

Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a regular District Governing Board Meeting open to the public on May 17, 2011, beginning at 11:00 a.m. Further notice is given that the Board will hold a Special Session open to the public beginning at 8:30 a.m. Additionally, notice is given that the Board will hold a Study Session open to the public beginning at 9:30 a.m. All sessions will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

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

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, Russell Dickerson, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on the 16th day of May at 8:30 a.m.

Russell Dickerson, Recording Secretary to the Board

Notice
Distribution

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



Northland Pioneer College

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Governing Board Special Session Agenda¹

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

Date: May 17, 2011

Time: 8:30 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Request for Appeal to the Board: Procedure 2755, Discipline of Employees	Chairman Jeffers

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



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Governing Board Study Session Agenda¹

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

Date: May 17, 2011

Time: 9:30 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Truth in Taxation (T3) (Informational) -----	Vice President Hatch
2.	Request to Approve 2011-2012 Property Tax Increase (T4) ----- (Action)	Vice President Hatch
3.	2011-2012 Proposed Budget (T5) (Informational) -----	Vice President Hatch
4.	Request to Adopt 2011-2012 Proposed Budget (T6) ----- (Action)	Vice President Hatch
5.	Request to Accept Annual Strategic Planning Report (T7) ----- (Action)	President Swarthout
6.	2011-2014 NPC Strategic Plan (T8) (First Read) -----	Director Bishop
7.	Request to Approve Server Equipment Purchase (T9) ----- (Action)	Director Bishop

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



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Governing Board Meeting Public Hearing and Special Meeting Agenda

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

Date: May 17, 2011

Time: 11:00 a.m.

Truth in Taxation Public Hearing – Notice of Tax Increase

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Truth in Taxation Publication (T3) -----	Vice President Hatch
3.	Presentation of Proposed 2011-2012 Primary Property Tax (T3) -----	Vice President Hatch
4.	Call for Public Comment -----	Chairman Jeffers
5.	Adjournment ----- (Action)	Chairman Jeffers

2011-2012 Proposed Budget Public Hearing

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Presentation of Proposed 2011-2012 Budget (T5) -----	Vice President Hatch
3.	Call for Public Comment -----	Chairman Jeffers
4.	Adjournment ----- (Action)	Chairman Jeffers

Special Meeting

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Request to Approve 2011-2012 Property Tax Increase (T4) ----- (Action)	Vice President Hatch
3.	Request to Adopt 2011-2012 Proposed Budget (T6) ----- (Action)	Vice President Hatch
4.	Adjournment ----- (Action)	Chairman Jeffers



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Governing Board Meeting Agenda¹

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

Date: May 17, 2011

Time: 11:00 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance -----	Chairman Jeffers
2.	Adoption of the Agenda (T1) ----- (Action)	Chairman Jeffers
3.	Call for Public Comment -----	Chairman Jeffers
4.	Reports	
	A. Financial Position (T10) -----	Vice President Hatch
	B. NPC CASO -----	Ina Sommers
	C. NPC Faculty Association -----	Gary Mack
	D. NPC Student Government Association -----	Jake Hinton
	E. NPC Foundation -----	Lance Chugg
5.	Consent Agenda ----- (Action)	Chairman Jeffers
	A. April 19, 2011 Study Session Minutes (T2)	
	B. April 19, 2011 Regular Board Meeting Minutes (T2)	
6.	Old Business	
	A. None	
7.	New Business	
	A. Request to Accept Annual Strategic Planning Report (T7) ----- (Action)	President Swarthout
	B. Request to Approve Server Equipment Purchase (T9) ----- (Action)	Director Bishop
8.	Standing Business	
	A. Strategic Planning and Accreditation Steering Committee Report -----	Director Bishop
	B. Human Resources Update (T11) -----	Dan Watron
9.	President's Report -----	President Swarthout
10.	Board Report/Summary of Current Events -----	Board Members
11.	Announcement of Next Regular Meeting ----- June 21, 2010	Chairman Jeffers
12.	Adjournment ----- (Action)	Chairman Jeffers

¹ The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President's Report.



Northland Pioneer College

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Navajo County Community College District Governing Board Study Session Minutes

April 19, 2011

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

Governing Board Members Present: Bill Jeffers, Ginny Handorf, E.L. Parsons and Daniel Peaches.

Staff Present: President, Jeanne Swarhout; Vice President, Blaine Hatch; Vice President, Mark Vest; Director, Eric Bishop; Recording Secretary to the Board, Russell Dickerson.

Reports:

1. Agenda Item 7.A: Request to Approve the 2011-2012 Preliminary Budget (Action) – Vice President Hatch

Mr. Hatch reviewed the 2011-2012 budget development calendar and noted that items one through ten have been completed. Mr. Hatch noted that the next four calendar items are scheduled to be completed during the April 19, 2011 District Governing Board meeting. Mr. Hatch explained that following Board approval of the preliminary budget, notices for budget and truth in taxation public hearings, as well as press releases, will be disseminated as required by state statute. Mr. Hatch added that the public hearings, property tax approval and final budget adoption are scheduled to occur during the May 17, 2011 District Governing Board meeting. Mr. Hatch explained that the preliminary budget being presented was developed with extensive involvement at the departmental level and relates closely to the college strategic plan. Referring to budget development guidelines, Mr. Hatch explained that budget managers were instructed to submit only budget requests for operating expenditures necessary to maintain critical service levels. Mr. Hatch explained that at the time the budget was being developed, there were still some unknowns as a result of continued reductions to state operating and equalization aid. Mr. Hatch added that budget managers were reminded that the state had completely eliminated capital funding and that any proposed capital projects must be covered by the operation budget.

