

2021-2022
Navajo County Community College
Northland Pioneer College

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Introduction

Northland Pioneer College (NPC) is a comprehensive multicampus community college located in northeastern Arizona. Established in 1974, NPC now has 4 campuses, 5 learning centers and other delivery sites throughout the service area. NPC provides coursework in Apache County through an annually renewed intergovernmental agreement. Close to 60% of NPC's service area population is Native American primarily residing on the Navajo Nation, Hopi Reservation and White Mountain Apache Reservation. Of the 21,158 square mile service area, nearly 40% of the land is set aside as reservation while another large amount of land is in BLM or National land, significantly affecting NPC's ability to tax local property. With few exceptions, NPC is the single provider of higher education in both Navajo and Apache counties (Diné College services portions of the Navajo Nation). Distance, poverty levels, low educational attainment and limited infrastructure present challenges which NPC will always work with its communities to resolve.

Major Accomplishments in 2021-2022

- Launched the development of two bachelor's degree programs (early childhood teacher certification and applied management) and three associate degree programs (criminal justice, sports medicine, and behavioral health).
- Continued progress in constructions of new building to serve students, including the Skills Center Construction in the White Mountain Campus with anticipated completion by January 2023 and the Head Start building in the Little Colorado Campus to be completed by November 2022.
- Implemented programs to expand access for rural high school students through a US Department of Education: Fund for the Improvement of Postsecondary Education - Institutional Resilience and Expanded Postsecondary Opportunity Grants awarded in the amount of \$1,212,246.
- Increased job placement rates for Automotive and Welding Technology completers; increased enrollment by high school students by 7%.
- Satisfied Higher Learning Commission accreditation requirements with a successful interim report related to integrated strategic planning.
- Won the League for Innovation Award for the "Diversity, Equity, and Inclusion Working Group"; two College and Career Preparation faculty being recognized by the Arizona Association for Lifelong Learning.
- Created of a new academic subdivision called Educator Preparation Programs to combine all education related degree programs under one roof.
- Piloted the HyFlex instructional modality on more than a dozen of courses to support flexible teaching and learning; resumed live lab for all Science classes since the pandemic.
- Participated in a consortium grant with other community colleges to increase adoption of Open Education Resources materials within the college.
- Created initial round of program maps to aid NPC's Guided Pathways effort.
- Anticipated to receive the Certificate of Achievement for Excellence in Financial Report for the eighth consecutive year.
- Restructured the Human Resources department to better serve the college, with creation of a new Director of Employee Staffing and Relations position and development of a supervisor training program.

Major Issues & Resolutions in 2021-2022

- Worked with other community colleges to explore the opportunity to implement a collaborative ERP contract.
- Developed and shared key result indicators and strategic initiatives to the District Governing Board and the college at Convocations.
- Restructured key student service functions in alignment with Guided Pathway plans, including a restructure plan to add the Director of Enrollment Management and Lead Campus Advisor to address declining enrollment and implement relational advising.
- Partnered with search firm to recruit executive level positions to address challenges in attracting highly qualified employees; hired new Career & Technical Education faculty for succession planning for anticipated retirements and in program experiencing instructor turnover.
- Developed a College and Career Preparation marketing and outreach plan to increase enrollment by 27%.
- Contracted with vendors using various software applications to support strategic initiatives aimed at increase enrollment and improve student success (e.g., Ad Astra to address course scheduling challenges; Dual Enroll to install software to improve course registration process for high school students; and TargetX to improve student relation experience across their entire academic journey).

Upcoming Issues for 2022-2023

- Employee turnover and challenges in recruiting leadership level position in Information Technology, Human Resources, and Financial Aid department.
- Change management concerns with major restructuring of various divisions and implementation of many strategic initiatives.
- Implement strategies to improve services from the Information Technology department based on a CampusWork audit.
- Declining enrollment issues jeopardizing program offerings and spending limitations associated with the Expenditure Limit.
- Onboarding new hires and concerns associated with redefining remote and telework arrangement.
- Preparation for Higher Learning Commission's multi-location visit and site visit associated with the proposed offering of bachelor's degree program.
- Logistical issues in implementing a pilot student one-stop shop in one of the campuses before applying to all other locations.

