device Manufacturers Show
 - International Manufacturing Expo
 - International Consumer Electronics Show
 - Hospitality Trade Shows
 - International Council of Shopping Centers (ICSC)
 - Arizona Technology Council Events

Business Attraction Partnerships

- **Arizona Commerce Authority – Business Attraction Division**
ECoNA will continue to work with the Business Attraction division of ACA and respond to the Project Information Forms (PIF)
- **Business Attraction Strike Team for Due Diligence and Data**
ECoNA will continue the Business Attraction Team strike team to serve as the welcoming unit that will assist in sophisticated high level due diligence. When a business would like to move forward in either considering the region or establishing themselves in the region ECoNA and the strike team will provide the coordinated on-going communication, assistance, and connections.



- **Collaboration with Navajo County and Coconino County**
ECoNA will continue to work in collaboration with Navajo and Coconino County economic development departments in recruitment, sales, and marketing for the region.

Business Startup/Incubation/Acceleration

A critical component to the success of our vision to start and build successful companies. This will depend on our success of building a highly entrepreneurial environment with infrastructure, support systems, and capital sources.

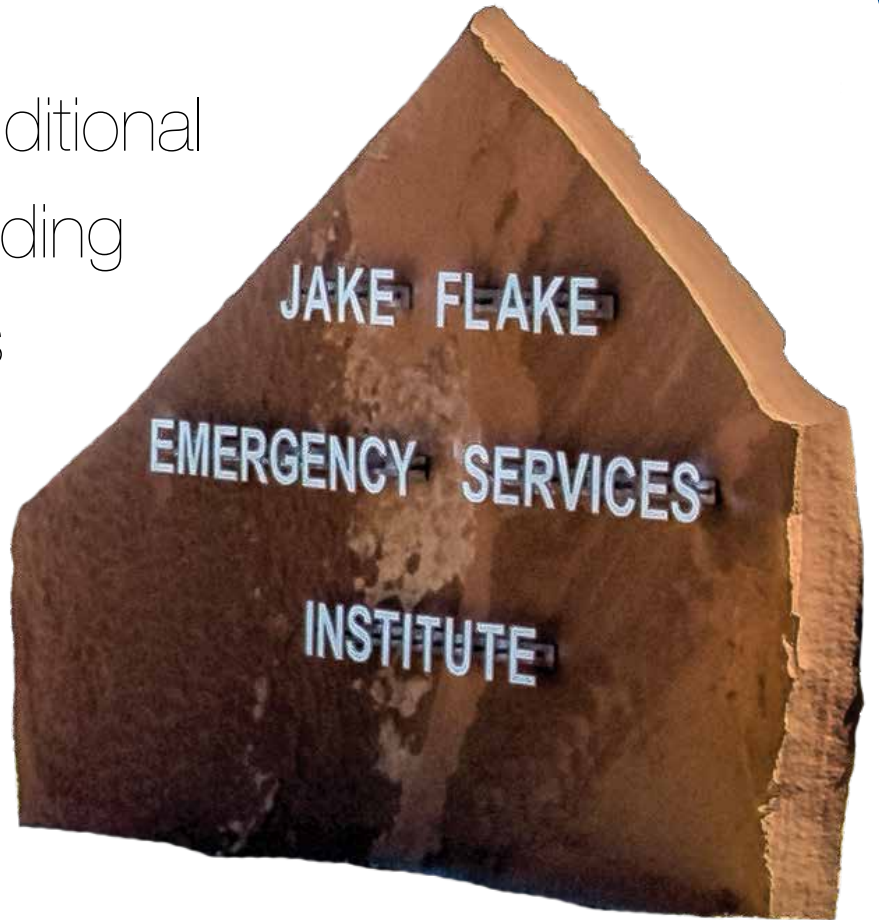
- **Collaboration and Engagement with NACET**
 - Innovation Mesa Accelerator
 - Mentor Network
 - Startup Weekends
 - Small Business Development Center

- **Continued Entrepreneurship Collaboration with Outside Partners**

These partners are willing collaborators bringing expertise, resources, and engagement to Northern Arizona. They are an essential part of our States entrepreneurial eco-system and have already been critical partners in helping start-ups succeed. Our ongoing goal is to find ways to better leverage and utilize partnerships and resources. We Continue to work with higher learning institutions in the Region.



A Request for Additional
State Capital Funding
for Improvements
at the
Jake Flake
Emergency
Services Institute
Taylor, Arizona





Northeast Arizona Training Center Jake Flake Emergency Services Institute

"Training Emergency Professionals for Public Service"

Our History

Northeast Arizona Training Center (NATC)/Jake Flake Emergency Services Institute, a 501(c) 3, was founded in 2004 to support its mission *"Training Emergency Professionals for Public Service,"* by providing a regional facility for the preservice preparation of public safety professionals, including law enforcement and fire personnel, and to provide for the ongoing training and recertification of these professionals.

The NATC partnership is comprised of five key stakeholders, Navajo County Community College District, *dba* Northland Pioneer College (education provider), the Town of Taylor, Arizona (provider of the land for the NATC facility), the Navajo County Board of Supervisors, the Northern Arizona Police Association and the Northeastern Arizona Fire Chiefs Association, and represents twenty-two public-safety (law enforcement and fire) agencies across Navajo and Apache counties.

Northland Pioneer College, the only comprehensive community college serving the two-county area, operates NATC on the Taylor site, in addition to programs for certification in Fire Science, including Wildland and Urban Interface training, and in Law Enforcement certification through the Arizona Police Officer Standards and Training (AZPOST).



Northland Pioneer College
EXPANDING MINDS • TRANSFORMING LIVESSM



Since 2012, NATC has graduated **77** regional officers who are all employed by law enforcement agencies within Navajo and Apache Counties. NATC has trained **571** firefighters that supply regional fire agencies with certified structural and wildland firefighting personnel. The Jake Flake Emergency Institute provides workforce continuing education opportunities for law and fire on a weekly basis.

All partner agencies pay annual dues to use the facility for ongoing instruction and training, utilizing its defensive driving track, burn building, flashover chamber, shooting range and meeting/classroom facilities. Outside agencies pay user fees. These membership fees and user fees generate revenue for maintenance and upkeep.

The Town of Taylor, in partnership with Abitibi Consolidated, a paper mill (now closed) that operated near Taylor, provided the land for the NATC facility.

In 2005 Northland Pioneer College, by District Governing Board (DGB) action, entered into an MOU with NATC to provide \$300,000 for the construction of the burn tower at the proposed training facility. NPC made a commitment to be the educational provider of the facility, and the Arizona Peace Officer Standards and Training Board (AZPOST) provided funding for construction of the driving track. The Town of Taylor secured a \$500,000 Greater AZ Development Association (GADA) loan to construct the NATC training facility.

NATC bylaws were formalized in 2006, and in 2007, the Arizona State Legislature appropriated \$1 million to NPC to be used for construction of a public safety and emergency services training facility. All expenditures of the appropriation were approved by the NPC DGB.

In September 2012, NATC altered the bylaws of the organization in order to reach compliance

with Arizona State General Session Law, after committing to full financial responsibility for repayment of principle and interest of the Town of Taylor GADA loan.

The current NATC Board consists of three voting members, all appointed by the NPC DGB. Representatives from Navajo County, the Town of Taylor, Northeastern Arizona Fire Chiefs Association (NAFCA), and the Northeast Arizona Police Association (NAPA) serve as a non-voting advisory council, providing representation to all stakeholders.

All stakeholders are provided with a Standard Operating Guide (SOG), revised and board approved each year, that outlines the procedures for use of the facilities.

The NATC Director, employed through NPC, oversees the scheduling and management of all aspects of the facility.

Our Request

The purpose of this up to \$1 million appropriation request is to obtain sufficient resources to complete improvements to the facility. Funds will be used at the NATC training facility to complete capital improvement projects which include:

- ◇ the construction of a 40'x40' prefabricated metal building,
- ◇ the expansion of the current training building,
- ◇ the site preparation for the placement of nine residence structures, and
- ◇ various other improvements working toward achieving the master plan for NATC.

Virtual Firearms Training Simulator

The purpose of the 40'x40' building is to house a state-of-the-art virtual firearms training simulator, the VirTra V-300, to provide regionally accessible, ongoing firearms instruction and recertification to all NATC partner agencies, as well as other local, state and federal agencies by request at no cost to the agencies.



Because maintaining proficiency with firearms is a key element of public safety, it is imperative the public safety officers throughout the NATC service area have equitable access to the same modern, cutting edge technology available in the state's urban areas.