Referring to the top half of the proposed 2011-12 official budget summary sheet (schedule A), Mr. Hatch reported that:

- General fund expenditures are 14% less, or an approximately \$3.6 million below 2010-11 budget levels.
- The unexpended plant fund, which relies upon operational funds, shows an increase of \$1.9 million. Mr. Hatch explained that capital budget meetings were held following the March Board meeting and noted that the proposed capital budget amount differs from what was presented in the preliminary budget analysis.
- The retirement of indebtedness fund has no items listed as the college has no debt or secondary property tax.
- The combined total of general and capital funds in the proposed budget show a reduction of 6.2% from 2010-11 budget levels.
- Expenditures per full time student equivalency (FTSE) for 2011-12 are about \$10,000, a 6.2% reduction from 2010-11 levels that represents a difference of \$660 per full time student.
- The 2011-12 expenditure limitation is \$16.25 million, a reduction of approximately \$600,000 that is directly related to decreased enrollment. Mr. Hatch explained how the expenditure limit is calculated and explained that it is driven by student enrollment. Mr. Hatch added that the expenditure limitation is not expected to be an issue with regard to the 2011-12 budget.
- Primary property tax received in 2010-11 in excess of the maximum allowable amount as calculated according to state statute totaled zero.
- The maximum allowable primary property tax levy for fiscal year 2011-12 is \$12.7 million. Referring to the truth in taxation (TNT) analysis and 2011 levy limit worksheets, Mr. Hatch explained that state statute allows the college to increase primary property taxes by only 2% over the current year tax levy. Mr. Hatch noted that new construction valuation, which is included in the primary property tax levy amount calculation, totaled about \$40 million in 2011 and is responsible for a tax levy amount increase of approximately \$486,000. Responding to a question from Mr. Parsons, Mr. Hatch explained that according to statute, new construction growth is included prior to the calculation of the 2% allowable levy amount



increase and is not included in TNT language. To provide historical tax increase perspective, Mr. Hatch explained that since 2006, when Proposition 101 was passed and reset the property tax base year from 1980 to 2005, the college has experienced a decline in the property tax rate due to the increase in valuation. Mr. Hatch reported that prior to 2005, the primary property tax rate did not go very much above \$1.25 and the college was well below the maximum allowable levy amount. Mr. Hatch noted that for a period of 15 years, the college had a secondary property tax in place for general obligation bonds that were paid off in the 2008-09 fiscal year. Mr. Hatch explained that the current year primary property tax rate of \$1.2387 is still below what has been seen historically. Mr. Parsons stated that the property tax rate is lower because of a decrease in valuation. Responding to a question from Mr. Parsons, Mr. Hatch confirmed that revenues based upon the tax rates would continue to be graphed upwards. Mr. Parsons stated that the rates have nothing to do with the total amount of revenue the college receives. Mr. Hatch explained that the lower property tax rates represent a decreased impact on taxpayers over the last several years. Mr. Hatch pointed out that the property tax rate decreases as valuation increases. Mr. Parsons stated that while the property tax rate may have decreased, the actual amount on property tax bills received by property owners has in fact, increased. Mr. Hatch stated that the actual property tax will vary based upon the taxpayer and added that valuation calculations assume that all property owners see the same change in property valuation. Mr. Hatch explained that when valuations increase and the property tax rate decreases, taxpayers may see an increase in the actual amount of property taxes assessed.

Referring to schedule B of the 2011-12 official budget document, Mr. Hatch reported that:

- Property taxes continue to be the single largest component of general fund revenues.
- State maintenance aid has decreased from approximately \$3.6 million to \$1.7 million, a 52% reduction.
- State equalization aid was decreased slightly. Related to state equalization funding, Mr. Hatch reported that the Getting AHEAD initiative is currently examining how universities and community colleges are funded and added that equalization aid is part of funding discussions. Mr. Hatch reported that several equalization aid options have been discussed and include keeping the current funding formula as well as variations on the current formula that include county population, enrollment and service area population density factors. Mr. Hatch reported that equalization funding, which tracks information that is at least 2 years old, has been a concern as state revenue has declined well ahead of the equalization aid trend. Mr. Hatch noted that in 2010-11, equalization aid was decreased and will continue to trend downward through 2012-13. Mr. Hatch reported that for 2011-12, the equalization aid reduction was calculated according to formula and the \$6.45 million in equalization aid to NPC represents an overall decrease of 2.5%. Mr. Hatch added that equalization funding for 2012-13, if based upon the current formula, will total \$5.2 million, a reduction of \$1.25 million from 2011-12 levels. Mr. Hatch reported that NPC would not qualify for equalization aid if the formula is based upon a FTSE factor. Mr. Hatch reported that another approach was recently discussed that would move away from an equalization aid model and instead base aid upon a factor such as weighted student credit hours or local property tax contributions to community college districts. Mr. Hatch stated that there is currently an element of risk associated with continued equalization funding.
- The grants and contracts budget line shows an increase of \$600,000 as a result of separating out-of-county tuition from the tuition budget line. Mr. Parsons asked if the college received an additional \$400,000 from the one cent sales tax. Mr. Hatch stated that the college does receive workforce development funds that are tracked in the restricted fund. Dr. Swarthout clarified that the workforce development funding is not related to the recently implemented \$0.01 sales tax, rather a result of the passage of Proposition 301. Mr. Hatch explained that beginning this year, workforce development funds have been transferred to the restricted fund for the purpose of constructing a workforce development facility. Mr. Hatch confirmed that the Proposition 301 workforce development funding has decreased as state revenues have declined.
- Tuition and fees revenue has declined by 9.4%, or \$435,000.
- Total general fund revenues have declined by 4%, or \$1.1 million.
- No unrestricted general fund balance is being applied to the operating fund.
- Transfers to the unexpended plant fund total \$3.8 million, an increase of \$1.5 million.
- Transfers to the auxiliary fund remain unchanged and total \$750,000.