Facts-at-a-Glance		
<u>Navajo Community College Enrollment FY 2021-2022</u>		
Annual FT Equivalent Student	1375	
Annual Unduplicated Headcount	4545	
Fall 2021 Headcount (credit)	2786	
<u>By Full-time or Part-time</u> <u>Fall 2021</u>		
Full-time	435	16%
Part-time	2351	84%
Total	2786	100%
<u>By Gender</u> <u>Fall 2021</u>		
Female	1694	61%
Male	1092	39%
Unspecified	0	%
Total	2786	100%
<u>By Residency Status</u> <u>Fall 2021</u>		
Resident	2285	82%
Out-of-County	484	17%
Out-of-State	17	1%
Unknown	0	0%
Total	2786	100%
<u>By Ethnic or Race Group</u> <u>Fall 2021</u>		
American Indian/Alaska Native	791	28%
Asian	22	1%
Black/African American	13	0%
Hispanic/Latino	405	15%
International	1	0%
Native Hawaiian/Other Pac. Islander	8	0%
Not Specified	74	3%
Two or More	57	2%
White	1415	51%
Total	2786	100%
<u>Instructional Staff</u> <u>Fall 2021</u>		
Full-time Instructors	75	44%
Part-time Instructors	97	56%
Total	172	100%
<u>District Fund Sources FY2021-22¹</u>		
Tuition & Fees		\$ 3,809,536
State Aid (incl. Equalization)		\$13,584,833
Primary/Secondary Tax Levy		\$ 16,052,117
Restricted Grants		\$6,370,824
Bond Proceeds		\$ 0
Other		\$3,374,431
Fund Balance		\$0
Total		\$43,191,741
<u>District Expenditures FY 2021-22¹</u>		
General Fund		\$25,410,824
Restricted Fund		\$5,137,976
Auxiliary Fund		\$228,136
Unexpended Plant Fund		\$1,259,578
Retirement of Indebtedness		\$0
Total		\$32,036,514

¹District Fund Sources and Expenditures are unaudited

**Navajo County Community College District
FY 2021-22**

Residency	Number of Students NOT in the District
Arizona (by county)	
Apache	578
Cochise	12
Coconino	40
Gila	21
Graham	8
Greeley	1
Greenlee	3
La Paz	1
Maricopa	423
Mohave	30
Navajo	3148
Pima	116
Pinal	61
Santa Cruz	3
Yavapai	26
Yuma	34
Out-of-State	
Alabama	
Alaska	
Arkansas	
California	3
Colorado	1
Connecticut	
Delaware	
Florida	6
Georgia	
Hawaii	
Idaho	2
Illinois	1
Indiana	

Iowa	
Kansas	
Kentucky	
Louisiana	
Maine	
Maryland	
Massachusetts	
Michigan	
Minnesota	
Mississippi	
Missouri	
Montana	1
Nebraska	
Nevada	
New Hampshire	
New Jersey	
New Mexico	17
New York	
North Carolina	
North Dakota	
Ohio	
Oklahoma	
Oregon	1
Pennsylvania	
Rhode Island	
South Carolina	1
South Dakota	
Tennessee	
Texas	1
Utah	1
Vermont	1
Virginia	
Washington	2
West Virginia	
Wisconsin	1
Wyoming	
Other	1

NAVAJO COMMUNITY COLLEGE DISTRICT
Tuition and Fees
FY 2021-22

TUITION	2020-21
In-State	\$65 each credit hour
All AZ counties except Navajo	\$82 each credit hour
Out-Of-State	\$395 per credit hour
Senior Citizens 60 years or older	In-state or out-of-state, may qualify for a reduced tuition rate at 50% of the base fall and spring semester tuition rate. All other fees will be assessed at the full rate for students. The tuition reduction is NOT applicable for enrollment in noncredit seminars, classes, or programs.
Western Undergraduate Exchange	150% of the In-State rate
CCP classes (Adult Basic Education)	50% of base tuition rate
Summer Session	50% of base tuition rate (<i>Does not apply to noncredit classes</i>). Only one 50% reduction applies to TLC courses

FEES	2020-21
Media Fee	All students enrolling in three or more credits will be charged a \$47 Media Fee per semester
Course Fees	Some courses at NPC have instructional fees covering supplies and materials used by students in the classroom.