Housing the VirTra V-300 simulator at the NATC facility and assigning NATC staff to manage its upkeep and schedule it for use by both partner and companion agencies will assure this.

The project will take place in four phases:

1. Upon receipt of funding, NATC will order the prefabricated modular metal building from the supplier that can most closely and cost-effectively conform to the specs designated by SPS+ Architects, the architectural firm with whom Northland Pioneer College has a retainer agreement. SPS+ will assure the building design is consistent with regional stressors, such as snow load and wind shear.

2. While the building components are being prepared, preparatory site work will be completed by a contractor that can most closely and cost-effectively conform to the requirements specified by SPS+ Architects. Specifically, the site will be leveled, the foundations laid and the slab for the concrete floor poured.



Taken from atop the 5-story Burn Tower, showing the existing classroom and area where new building and residence unit will be placed.

3. Upon receipt of the building components, a contractor that can most closely and cost-effectively conform to the requirements specified by SPS+ Architects will assemble the building and complete the HVAC and electrical work, including installation of lights, alarm and communication system.

4. Upon completion of the building, NATC will move the virtual simulator from its temporary location at the Navajo County Complex in Holbrook to the new building. The entire project will take from four to six months from receipt of funding to complete, depending upon weather conditions and contractor scheduling.

The entire project will take from four to six months from receipt of funding to complete.



Classroom Expansion/Replacement

The improvement project on the current “dirty” classroom building will allow for the expansion of existing structure: 15’x30’ (450’) addition to the east side and a 50’x75’ (3750’) addition on the north side, for a total of 3420 net square feet. This addition would



replace the existing 3925-square-foot administration and classroom building, which will be removed. (See *Appendix A, page 9*) This structure was a used temporary building when it was installed at the training site and has had numerous structural issues due to the lack of a sound foundation because of the soil composition.

The project will take place in four phases:

1. NATC will order the prefabricated modular metal building components from the supplier that can most closely and cost-effectively conform to the specs designated by SPS+ Architects. SPS+ will assure the building design is consistent with regional stressors, such as snow load and wind shear.
2. While the building components are being prepared, preparatory site work will be completed by a contractor that can most closely and cost-effectively conform to the requirements specified by SPS+ Architects. Specifically, the site will be leveled, the foundations laid and the slab for the concrete floor poured.



3. Upon receipt of the building components, a contractor that can most closely and cost-effectively

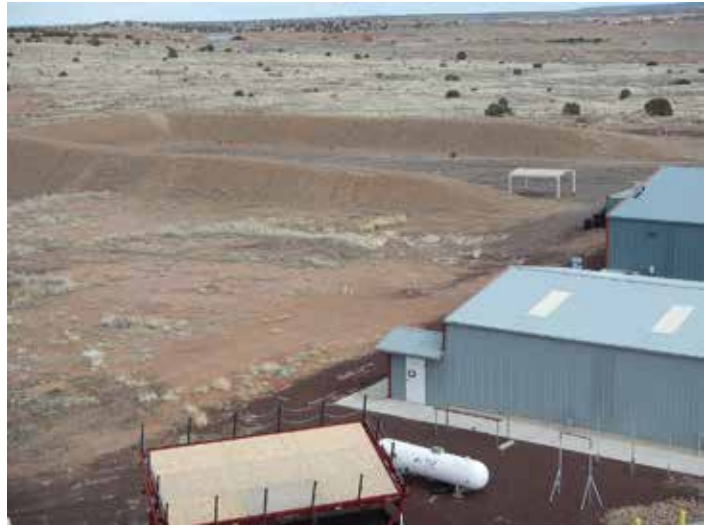
conform to the requirements specified by SPS+ Architects will assemble the building addition and connect the HVAC and electrical work, including installation of lights, alarm and communication system to the current systems.

4. Upon completion of the expansion of the existing building and the remodeling required of the current structure, the administration and training building will be vacated and removed. The entire project will take from four to six months from receipt of funding to complete, depending upon weather conditions and contractor scheduling.

Recruit Residences

By partnering with the Construction Skills Department at NPC, NATC will have nine Tiny Houses built for recruit residences. Through this program the two-bunk residences will provide an on-site residency program for the law enforcement recruits.

Enrollment for the intensive police academy will be significantly enhanced by having on-site dormitory style housing available to the recruits. This will lessen the financial burden



on our partner agencies and will allow for other agencies to send recruits to NATC. Income generated from the residency program will generate revenue for maintenance costs and up keep.

This project will be staged in three phases:



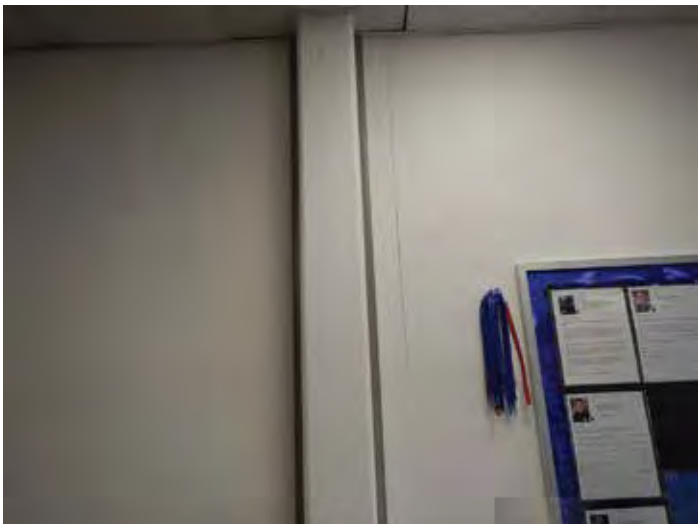
1. NATC will order the completed Tiny Home buildings from the NPC Construction Science Department that conform to the specs designated by SPS+ Architects, the architectural firm with whom Northland Pioneer College has a retainer agreement. SPS+ will assure the building design is consistent with regional stressors, such as snow load and wind shear.

2. While the buildings are being prepared, preparatory site work will be completed by a contractor that

can most closely and cost-effectively conform to the requirements specified by SPS+ Architects. Specifically, the site will be leveled, the foundations laid and the slab for the concrete pad poured.

3. Upon completion of site preparatory work, the Tiny Homes will be transported and placed on the pads, by a contractor that can most closely and cost-effectively conform to the requirements specified by SPS+ Architects. The entire project will take from three to five months from receipt of funding to complete, depending upon weather conditions and contractor scheduling.

Appendix A • Classroom & Admin Building



Appendix B • Driving Track



Training Emergency Services Personnel



Cadets in NALETA Class 2018-1, above, use an AED during a “Street Medicine” session. Below, cadets in the classroom, and at right, receiving their badges from just three of the agencies represented in the class, Apache County Sheriff’s Office, Navajo County Sheriff’s Office and Hopi Tribal Rangers.



Training Emergency Services Personnel





Northeast Arizona Training Center Jake Flake Emergency Services Institute

“Training Emergency Professionals for Public Service”

Location: 1840 Papermill Road, Taylor, Arizona

College Bound and Finish Line Scholarship Utilization

Summary:

Per District Governing Board request, below are the utilization statistics to date for the College Bound and Finish Line scholarship programs:

Waiver Type	Fall 2017	Spring 2018	Summer 2018	Fall 2018	Spring 2019	Summer 2019
College Bound	\$51,840 (176)	\$55,434 (189)	\$10,476 (75)	\$57,276 (180)	\$58,904 (199)	\$13,357 (83)*
Finish Line	\$22,628 (63)	\$45,740 (81)	\$3,168 (19)	\$18,386 (52)	\$29,238 (50)	\$2,035 (11)*

*As of June 1, 2019

College Bound total 2014-15: \$40,681 (173 awards)
 College Bound total 2015-16: \$62,520 (268 awards)
 College Bound total 2016-17: \$64,969 (314 awards)
 College Bound total 2017-18: \$117,750 (440 awards)
 College Bound total 2018-19: \$129,537 (462 awards)

Finish Line total 2014-15: \$82,305 (139 awards)
 Finish Line total 2015-16: \$66,232 (117 awards)
 Finish Line total 2016-17: \$63,210 (141 awards)
 Finish Line total 2017-18: \$71,536 (165 awards)
 Finish Line total 2018-19: \$49,659 (113 awards)

College Bound utilization has continued to climb in recent years as we work with area high school students to take advantage of this opportunity. Scholarship utilization has not been negatively impacted by the TALON project as an alternative source of college credit for high school students. In part, we believe this continued growth to be a function of the declining ability of area high schools to attract and



retain instructors who can be certified for dual enrollment general education coursework.