- The amount available for expenditures in the proposed budget totals is \$22.1 million, a reduction of \$3.65 million from 2010-11 levels. Mr. Parsons asked if the \$3.8 million general fund transfer came from the current year rollover amount. Mr. Hatch explained that the transfer comes from current year general fund revenue. Mr. Parsons asked if it was appropriate to assume that the college has \$3.8 million in additional revenue after all expenditures have been accounted for. Mr. Hatch clarified that the transfers assume that the college has \$4.5 million available to transfer from current revenues.

Referring to schedule C of the 2011-12 official budget document, Mr. Hatch reported that:

- State capital appropriations have been eliminated and the only funds available for capital improvement and purchases come from general fund transfers or from accumulated fund balance.
- Total unexpended plant fund revenues total \$4.4 million.
- No amounts are listed in the retirement of indebtedness fund.

Referring to schedule D of the 2011-12 official budget document, Mr. Hatch reported that:

- Proposed 2011-12 expenditures balance with available general fund revenues.
- Without the nearly \$2 million in contingency, the proposed 2011-12 general fund expenditures are almost equal to actual 2010-11 expenditures.
- The entire adjunct faculty and faculty overload budget has been removed from the instruction budget line and made available to the division deans for budget purposes and now shows up on the academic support budget line.
- Total proposed general fund expenditures total \$22.1 million, a reduction of \$3.65 million from 2010-11 budget levels.
- Proposed unexpended plant fund expenditures show a significant increase to \$4.4 million for capital improvements. Mr. Hatch reported that the college has moved to a multi-year capital budget plan in line with the college strategic plan. Mr. Hatch reported that the proposed \$4.4 million capital budget for fiscal year 2011-12 includes allowances for annual building maintenance, computer and fleet vehicle leases, in addition to the proposed \$3.7 million in annual division/department capital budget requests. Mr. Hatch reported that about \$2 million in capital requests are facility and vehicle related. Responding to a question from Mr. Parsons, Mr. Hatch confirmed that \$200,000 listed for a facility master plan would be used to cover consultant costs related to the development of a plan and that the college does not have a current facility master plan in place. Responding to a question from Mr. Parsons, Mr. Bishop explained that the \$750,000 listed for Jenzabar remediation work relates to updating the comprehensive administrative software that manages colleges operations related to student records, billing and financial aid. Mr. Bishop noted that the college, based upon a system assessment performed by Jenzabar, has decided that remediation of the current system is a more cost effective alternative to purchasing another software package that could easily cost millions to purchase and implement. Mr. Hatch added that the college needs to replace an aging telephone system. Mr. Hatch pointed out that capital budget amounts for fiscal years 2012-13 and 2013-14 are significantly higher than what is proposed for 2011-12 and include \$4.5 million per year for the construction of two skills centers located on the Painted Desert and White Mountain Campuses. Mr. Hatch added that currently, automotive and welding facilities are located off campus. Addressing Mr. Parson's question related to a college master plan, Chairman Jeffers explained that the college has explored master planning but is not currently operating under a current master plan. Mr. Hatch added that plans have previously been brought before the Board for but facility development was deferred due to the economic downturn. Mr. Parsons asked if the proposed \$4.4 million capital expenditure budget amount was realistic and if unexpended amounts would be rolled over into the following budget year. Mr. Hatch stated that the amount is realistic given the college will move forward aggressively to accomplish stated capital budget projects. Responding to a question from Mr. Parsons, Mr. Hatch explained that it is not the intent to pursue capital facility projects before a facility master plan is in place. Mr. Hatch added that the college needs to move forward with the Aspen Center Canopy project as well as deferred facility maintenance which is not dependent upon a facility master plan.
- No expenditures are listed for the retirement of indebtedness fund.



Referring to schedule E of the 2011-12 official budget document, Mr. Hatch reported that:

- Proposed 2011-12 auxiliary fund revenues total \$150,000 and remain unchanged from 2010-11 budget levels.
- The proposed other sales and services budget line increases by \$155,000 to match 2010-11 actual expenditures.
- Transfers from the general fund decrease due to the adjustment in the other sales and services budget line amount.

Referring to schedule F of the 2011-12 official budget document, Mr. Hatch reported that:

- The proposed restricted fund grant revenue line has increased slightly and is related to increased financial aid awards.
- State grants have been reduced significantly to align with estimated actual amounts which are much lower due to the greatly reduced flow through of state grants.
- General fund transfers to the restricted fund increase by \$200,000 to more closely match expectations for the upcoming fiscal year.
- Proposed restricted fund revenues available for expenditure total \$5.8 million, an increase of 4.5% over 2010-11 budget levels.

Referring to schedule G of the 2011-12 official budget document, Mr. Hatch reported that:

- Proposed auxiliary and restricted fund expenditures remain largely unchanged from 2010-11 budget levels with the exception of minor adjustments to bring proposed budget amounts in alignment with 2010-11 estimated actual expenditures.