As anticipated, initial utilization of the Finish Line scholarship has declined over time as returning students have worked to complete their college degrees. We expect continuing usage of this scholarship as current students near degree completion and take advantage of the tuition waiver.



Northland Pioneer College

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

Request to Approve 2019-20 Revised Budget

Recommendation:

Staff recommends approval of the 2019-20 Revised Budget to reflect final state appropriations for equalization.

Summary:

The Arizona State Budget was finalized at the end of May, after NPC adopted its 2019-20 budget. NPC will revise its previously approved budget so that equalization will reflect the State's approved appropriations. Total revenues will remain unchanged, other revenue lines will decrease to accommodate the revision.

FY1920 Budget - Revised General Funds Only

	Budget		Revised
	May 21, 2019	Reclass	Budget June 18, 2019
Student tuition & fees	\$ 4,860,000	\$ -	\$ 4,860,000
State appropriations:			
Maintenance support	1,567,700		1,567,700
Equalization	7,547,500	204,400	7,751,900
Property Taxes	15,254,000		15,254,000
Investment Income	300,000	(104,400)	195,600
Grants and contracts	2,000,000		2,000,000
Other	100,000	(100,000)	-
Transfers	(2,900,000)	-	(2,900,000)
Total revenues	\$ 28,729,200	\$ -	\$ 28,729,200



OFFICIAL BUDGET FORMS
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
FISCAL YEAR 2020

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2020
SUMMARY OF BUDGET DATA**

	Budget 2020	Budget 2019	Increase/Decrease From Budget 2019 To Budget 2020	
			Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 28,729,200	\$ 27,988,697	\$ 740,503	2.6%
Unexpended Plant Fund	14,839,500	11,443,000	3,396,500	29.7%
Retirement of Indebtedness Plant Fund				
TOTAL	\$ 43,568,700	\$ 39,431,697	\$ 4,137,003	10.5%
B. Expenditures Per Full-Time Student Equivalent (FTSE):				
Current General Fund	\$ 14,265 /FTSE	\$ 13,994 /FTSE	\$ 270 /FTSE	1.9%
Unexpended Plant Fund	\$ 7,368 /FTSE	\$ 5,722 /FTSE	\$ 1,647 /FTSE	28.8%
Projected FTSE Count	2,014	2,000		
II. TOTAL ALL FUNDS ESTIMATED PERSONNEL COMPENSATION				
Employee Salaries and Hourly Costs	\$ 16,064,319	\$ 15,434,817	\$ 629,502	4.1%
Retirement Costs	1,649,843	1,609,043	40,800	2.5%
Healthcare Costs	1,897,284	1,808,975	88,309	4.9%
Other Benefit Costs	1,390,758	1,376,642	14,116	1.0%
TOTAL	\$ 21,002,204	\$ 20,229,477	\$ 772,727	3.8%
III. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES				
A. Amount Levied:				
Primary Tax Levy	\$ 15,487,000	\$ 15,055,197	\$ 431,803	2.9%
Secondary Tax Levy				
TOTAL LEVY	\$ 15,487,000	\$ 15,055,197	\$ 431,803	2.9%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	1.8164	1.8164		
Secondary Tax Rate				
TOTAL RATE	1.8164	1.8164		
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2020 PURSUANT TO A.R.S. §42-17051				\$ 15,877,014
V. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2019 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051				\$ _____

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2020
RESOURCES**

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2020	Total All Funds 2020	Total All Funds 2019	% Increase/ Decrease
	General Fund 2020	Restricted Fund 2020	Auxiliary Fund 2020	Unexpended Plant Fund 2020	Retirement of Indebtedness 2020				
BEGINNING BALANCES-July 1*									
Restricted	\$	\$	\$	\$	\$	\$	\$	\$	
Unrestricted	41,200,000			24,500,000			65,700,000	59,500,000	10.4%
Total Beginning Balances	\$ 41,200,000	\$	\$	\$ 24,500,000	\$	\$	\$ 65,700,000	\$ 59,500,000	10.4%
REVENUES AND OTHER INFLOWS									
Student Tuition and Fees									
General Tuition	\$ 3,060,000	\$	\$	\$	\$	\$	\$ 3,060,000	\$ 3,060,000	
Out-of-District Tuition									
Out-of-State Tuition	100,000						100,000	100,000	
Student Fees	700,000						700,000	700,000	
Tuition and Fee Remissions or Waivers	1,000,000						1,000,000	1,000,000	
State Appropriations									
Maintenance Support	1,567,700						1,567,700	1,576,500	-0.6%
Equalization Aid	7,751,900						7,751,900	7,107,100	9.1%
Capital Support				339,500			339,500	342,600	-0.9%
Property Taxes									
Primary Tax Levy	15,254,000						15,254,000	15,055,197	1.3%
Secondary Tax Levy									
Gifts, Grants, and Contracts	2,000,000	5,600,000					7,600,000	7,100,000	7.0%
Sales and Services									
Investment Income	195,600						195,600	139,900	39.8%
State Shared Sales Tax		400,000					400,000	400,000	
Other Revenues			300,000				300,000	300,400	-0.1%
Proceeds from Sale of Bonds									
Total Revenues and Other Inflows	\$ 31,629,200	\$ 6,000,000	\$ 300,000	\$ 339,500	\$	\$	\$ 38,268,700	\$ 36,881,697	3.8%
TRANSFERS									
Transfers In		600,000	300,000	2,000,000			2,900,000	2,900,000	
(Transfers Out)	(2,900,000)						(2,900,000)	(2,900,000)	
Total Transfers	(2,900,000)	600,000	300,000	2,000,000					
Less:									
Governing Board Designations	(12,470,800)						(12,470,800)	(4,860,431)	156.6%
Policy 1924 - Cash Reserve	(28,729,200)						(28,729,200)	(28,289,569)	1.6%
Policy 1926 - Future Capital Reserve				(12,000,000)			(12,000,000)	(16,600,000)	-27.7%
Total Resources Available for the Budget Year	\$ 28,729,200	\$ 6,600,000	\$ 600,000	\$ 14,839,500	\$	\$	\$ 50,768,700	\$ 46,631,697	8.9%

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

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2020
EXPENDITURES AND OTHER OUTFLOWS**

	CURRENT FUNDS			PLANT FUNDS		Other Funds 2020	Total All Funds 2020	Total All Funds 2019	% Increase/ Decrease
	General Fund 2020	Restricted Fund 2020	Auxiliary Fund 2020	Unexpended Plant Fund 2020	Retirement of Indebtedness 2020				
TOTAL RESOURCES AVAILABLE FOR THE BUDGET YEAR (from Schedule B)	\$ 28,729,200	\$ 6,600,000	\$ 600,000	\$ 14,839,500	\$	\$	\$ 50,768,700	\$ 46,631,697	8.9%
EXPENDITURES AND OTHER OUTFLOWS									
Instruction	\$ 11,070,908	\$ 1,500,000	\$	\$	\$	\$	\$ 12,570,908	\$ 12,322,264	2.0%
Public Service		20,000					20,000	20,000	
Academic Support	1,213,019						1,213,019	1,163,861	4.2%
Student Services	1,988,722	650,000					2,638,722	2,558,400	3.1%
Institutional Support (Administration)	9,362,697	30,000					9,392,697	9,012,382	4.2%
Operation and Maintenance of Plant	1,963,406						1,963,406	1,841,825	6.6%
Scholarships	2,020,775	4,400,000					6,420,775	6,433,775	-0.2%
Auxiliary Enterprises			600,000				600,000	600,000	
Capital Assets				14,839,500			14,839,500	11,443,000	29.7%
Debt Service-General Obligation Bonds									
Debt Service-Other Long Term Debt									
Other Expenditures									
Contingency	1,109,673						1,109,673	1,236,190	-10.2%
Total Expenditures and Other Outflows	\$ 28,729,200	\$ 6,600,000	\$ 600,000	\$ 14,839,500	\$	\$	\$ 50,768,700	\$ 46,631,697	8.9%

Request to Approve CFO Designation for Auditor General

Recommendation:

Staff recommends designating Vice President for Administrative Services, Maderia Ellison, as the Chief Fiscal Officer (CFO) authorized to submit the Annual Expenditure Limitation Report (AELR) on behalf of Northland Pioneer College.