Mr. Hatch noted that the levy limit worksheet is considered to be schedule H in the official budget document. Mr. Hatch briefly reviewed the Higher Learning Commission (HLC) financial ratios which provide an overall picture of institutional financial health. Mr. Hatch noted that during the recent HLC Annual Conference, an attendee commented that especially during these financial times, the ratios are also an indicator as to how a given institution will fare financially in the future. Mr. Hatch reported that the overall financial health of NPC has increased since 2007 due largely to the repayment of general obligation bonds as well as the increase in cash reserves.

Responding to a question from Mr. Parsons, Mr. Hatch confirmed that the 2011-12 wage and salary recommendation was built into the proposed budget. Mr. Parsons stated that the purpose of a budget is to budget for one year, not next year or the following year. Mr. Parsons noted that budget materials presented to the Board contain multiple variances that make them unrealistic indicators of where the college will be in two or three years. Mr. Parsons stated that reduced tuition revenue and state aid elimination possibilities should not be presented as facts as they only serve to color budget presentations so that carry over funds can be built in for future years. Mr. Parsons stated that he is against raising property taxes so that carry over funds can be built into the budget. Mr. Parsons stated that it is inappropriate for the college to raise property taxes while carrying large amounts of money forward which will total \$11 million in the next few years. Mr. Parsons stated that he is doubtful that the constituents of his district are in favor of raising property taxes simply because the college has the ability to do so. Mr. Parsons stated that he supports the university and believes in doing what is right for the employees. Mr. Parsons stated that he does not believe the college should raise property taxes by 7% because it is absolutely unnecessary. Mr. Parsons stated that increasing property taxes by the maximum allowable amount is simply wrong in the current economic environment. Mr. Parsons stated that the college could implement recommended wage and salary adjustments with hardly any effect on carry forward amounts. Mr. Parsons expressed concern over the number and scope of capital budget items planned for next year and questioned whether the Aspen Center Canopy project would adequately address the facility issues. Mr. Parsons questioned whether the issuance of a request for proposals for the canopy project was included in the current year budget. Mr. Parsons concluded by stating that increasing taxes by \$770,000 is not necessary for the university to move forward and prosper. Chairman Jeffers clarified that the issuance of a request for proposals for the Aspen Center canopy is included in the proposed 2011-12 budget year that will begin July 1, 2011. Addressing Mr. Parsons' concern over carry forward amounts, Chairman Jeffers asked Mr. Parsons if it would be preferable to go out to bond for the \$4.8 million skill centers proposed for construction on the Holbrook and Show Low campuses. In response, Mr. Parsons stated that the college already has \$4.8 million and the college could do everything included in the proposed budget without increasing taxes, while still retaining



an excess of \$2 million in carry forward funds. Mr. Parsons stated that the college is not in a dire financial condition and a tax increase would make it even more difficult for every Navajo County taxpayer. Mr. Parsons stated that a tax increase would ultimately be done solely because the college has the ability to do so and added that such an increase does nothing to address the current budget situation but focuses on what might happen in the next few years. Chairman Jeffers stated that the reason the maximum tax increase is being recommended is because it is financially prudent and it would not be prudent for the college to reduce balances to zero. Chairman Jeffers stated that he appreciates a budget that provides for the future of the institution, adding the ability of the college to operate for 9 to 10 months, without any state funding, reflects the prudent financial planning under which the college operates. Mr. Parsons asked for clarification as to where the budget plans for the future or shows accumulated carry forward amounts. Mr. Jeffers pointed out that carry forward funds are placed in the capital fund. Mr. Parsons asked if carry over funds are being placed into the capital fund when the college has no intention of moving forward with the \$4.4 million in proposed capital projects. Chairman Jeffers directed Mr. Parsons to the proposed construction of skills centers that the college has budgeted \$4.8 million of capital funding to complete. Mr. Parsons reiterated his position that the college could accomplish capital projects without raising taxes while still retaining \$2 million in carry forward funds. Mr. Parsons stated that he has analyzed the budget, studied the graphs, rechecked the figures and is unable to figure out where \$3 million to \$4 million in annual carry forward amounts are going. Mr. Parsons reiterated that it is wrong for Navajo County taxpayers to shoulder the burden when the budget automatically provides for millions in carry forward. Chairman Jeffers asked if Mr. Parsons believes that carried over funds have disappeared from the college as evidenced by Mr. Parsons' inability to locate the funds in the budget documents. Mr. Parsons stated that he does not believe that carry forward funds have disappeared from the college. Chairman Jeffers stated that carry forward funds are placed into the capital fund so that the college can make necessary improvements without going out to bond.

Ms. Handorf, in response to comments made in the preliminary budget discussion, read the following passages aloud from *Trusteeship in Community Colleges: A Guide to Effective Governance* by Cindra J. Smith:

“Wise boards approve a budget based upon its support for progress toward the educational goals. Prudent boards insist that the budget is balanced and that there are accurate and reasonable estimates of revenues and expenditures, clear explanations of long-range implications and sufficient reserves. Wise boards approve a budget based upon its support of progress toward the educational goals of the institution and how it meets the policy standards.”

“Truly effective boards focus on major policy issues and institutional performance and delegate to the chief executive officers and their staff the responsibility for managing the institution.”

Ms. Handorf stated that she believes that the Board has shifted too closely to the management of the institution and read the following passages aloud from *Boards That Make a Difference* by John Carver:

“By participating directly in the work of the organization, the board tends to become lost in the trees and lose sight of the forest.”

“Moving mountains an inch often appears less active than moving molehills a mile. Boards who would be strategic leaders must move at a more deliberate pace than their staff but with issues that are far more momentous. Strategic leadership demands powerful engagement with trusteeship, obsessive concern over results, enthusiastic empowerment of people that we work with, bigness in embracing the far sided future view and a commitment to take a stand for dreams of tomorrow's human condition.”

Ms. Handorf stated that she greatly appreciates what the staff and Board have done. Ms. Handorf stated that it is not the job of the Board to manage institutional details. Ms. Handorf stated that the college is not in dire financial straits due to the type of planning that has been done and added that the Board should work together for the sustainability, continuity and fiscal health of the college as this is what Board members were elected or appointed to do. Referring to earlier discussion of financial possibilities being presented to the Board as fact, Chairman Jeffers stated that he never interpreted possible budget scenarios as fact, but as the best guesses by staff of future conditions. In response to remarks made by Ms. Handorf, Mr. Parsons stated that he represents District 4. Ms. Handorf quickly countered



by stating that Mr. Parsons was elected by District 4 to represent the college. Mr. Parsons reiterated his position that District 4 constituents do not want higher taxes and the viability of the college does not depend upon raising taxes. Mr. Parsons stated that his duty is to his district as well as every taxpayer in Navajo County, adding that he is proud of his conservatism. Mr. Parsons once again questioned why the college would raise taxes if it is not struggling financially. Mr. Parsons added that he does not believe Navajo County taxpayers consider a \$770,000 increase in taxes a molehill. Mr. Parsons stated that a tax increase is not necessary and the college will increase taxes simply because it can. Chairman Jeffers stated that the taxpayers of Arizona and Navajo County said that in good times and bad, the college has the ability to raise property taxes by 2%. Ms. Handorf pointed out that small, consistent increases, as opposed to skyrocketing tuition rates, for example, is in fact, financially conservative. Chairman Jeffers halted discussion due to a lack of time remaining in study session.

Agenda Item 7.B: Request to Approve 2011-2012 Wage and Salary Schedules (Action) – Vice President Hatch

Dr. Swarouth informed Board members that staff has revised the wage and salary recommendation that was presented at the previous Board meeting. Mr. Hatch reported that since the last Board meeting, the legislature made specific changes to the Arizona State Retirement System (ASRS) contribution rates. Mr. Hatch reported that the employee contribution is now 53% and the employer match is 47%. Mr. Hatch explained that under the new contribution scheme, employees will see a 1.5% ASRS increase, as opposed to the 0.9% reported at the March Board meeting, and the college will only see a 0.25% increase, for a savings of approximately \$60,000. Mr. Hatch reported that the college is not required to remit the savings generated by the change to the State's general fund. Mr. Hatch reported that he anticipates future actuarial requirements for ASRS contribution rate increases with the employee being responsible for a greater contribution amount. Mr. Hatch explained that should the Board approve a return to the 2009-10 salary schedule, plus a 2% increase for each salary schedule, the college, from a two-year perspective, will still be 0.33% to 0.50% lower than similar Arizona community colleges. Responding to a question from Chairman Jeffers, Mr. Hatch confirmed that the wage and salary recommendation to return to the 2009-10 schedule returns the 2% that faculty and staff lost in 2010-11, adds an additional 2% to help defray increased employee costs and is possible in part because of the savings realized by the college due to a decrease in the new ASRS employer contribution rate.

2. Agenda Item 7.C: Request to Approve Revised Employment Contracts (Action) – Vice President Hatch

Discussion of Agenda Item 7.C deferred until the regular District Governing Board meeting due to lack of time remaining in study session.

3. Agenda Item 7.D: Request to Issue RFP for Aspen Center Canopy Project (Action) – Vice President Hatch

Discussion of Agenda Item 7.D deferred until the regular District Governing Board meeting due to lack of time remaining in study session.

4. Agenda Item 7.E.: Request to Approve Purchase of Cisco Networking Equipment (Action) – Director Bishop

Discussion of Agenda Item 7.E deferred until the regular District Governing Board meeting due to lack of time remaining in study session.

5. Agenda Item 7.F.: Request to Approve Data/Network Service Contract (Action) – Director Bishop

Discussion of Agenda Item 7.F deferred until the regular District Governing Board meeting due to lack of time remaining in study session.

6. Agenda Item 8.A.: Request to Approve Program Modification and Deletion (Action) – Vice President Vest

Discussion of Agenda Item 8.A deferred until the regular District Governing Board meeting due to lack of time remaining in study session.

Study session ended at 10:55 a.m.



Respectfully submitted,

Russell Dickerson
Recording Secretary to the Board

Bill Jeffers
Chairman

Ginny Handorf
Secretary to the Board



Navajo County Community College District Governing Board Meeting Minutes

April 19, 2011 – 11:00 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

Governing Board Member Present: Bill Jeffers, Ginny Handorf, E.L. Parsons and Daniel Peaches.

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

Others Present: Preston Romero, Maderia Ellison, Karalea Cox, Tom Hansen, David Roberts, Peggy Belknap, Linda Kor, Ina Sommers, Don Peters, Linda Hume, Ann Hess, Everett Robinson, Beulah Bob-Pennypacker, Rene Chase Begay, Eric Henderson, MiAnna Tyler, Brian Burson, Luis Cerritos, Travis Myer, Courtland Hopkins, Paul Olsen, Bryon Baker, Chris Arambula, Deb Holbrook, Paul Holbrook, Bobbi Sample, Kerri Larson and Tracy Mancuso.