Summary:

The Arizona Auditor General has updated the Notice of CFO designation form and guidance, see attached. Arizona Revised Statutes §41-1279.07(E) requires each county, city, town, and **community college district** to annually provide to the Auditor General by July 31 the name of the CFO the governing board designated to submit the current year's AELR.

The Auditor General has updated the electronic CFO designation form to **require documentation of the governing board's official designation authorizing the individual to submit the ELR as the CFO, such as a board resolution or meeting minutes**. Entities must submit an updated form and documentation for any changes in the individuals designated to file the AELR.



RESOLUTION

Inasmuch as the Arizona Auditor General has updated its Notice of CFO designation requiring documentation in the form of a resolution or minutes from the community college District Governing Board, therefore

RESOLVED, that pursuant to §41-1279.07(E), the Navajo County Community College District Governing Board hereby designates Vice President for Administrative Services, Maderia Ellison, as the Chief Fiscal Officer (CFO) authorized to submit the Annual Expenditure Limitation Report (AELR) on behalf of Navajo County Community College District (dba Northland Pioneer College). This designation will be in place until it is revoked.

DATED this 18th day of June 2019.

BOARD MEMBERS

Frank Lucero, Chair

Daniel Peaches, Secretary

Elias Jouen

Derrick Leslie

James Matteson

Request to Accept Navajo-Apache First Things First Grant

Recommendation:

Staff recommends acceptance of the following grant awarded through the Navajo-Apache First Things First Regional Partnership Council: Professional Development for Early Care and Education Professionals in the amount of \$225,000.

Summary:

The purpose of this grant is to provide comprehensive, supportive training and technical assistance to at least 60 early childhood professionals in the communities of Holbrook, Snowflake, Sanders, Saint Johns, Springerville, and Linden through the use of a Learning Collaboratives model. Learning Collaboratives are an evidence based training and technical assistance framework that uses peer to peer learning (i.e., Communities of Practice) and individualized technical assistance to improve knowledge and support behavior change among early childhood care and education providers. The Learning Collaboratives Project will also include a locally offered Early Childhood Conference in May 2020 open to 275 early childhood professionals.

NPC will implement the grant project via a multi-agency partnership between NPC, Summit Healthcare, and Arizona PBS. NPC will be responsible for providing Learning Collaborative content in topic areas that align with Developmentally Effective Instruction. NPC will sub-contract with Summit Healthcare to provide Learning Collaborative content in topic areas related to Trauma and Resilience. NPC will sub-contract with Arizona PBS to plan and coordinate the Early Childhood Conference.

The college will utilize grant funds to create one full time Learning Collaborative Leader. The grant will also provide financial support for college administration of grant activities. Finally, the grant will provide funding for indirect costs related to grant maintenance. The grant is awarded for one year beginning July 1st, 2019, with the option to renew up to three years.



FIRST THINGS FIRST

4000 North Central Avenue, Suite 800, Phoenix, Arizona 85012
602.771.5100 | 877.803.7234 | firstthingsfirst.org

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Gerald Szostak

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Amelia Flores
Rev. Dr. Darren Hawkins
Dr. Sherry Markel
Heidi Quinlan
Ruth Solomon
Judge Richard Weiss
Helena Whitney
Vince Yanez

Ex-Officio Members
Kathy Hoffman
Superintendent, ADE

Michael Trailor
Director, DES

Dr. Cara Christ
Director, DHS

Chief Executive Officer
Marilee Dal Pra

May 14, 2019

TRANSMITTED BY EMAIL

Dr. Allison Landy
Northland Pioneer College
2251 E. Navajo Blvd.
Holbrook, AZ 86025
Allison.landy@npc.edu

RE: Request for Grant Applications (RFGA) FTF-RC015-20-0708-00
Contract number: FTF-RC015-20-0708-02

Dear Dr. Landy:

Your Professional Development for Early Care and Education Professionals application for the Navajo/Apache Regional Partnership Council of the Arizona Early Childhood Development and Health Board (First Things First) has been accepted. A countersigned copy of the Offer and Acceptance form is attached. The initial grant period shall be from **July 1, 2019 through June 30, 2020** and the amount of the grant award is **\$225,000**.

Additionally, pursuant to the Insurance Requirements contained in the Uniform Terms and Conditions in the RFGA, it is your responsibility to ensure that all required coverage, in the types and amounts stated, shall be maintained in full force and effect during the term of this contract and shall not serve to limit any liabilities or any other Contractor obligations. The applicable Certificate of Insurance must be submitted to this office, to my attention no later than July 15, 2019. Please include the contract number in the description section of the certificate.

Per the RFGA and as part of the enhanced data requirements, our Evaluation Unit will be in contact to schedule a required data training tailored to your specific strategy requirements.

As a reminder, pursuant to the Acknowledgement of FTF Funding section of the Request for Grant Application, First Things First reserves the right to review and approve all publications funded or partially funded through this contract. First Things First has decided to exercise this right. Please contact our Communications Division at communication@azftf.gov for approval of publications and/or media.

Congratulations on your contract award. First Things First looks forward to working with you. If you have any questions, please contact me at 602-771-5114 or via e-mail at jmartin@azftf.gov.

Sincerely,

Jeanne Martin

Jeanne Martin
Procurement Specialist

FIRST THINGS FIRST

OFFER and ACCEPTANCE and STATEMENT of ASSURANCES

TO THE STATE OF ARIZONA, ARIZONA EARLY CHILDHOOD DEVELOPMENT AND HEALTH BOARD:

APPLICANT OFFER

By signing and initialing below, the applicant hereby offers and agrees to complete the program and implementation plan described in its grant application and approved by the Arizona Early Childhood Development and Health Board and to be bound by and comply with the Grant Terms and Conditions contained in the RFGA and with all other documents constituting the Grant Agreement, including the following Assurances.

Northland Pioneer College

Applicant Name (Agency/Organization)

Rickey Jackson
Signature of Authorized Official

2251 E. Navajo Blvd.

Address

Rickey Jackson
Printed Name

Holbrook, AZ 86025

City State Zip

VP of Learning & Student Services
Title

Arizona Transaction Privilege (Sales) Tax
License No:

Point of Contact Concerning this Application:

Name Allison Landy, EdD

Federal Employer Identification No:

Phone: 928-527-7335

86-0277526

E-Mail:

allison.landy@npc.edu

APPLICANT ASSURANCES

Authorized Official to initial the following:

ADMINISTRATION AND FINANCE

[Signature] To adhere to the most current version of the Standards of Practice documents (available at <http://www.firstthingsfirst.org/strategy-toolkit>)

[Signature] To adhere to the Data Security, Submission and Suppression Guidelines and Requirements for Collaborators, as applicable. A copy of this

document can be requested by emailing grants@aztf.gov.

[Signature] To review and adhere to the most recent version of the First Things First Grants Uniform Terms and Conditions. A copy of this document can be requested by emailing grants@aztf.gov.



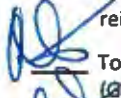
To accept funds and administer the programs in accordance with all applicable federal and state statutes and regulations and Grant Agreement requirements.



To maintain internal controls, including policies and procedures, for assuring compliance with applicable cost principles and other Grant Agreement requirements.



To follow established personnel policies related to salary scales, fringe benefits, and travel reimbursement.



To use generally accepted accounting principles (GAAP).



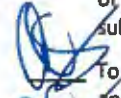
To perform required financial and compliance audits in accordance with federal law and guidelines, including the Single Audit Act and 2 CFR Part 200.



To maintain documentation for employees working across multiple funding sources to ensure the amount of time charged to each employee does not exceed 100%.



To have fiscal control and fund accounting procedures in place to ensure proper disbursement of and accounting for any funds paid to subcontractors.



To maintain enrollment and participate in e-verify, if an employer.



To maintain a system of contract administration to ensure conformance with the Grant Terms and Conditions.

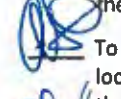
PROGRAMMATIC



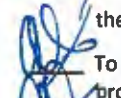
To use proven, effective and/or evidence based programs.



To maintain the personnel qualifications outlined in the Standards of Practice with subsequent hires.



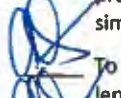
To comply with any applicable federal, state, and local health and safety requirements that apply to the facilities used for a program.



To actively participate in the Quality Assurance process, including assessments.



To coordinate, to the extent possible, with other programs in the same geographic area that serve similar target populations.



To coordinate with First Things First during the length of the program period.