Agenda Item 1: Call to Order and Pledge of Allegiance

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

Agenda Item 2: Adoption of Agenda

Ms. Handorf moved to adopt the agenda as presented. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

Agenda Item 3: Call for Public Comment

None.

Agenda Item 4: Reports

4.A. – Financial Position – Vice President Hatch

Mr. Hatch presented the financial position report through the end of February 2011 and noted that nearly two-thirds of the budget period has expired. Mr. Hatch reported that general fund revenues total approximately \$17.5 million and added that 75%, or the first three quarters, of state aid has been received. Mr. Hatch reported that property tax receipts through February are at 65% for the year and on target with expectations for this time of the year. Mr. Hatch added that February and March are historically lower property tax collection months and that collections generally increase in April and May. Addressing tuition and fees, Mr. Hatch reported that \$65,000 was collected in February adding that he anticipates March totals to be higher. Mr. Hatch noted that tuition receipts are being received slightly earlier which is primarily related to the fact that the college now charges a late registration fee. Mr. Hatch reported that investment earnings are at expected levels and all remaining general fund items are on target. Mr. Hatch reported that only \$200,000 in general fund revenues was collected in February and the college relied on prior collections for funding \$1.5 million in general fund expenditures. Mr. Hatch reported that general fund expenditures are at 51% through 66% of the budget year and the trend should continue for balance of the fiscal year. Mr. Hatch reported that the unrestricted plant fund, which is supported by transfers from the general fund, is on target with expenditures through February totaling \$323,000. Mr. Hatch reported that restricted fund revenues for the month totaled \$614,000 and for the year total \$4.5 million, or 81% collected. Mr. Hatch reported that restricted fund expenditures totaled \$278,000 for the month and for the year are just slightly below revenues. Mr. Hatch reported that the auxiliary fund revenue was reduced for the month due to bookstore operations and is on target with 70% collected for the year. Mr. Hatch reported that auxiliary



fund expenses totaled approximately \$250,000 through February and are at 44% for the year. Mr. Hatch reported that year to date cash flow totals just below \$8 million.

4.B. – NPC CASO – Ina Sommers

CASO President Ina Sommers reported that once again, CASO will sponsor the annual Non-Food Drive. The event allows NPC faculty and staff to contribute personal care items to local charities that are recommended to CASO by the campus and center office staffs. Five local charities have been selected by CASO and the collection of items will be held in conjunction with the April 22, 2011 NPC Picnic.

4.C. – NPC Faculty Association – Brian Burson

Brian Burson, NPC Faculty Association President Elect, reported that at the last NPCFA meeting, faculty members voted to institute a Faculty Senate. Mr. Burson reported that in addition to the four executive members, senators from the various campuses will be identified which will hopefully increase faculty member participation. Mr. Burson reported that 30 faculty members attended Dialog Day which included 19 departmental reports as well as good interdepartmental discussions related to student learning.

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

SGA President Preston Romero, along with SGA members Cortland Hawkins, Luis Cerritos and Paul Olsen, addressed the Board to provide a year-end report on SGA activities. Mr. Romero reported that the organization held successful basketball tournament, annual talent show and Arizona transfer road trip events this year. Mr. Romero reported that SGA will once again offer scholarship opportunities to NPC students who want to travel to Costa Rica to study Spanish language over the summer. Mr. Romero reported that SGA also offered a Net book Scholarship program and awarded 10 net books to NPC students to further their studies. Mr. Romero reported that SGA focused on small campus events, offered assistance with student surveys and worked with College Council regarding instructor evaluations and student safety. Mr. Romero stated that it has been an honor to serve at NPC and reported that following graduation, he will continue his education at Arizona State University. SGA officer elections will occur early in the fall 2011 semester. Dr. Swarthout and Board members complimented SGA on a productive year and thanked the assembled members for their hard work and dedicated service to NPC.

4.E. – NPC Foundation – Lance Chugg

Mr. Chugg, Executive Director of the NPC Foundation, reported that the Foundation has made significant improvements to Foundation websites www.NPCFoundation.org and npcalumni.org. Mr. Chugg added that the improved websites provide information on Foundation events and make online scholarship donations. Mr. Chugg reported that the Foundation will perform a mailing to raise community involvement. Mr. Chugg announced that the Foundation has assumed the responsibility of awarding Foundation scholarships from the NPC Financial Aid Office and added that interested students are to now contact the Foundation directly. Mr. Chugg reported that the Foundation is seeking input from area chambers of commerce on ways to increase community involvement. Mr. Chugg added that citrus fruit is still available and proceeds benefit the Martia Smith Memorial Scholarship.

4.F. – Alumnus of the Month Award – Ann Hess

Ann Hess, NPC Marketing and Public Relations Director, announced that Dr. Paul Holbrook has been named the spring 2011 Outstanding Alumnus Award winner. Ms. Hess reported that Dr. Holbrook left a 20 year career in business and returned to school with the goal of becoming a teacher. Dr. Holbrook earned an Associate of General Studies degree at NPC in 1993 and then went on to earn Bachelor's and Master's degrees at Northern Arizona University. Ms. Hess reported that in 1985, Dr. Holbrook began teaching Business and Computer Information Systems (CIS) courses at NPC, eventually serving as CIS program chair. Ms. Hess reported that in 1988, Dr. Holbrook began teaching at Coconino Community College and since 1998, has served as Business and Educational program chair. Dr. Holbrook then went on to earn his doctorate and has since worked to make educational opportunities more accessible through the use of technology. Ms. Hess reported that Dr. Holbrook



has worked with leaders of the Havasupai Tribe to establish a high school in Supai, Arizona located at the bottom of the Grand Canyon. Ms. Hess explained that Havasupai students will soon be able to receive instruction through computer and interactive television technologies. Dr. Holbrook thanked NPC faculty, staff and Board members for the recognition and credited NPC with providing the educational spark that has allowed him to work to promote education in Arizona.

4.G. – Small Business Development Center – Tracy Mancuso

Ms. Mancuso, Small Business Development Center (SBDC) Director, reported that Whiteriver Construction was honored at the Arizona SBDC Success Awards ceremony. Ms. Mancuso reported that she nominated Whiteriver Construction for the award because it was able to survive during the economic and housing downturn. Ms. Mancuso stated that the SBDC business award winners employed similar methods to survive and thrive in the current economy which included having financial “wobble room”, streamlining operations quickly, getting reacquainted with customers, identifying industry trends early, researching new markets and using new technologies. Ms. Mancuso reported that generally, successful business must alter their business model to become leaner, more nimble and work collaboratively. Ms. Mancuso reported that this region is beginning to show signs of wider business and economic trends and added that the lag time between the Phoenix area and northeastern Arizona, typically 2 to 5 years, would be best used as a “crystal ball” to prepare for business trends.

Agenda Item 5: Consent Agenda

Mr. Parsons requested to have the Consent Agenda item A. March 15, 2011 Regular Board Meeting Minutes removed from the Consent Agenda pending discussion. Ms. Handorf moved to approve the Consent Agenda, consisting of the March 15, 2011 Study Session Minutes, as presented. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

Mr. Parsons stated that the March 15, 2011 Regular Board Meeting Minutes did not document a motion he made during discussion of Agenda Item 7.C., Request to Approve 2011-2012 Tuition and General Fees. Mr. Parsons requested that the minutes reflect his motion to deny approval of the 2011-2012 tuition and general fee schedule that was made prior to Mr. Peaches’ motion to approve the 2011-2012 tuition and general fee schedule. Chairman Jeffers clarified that Mr. Parsons’ motion died for lack of a second. Mr. Parsons requested that additional language be inserted to indicate that no action was taken regarding his motion. Board members and the Recording Secretary indicated understanding of the requested corrections. Ms. Handorf moved to approve the March 15, 2011 Regular Board Meeting Minutes as corrected. Mr. Parsons seconded the motion. *The vote was unanimous in the affirmative.*

Consent Agenda (Action):

- A. March 15, 2011 Study Session Minutes
- B. March 15, 2011 Regular Board Meeting Minutes

Agenda Item 6: Old Business

A. Legal Issues for board Members (Informational)

Dr. Swarhout introduced attorney Don Peters, legal counsel for the Navajo County Community College District, and reported that Mr. Peters was in attendance to answer any questions or provide clarification on information that was provided at a recent Board training session. Chairman Jeffers asked to what extent, if any, may Board members ask clarifying questions of people presenting informational reports or addressing the Board during a Call to the Public. Mr. Peters explained that Board members are free to ask clarifying questions as long as the information is not used as the basis for a discussion by Board members for future action. Mr. Peters explained that should Board members want to have a discussion regarding such information, the topic should be placed on an upcoming agenda in accordance with the Open Meeting Law and Attorney General opinion. Addressing Board member access to information, Mr. Peters explained that while administration may informally provide reasonable



access of information to Board members, legally, the Attorney General has issued the opinion that Board members have the same access to information as members of the public. Responding to a question from Dr. Swarthout, Mr. Peters explained that Board members have no greater access to student records than a member of the public. Mr. Peters added that should it be necessary to view student information, the Board can take formal action to access the information. Mr. Peters noted that should such a need arise, the Board must be mindful the student information would become public information in a regular meeting and therefore should consider entering into an executive session to protect student privacy.

Agenda Item 7: New Business

7.A. – Request to Approve the 2011-2012 Preliminary Budget – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the 2011-2012 preliminary budget as discussed in study session. Mr. Hatch reviewed the official budget document summary page, schedule A and noted:

- The general fund budget for 2011-12 is \$22,107,760 which is \$3.65 million below the 2010-11 general fund budget amount and a reduction of 14.2%.
- The unexpended plant fund (capital) budget for 2011-12 is \$4.4 million which is a \$1.9 million increase over the current budget.
- The 2011-12 general fund and unexpended plant fund total \$26,507,760.
- The 2011-12 expenditure limit is approximately \$800,000 less than the current year and should have no impact on the proposed budget.
- Staff is recommending that the property tax levy be increased by the maximum 2% allowed.