To acknowledge funding from FTF in publicly-distributed materials in compliance with FTF's brand guidelines and submit such materials in advance for review.



To consult with FTF in the planning of public awareness/marketing strategies such as websites, advertising or media campaigns.

EVALUATION



To provide regular and timely reporting and to participate in all pertinent First Things First research and evaluation efforts.



If an evaluation study has been conducted on the proposed program, a copy of the evaluation report (if available) will be submitted to First Things First.



If funds are being requested to conduct an evaluation study, approval by First Things First Research and Evaluation team will be obtained prior to implementation.



If the evaluation study will include a tribal community, approval by First Things First Research and Evaluation team and Tribal Affairs division will be obtained prior to implementation.

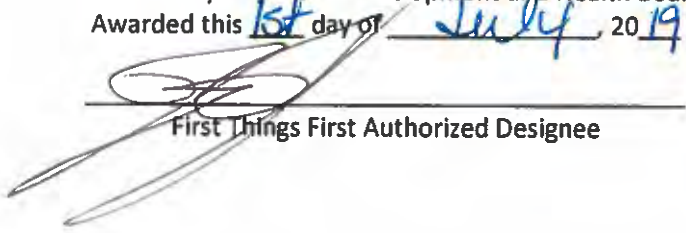
ACCEPTANCE OF APPLICATION AND OFFER

The grant application is hereby accepted. The applicant is now bound to perform the program and implementation plan described in the grant application and approved by the Arizona Early Childhood Development and Health Board and to comply with the Grant Terms and Conditions contained in the RFGA and with all other documents constituting the Grant Agreement, including the Assurances above.

This grant shall henceforth be referred to as Grant No. FTF-RC015-20-0708-02

Arizona Early Childhood Development and Health Board

Awarded this 1st day of July, 2019

A large, stylized handwritten signature in blue ink is written over a horizontal line.

First Things First Authorized Designee

Review of Higher Learning Commission (HLC) Financial Ratios

Summary:

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

Well-managed institutions use their mission to drive success and use financial metrics to determine affordability. The ratios assist in the development of the answers to the following questions and other key questions of strategic financial importance.

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

Data for **fiscal year 2017-18** along with historical and comparative information. Information for fiscal year 2017-18 is presented with and without the change in accounting principle related to GASB Statements No. 68 and No. 75.

- GASB 68 Accounting and Financial Reporting for Pensions adopted in fiscal year 2014-15.
- GASB 75 Accounting and Financial Reporting for Postemployment Benefits Other than Pensions adopted in fiscal year and 2017-18 respectively.

The CFI measures the overall financial health of the institution based on the sufficiency and flexibility of resources, the management of debt, the performance of assets, and the results of operations. A score of 3.0 is considered the threshold for financial health. NPC's score is well above the threshold and has been for years.



The financial ratios that make up the CFI include:

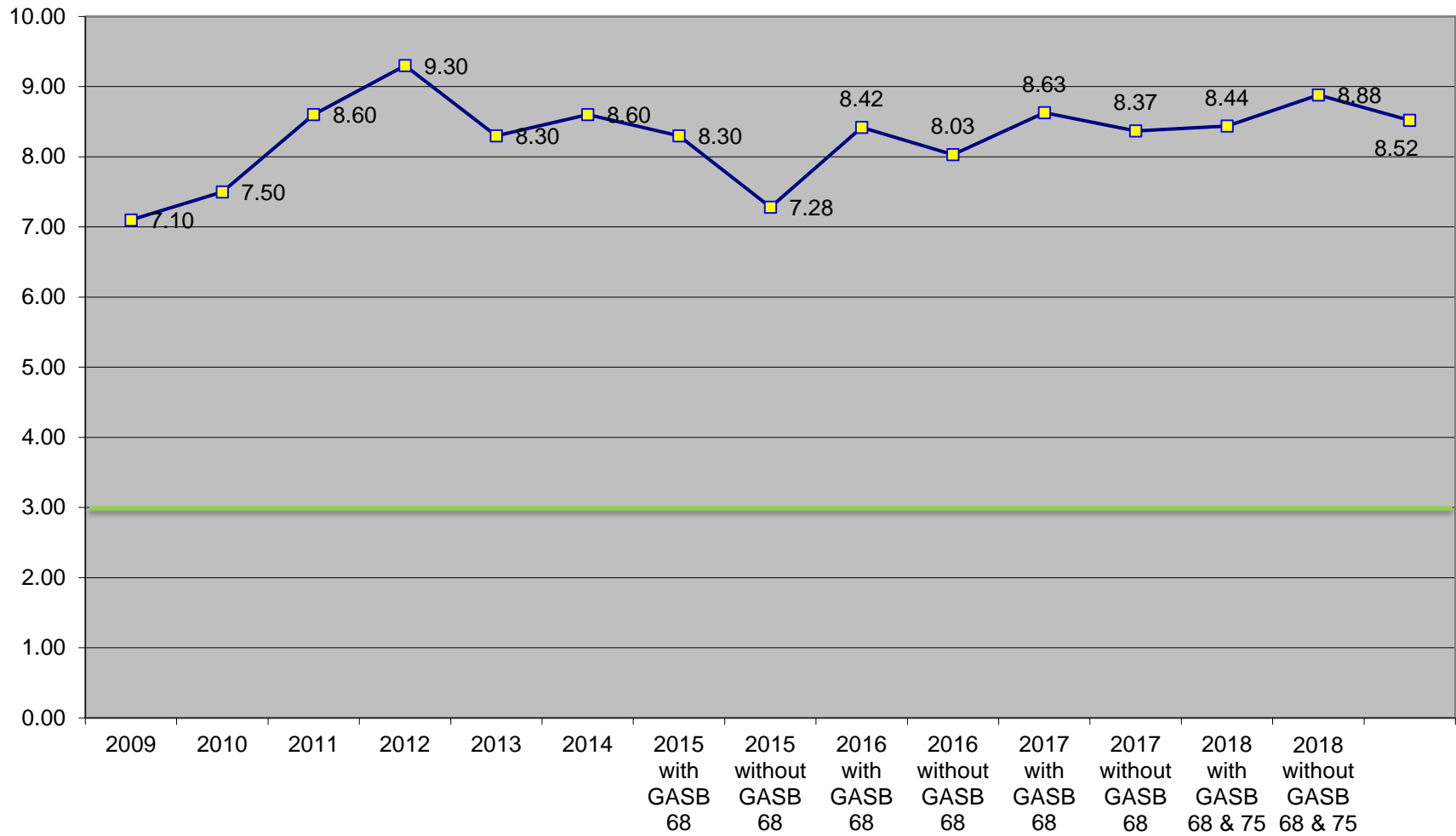
- **Primary Reserve Ratio** (*CFI weight = 35%*) – measures financial strength by comparing expendable net assets to total expenses. The ratio represents the percent of a year the institution could meet financial obligations with assets readily available. **A ratio of .40 is considered the threshold for financial health.** NPC's score is well above the threshold.
- **Net Operating Revenues Ratio (%)** (*CFI weight = 10%*) - measures whether the institutional operations resulted in a surplus or a deficit for the year. The ability of an institution to operate within available resources in basic day-to-day functions. The threshold for financial health is **4 percent.** NPC's score is well above the threshold.
- **Return on Net Assets (%)** (*CFI weight = 20%*) - measures whether the institution's total assets (restricted and unrestricted) are increasing or decreasing. **A ratio that is 3-4% above inflation is considered the threshold for financial health.** A higher return on net assets means that the institution is using its assets and working capital efficiently and effectively. NPC's score is well above the threshold.
- **Viability Ratio** (*CFI weight = 35%*) - measures the ability of an institution to meet its entire debt obligation with expendable assets. A ratio of 1.25 is considered the threshold for financial health. NPC has **no long term debt or bonds**, so this ratio is not applicable.



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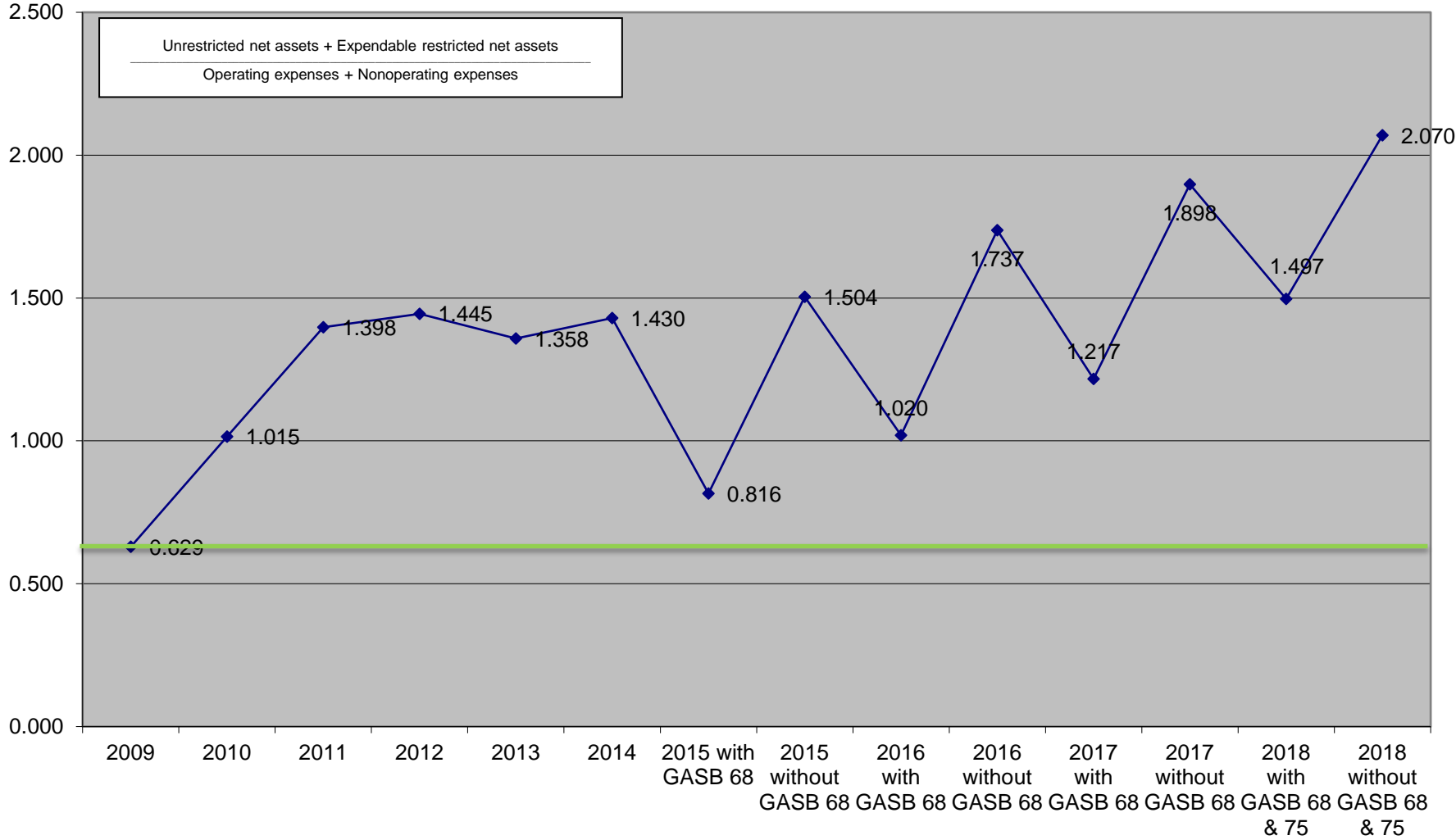
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Composite Financial Indicator



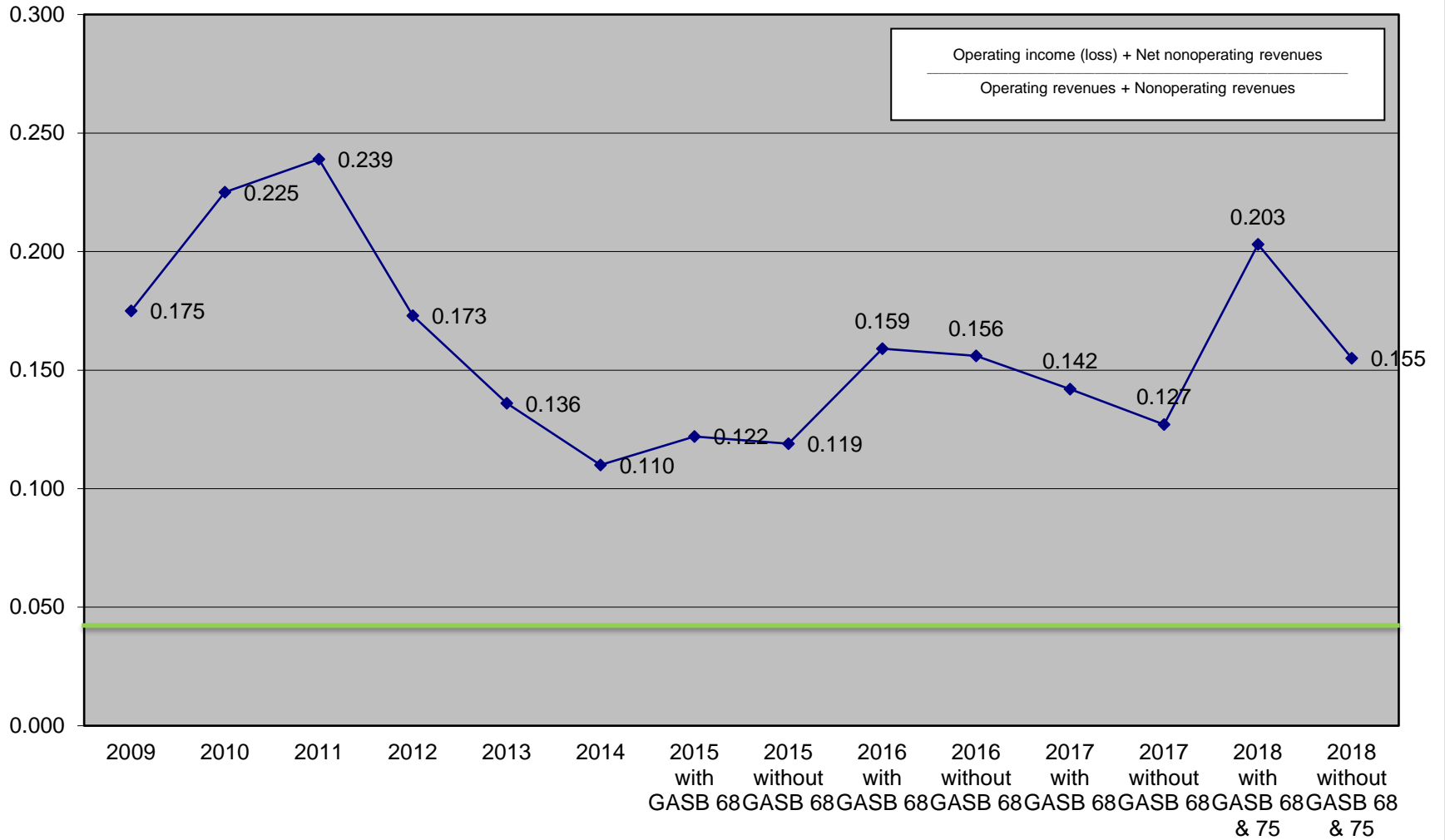
Primary Reserve Ratio

CFI Weight = 35%



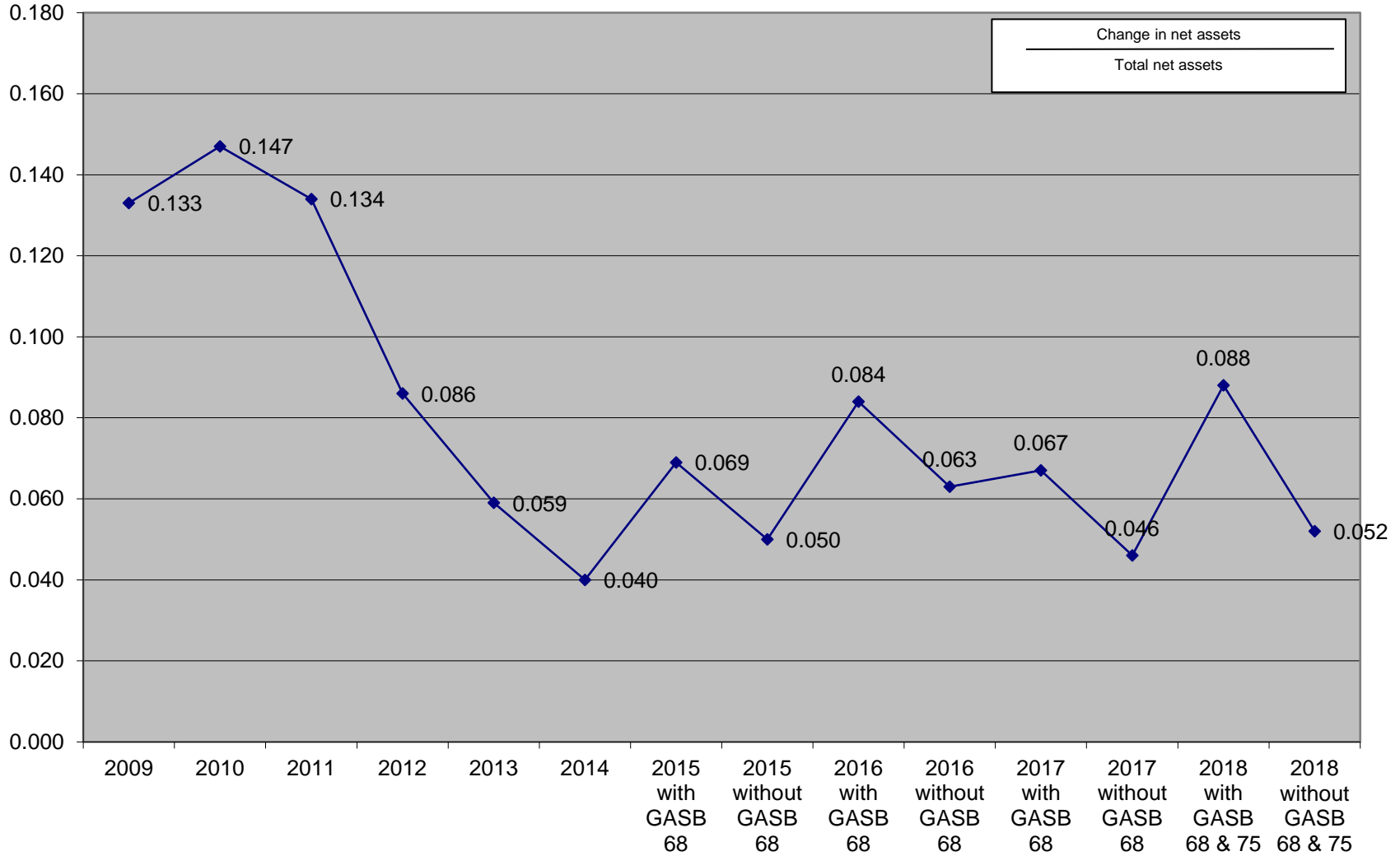
Net Operating Revenue

CFI Weight = 10%



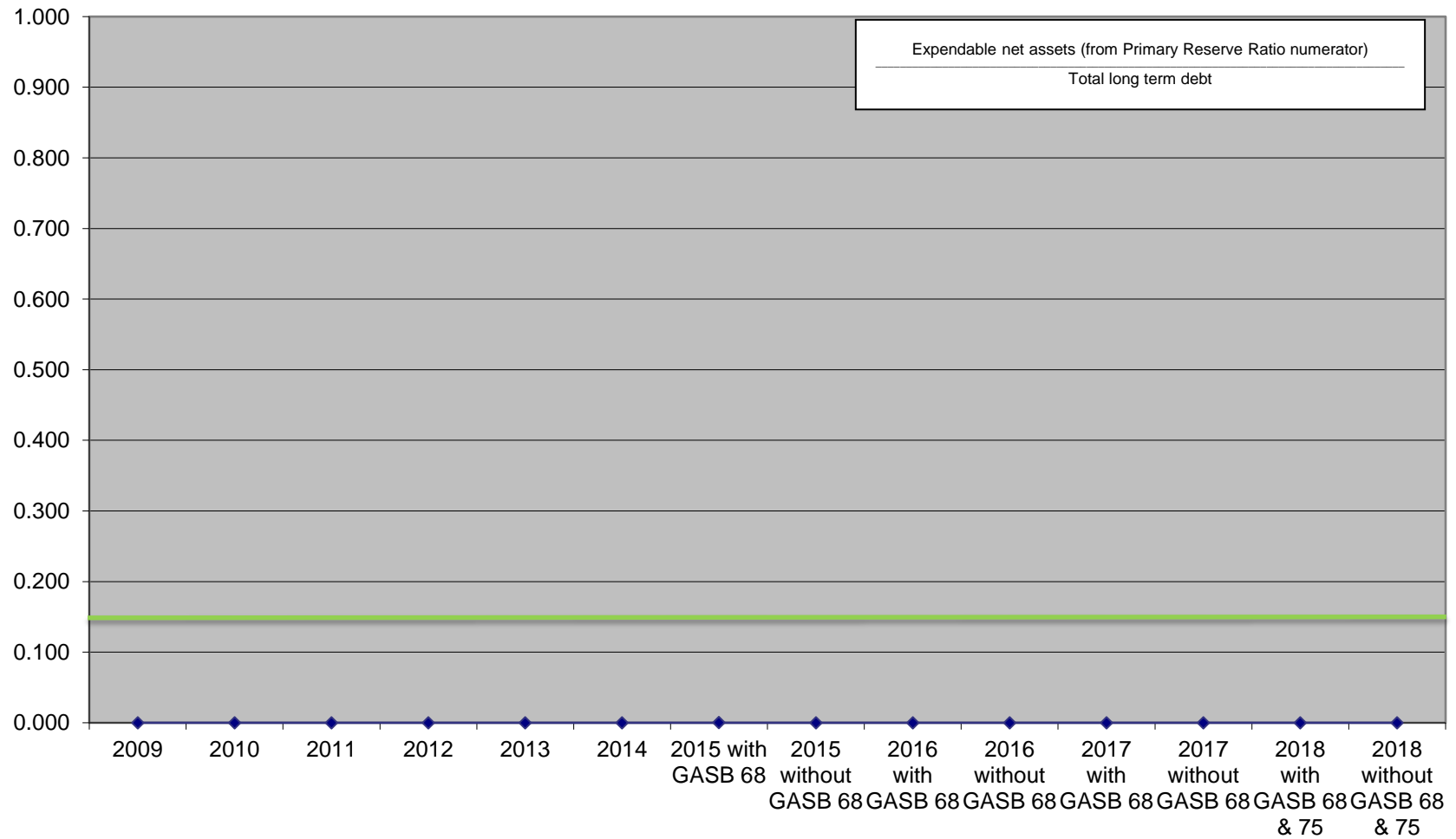
Return on Net Assets

CFI Weight = 20%



Viability Ratio

CFI Weight = 35%



Program Review Summary: Computer Information Systems (CIS)

This Program Review highlights a substantial decline in the overall headcount and enrollments from 2013-2014 through 2017-2018 in the Computer Information Systems (CIS) department.

The department is also not producing enough graduates/successful completers. The biggest challenges that the department is facing is the need to dramatically increase students majoring in CIS programs. In addition, course level retention statistics will also need to be improved, especially for sections taught online. We must do all that is reasonable, with integrity, to help retain the limited number of students that we currently have.

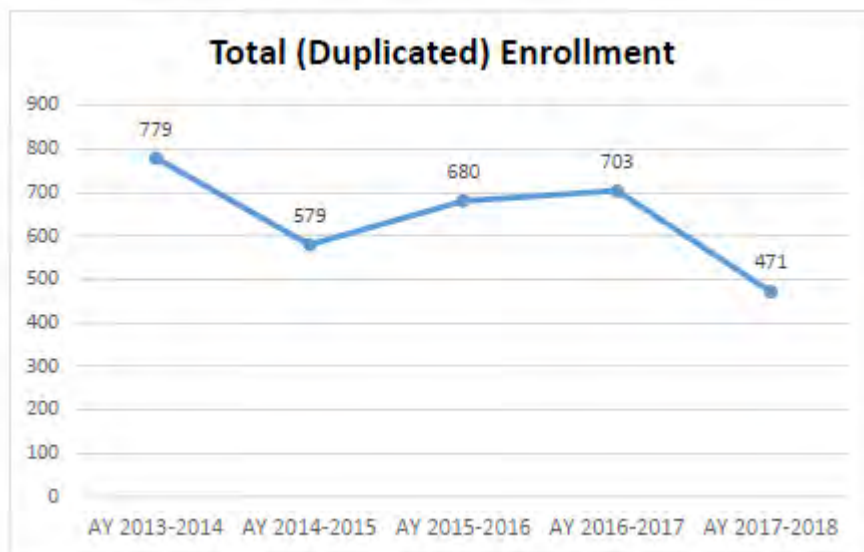
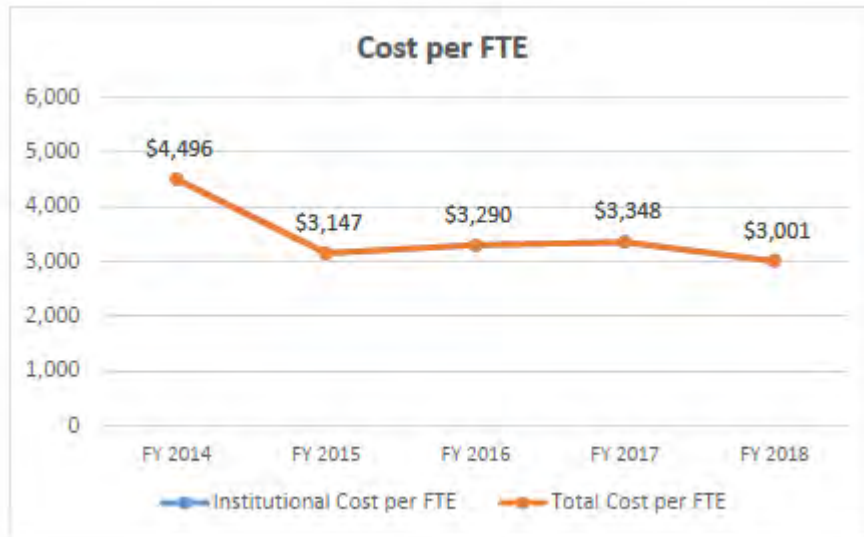
One major challenge that the college and department face is that we have fallen behind in providing innovative and fully online programs that respond to student interests, their time demands, and/or limitations. Other institutions in higher education have responded more quickly than NPC and there is also a growing trend globally to provide much of the needed technical training and education by private sector training firms. NPC does have a price advantage over other programs and learning opportunities, but this will only be a sustainable advantage when it is coupled with a highly innovative CIS department.

In response, the department has been working on substantial changes to staffing, curriculum (courses and programs), and instructional modalities over the past three years. Much of this change has been driven by the rapid changes in technology, competition for students, the need for a change of direction within the department, the needs of our changing student population, and workforce demands. The recent work that has been done to respond to change can be thought of as a rebuilding phase for the department to poise itself to respond to current and emerging demands placed upon it by a rapidly accelerating and shifting technology sector of the global workforce.

Positive indicators include the fact that no significant gaps in the curriculum have been identified, which is largely due to the fact that the department has recently implemented a nearly complete overhaul of the programs offered during the past three years. The college has also recently responded to the department's request for a dedicated and isolated CIS lab at the White Mountain Campus (WMC) to support the updated curriculum within the department.



Finally, recruitment and marketing efforts are set to increase substantially in the Fall 2019 semester and moving forward now that the department staffing level has slowly started to increase in order to satisfy the anticipated future increase in demand for our courses and programs.



An analysis of these enrollment declines has yielded the following insights:

- The drop-in enrollments from 2013-2014 and 2014-2015 is largely a result of a significant reduction in dual enrollment headcounts.
- The nearly 36% decline from academic years 2016-2017 to 2017-2018 is directly attributed to losing two full-time faculty members (one full-time CIS faculty member and one full-time BUS/CIS faculty member) and turn over within the adjunct faculty ranks which reduced course availability (both course type and the number of sections) offerings to students.
- From FY 2014 through FY 2017, the department averaged 60 student credit hours or 20 enrollments during the summer semester. In FY 2018, summer credit hours and enrollments dropped to 0 as a result of no courses being scheduled due to faculty staffing levels and the preference of the full-time faculty member to take the summer off due to an increased workload during the previous spring and fall semesters.
- Multi-course lab environments were largely reduced and later phased out within the department. This reduced the number of course offerings to students while increasing the quality of instruction.

Currently, the program serves under 300 students per year with nearly 500 duplicated enrollments and many of these students are dual enrollment students or students taking CIS 105 as a requirement in other programs outside of the CIS department. One positive indicator is that as of the Spring 2019 semester, the department has 61 students majoring in CIS programs compared to 52 students in the Spring 2018 semester, a 17% increase.



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Program Review Summary: Cosmetology

Cosmetology is defined as the art and science of beautifying and improving the skin, nails, and hair, and includes the study of cosmetics and their application. A cosmetologist is one who is skilled in the science and practice of cosmetology. The Northland Pioneer College Cosmetology Programs prepares students to take the Arizona State Board of Cosmetology licensing examination and to be trained in the skills required of a professional cosmetologist, hairstylist, nail technician, and student instructor.

The Cosmetology Program is offered at the following locations: White Mountain Campus Cosmetology located at 1001 W. Deuce of Clubs Show Low, Az 85901, Little Colorado Campus Cosmetology located at 1400 E. 3rd St. Winslow Az, 86047 and St. Johns has an off campus center location at 1210 Airport Rd. St. Johns Az, 85936. WMC has offered Nail Technician, Cosmetology, and the Cosmetology Student Instructor Program through. The Cosmetology and Hairstyling Programs are the only programs offered at the St. Johns and Winslow location due to staffing and size of the facilities.

The NPC Cosmetology Department works with local high schools through the Northern Arizona Vocational Institute of Technology allowing students to attend high school half a day and Cosmetology for the other half of the day. Starting the Fall of 2018 the NAVIT students have been switched from Cosmetology to the Hairstyling Program. With this move the Cosmetology Department and NAVIT hopes to see an increase in Certificate of Proficiency completion rates. Students can use 100% of their Hairstyling courses and Arizona State Board of Cosmetology documented contact hours to transfer to the Cosmetology Program after they graduated from their high school. If students choose not to they may pursue a license in Hairstyling and will be employable soon after their senior year.

Recommendations from prior advisory board meetings include further industry training in: retail sales, resume building, job application, job demonstrations, leadership and updated technical skills in cosmetology.

Plans have been implemented to create retail sales at all three locations. Students will soon be trained in retail sales of hair products to clients. Each location will have retail available to the public for purchase.

In review from 2010-2013 Program Review the NPC Cosmetology Program are now participating in Skills USA events where students compete in haircutting, hairstyling, job interviews, and job demonstrations. Students gain further industry training by participating in these competitions. Several students have been successful at placing 1st, 2nd, or 3rd at state and have even advanced to participate in the Skills USA National Competitions.

The Cosmetology Department has also offered training in career services such as; job interviewing, resumes building, and professionalism through Northland Pioneer College's Career Readiness Workshops. The NPC's Career Service Department has made these workshops



available to the Cosmetology Department during the Cosmetology Program hours and on site at all three Cosmetology locations.

Completers of the Cosmetology program have been successful in completing state exams and moving to employment.

Employment

Arizona State Board of Cosmetology External Exams July 1, 2015- June 30, 2016

WMC	LCC	ST. JOHNS
Practical	Practical	Practical C91 & C132
Attempted: 20 Passed: 20	Attempted: 4 Passed: 4	Attempted: 11 Passed: 11
Written	Written	Written C91 & C132
Attempted: 21 Passed: 20	Attempted: 5 Passed: 4	Attempted: 11 Passed: 10
Working in the field	Working in the field	Working in the field
14	2	5

Arizona State Board of Cosmetology External Exams July 1, 2016- June 30, 2017

WMC	LCC	ST. JOHNS
Practical	Practical	Practical C91 & C132
Attempted: 18 Passed: 18	Attempted: 8 Passed: 7	Attempted: 9 Passed: 9
Written	Written	Written C91 & C132
Attempted: 20 Passed: 19	Attempted: 10 Passed: 7	Attempted: 9 Passed: 9
Working in the field	Working in the field	Working in the field
13	5	8

Arizona State Board of Cosmetology External Exams July 1, 2017- June 30, 2018

WMC

Practical	18 Exams	14 Pass	4 Fail
Written	14 Exams	12 Pass	2 Fail
Students that did not test: 4 Working in the Field: 9			

St. Johns

Practical	4 Exams	4 Pass	0 Fail
Written	4 Exams	2 Pass	2 Fail
Students that did not test: 7 Working in the Field: 3			

LCC

Practical	7 Exams	7 Pass	0 Fail
Written	5 Exams	4 Pass	1 Fail
Students that did not test: 1 Working in the Field: 3			



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