Responding to a question from Chairman Jeffers, Mr. Hatch confirmed that the capital project detailed budget, as well as \$87,000 in unallocated capital spending, are included in the recommendation. Chairman Jeffers clarified that staff will return to the Board to seek approval for capital spending and that action today does not constitute blanket approval for all capital projects included in the recommendation. Mr. Hatch reported that following preliminary budget approval, truth in taxation notices and hearings will be conducted in accordance with statute. Mr. Hatch reminded Board members that following formal Board approval of the budget in May, the budget can be reduced, but not increased. Responding to a question from Chairman Jeffers regarding the proposed 2% property tax increase, Mr. Hatch confirmed that the increase will translate into a \$2.43 tax increase on a home valued at \$100,000. Responding to a question from Mr. Parsons, Mr. Hatch confirmed that the maximum property tax rate is 1.2387 on a \$100,000 home. Mr. Parsons asked how much the property tax would be on a \$100,000 home. Mr. Hatch stated that the property tax on a \$100,000 home would total \$123.87. Mr. Parsons stated that tax information must be presented according to statute but added that truth in taxation does not provide the whole story. Ms. Handorf moved to approve the 2011-2012 preliminary budget as presented. Mr. Peaches seconded the motion. ***The motion to approve the 2011-2012 preliminary budget passed by a majority vote with three in favor, one against.***

7.B. – Request to Approve 2011-2012 Wage and Salary Schedules – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the return to the 2009-2010 wage and salary schedule. Mr. Hatch reminded Board members that in 2010-2011 wages were reduced by 2%. Mr. Hatch explained that a return to the 2009-2010 wage and salary schedule, for most employees, represents a return of 2% of wages. Mr. Hatch noted that in the non-exempt staff groups, the highest paid employees received a 2% wage reduction and lower paid employees saw a smaller wage reduction. Mr. Hatch stated that staff is also recommending an adjustment to the 2009-2010 wage and salary schedule that would entail increasing every point in the salary schedule by 2%. Mr. Hatch explained that when the current year wage and salary recommendation was presented, there were still many budget unknowns and for that reason, staff recommended and the Board approved the 2% wage reduction. Mr. Hatch noted that NPC was the only community college in Arizona that reduced wages in 2010-2011. Mr. Hatch reported that the return to the 2009-2010 salary schedule and the 2% adjustment, both of which are included in the preliminary budget, represent a budget impact of \$420,000 for the college. Mr. Hatch



noted that changes to the Arizona State Retirement System (ASRS) contribution rates will also impact the college budget and employee take home pay. Mr. Hatch explained that currently, the college and employee both contribute 9.85% to ASRS. Mr. Hatch explained that due to a last minute change by the legislature, the employee match has increased to 53% and the employer match has been reduced to 47%. Mr. Hatch reported that the net result is that employees will see a 1.55% increase in ASRS contributions. Mr. Hatch added that the college will see a 0.25% increase in contributions for a college budget impact of approximately \$20,000. Mr. Hatch explained that increases in healthcare coverage will also affect employees and the college. Mr. Hatch explained that the college covers the healthcare insurance costs for all full-time employees, exclusive of additional costs associated with dependant coverage or enrollment in an increased benefit plan. Mr. Hatch explained that the increased healthcare costs will translate into a 5.1% increase for the college for a budget impact of approximately \$65,000. Mr. Hatch reported that staff is recommending the 2% adjustment to the 2009-2010 salary schedule primarily to mitigate the effect of increased ASRS employee contributions. Mr. Hatch reported that the total impact to the budget after addressing the salary increase, higher healthcare costs, as well as ASRS contribution rate changes, totals \$505,000 and is included in the 2011-2012 preliminary budget. Chairman Jeffers complimented the faculty and staff on their generosity and understanding when wages were reduced. Chairman Jeffers noted that when budget cuts were made, less severely than forecasted, legally, the college was unable, at that time, to make employees whole. Chairman Jeffers noted that while other colleges and universities in Arizona did not reduce employee wages in 2010-2011, many instituted furlough programs or eliminated positions outright. Chairman Jeffers stated the intent of the 2% wage reduction was to preclude reductions in force and furloughs and to keep NPC personnel working. Mr. Peaches moved to approve the 2011-2012 salary schedules as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.C. – Request to Approve Revised Employment Contracts – Vice President Hatch

Mr. Hatch presented the staff recommendation to approve the employment contracts as revised and presented. Mr. Hatch reported that a lengthy discussion regarding contracts and procedure 2720 occurred at the January Board meeting. Mr. Hatch reported that revisions to employment contracts were initially discussed a year ago but that it was determined that there had not been enough discussion. Mr. Hatch reported that since then, discussion of contract revisions and procedure 2720, which has been incorporated into college procedures, has occurred. Mr. Hatch reported that contract language was discussed at the January Board meeting and the revised contracts now contain a direct reference to procedure 2720 with regard to changes to the terms of an employee contract. Mr. Hatch added that language in procedure 2720 very clearly states when the 90 notification timeline begins and how long the Board has to take action. Mr. Hatch stated that it is difficult to think of a very many circumstances in which the college would initiate the steps outlined in procedure 2720 and added that the college does need to have increased flexibility with regard to contractual obligations. Mr. Hatch and Dr. Swarhout both agreed that a copy of procedure 2720 should accompany the revised contracts mailed to employees. In response to a question from Chairman Jeffers, Mr. Hatch explained that employees must sign and return the contract to the college within 15 days of receipt. Dr. Swarhout stated that the goal is to distribute contracts before faculty members go off contract in May. Mr. Hatch presented the staff recommendation to approve the revised employment contracts as presented. Ms. Handorf moved to approve the revised employment contracts as presented and that a copy of procedure 2720 is to accompany contracts when mailed to college personnel. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

7.D. – Request to Issue Request for Proposals for Aspen Center Canopy Project – Vice President Hatch

Mr. Hatch presented the recommendation to approve issuance of a request for proposals regarding the Aspen Center Canopy project. Mr. Hatch stated that internal discussions have taken place but staff has taken no action to issue a RFP. Mr. Hatch noted that typically, staff would not present a RFP issuance request to the Board for approval. Mr. Hatch explained that since it has been such period of time since a construction project has been initiated and this project has not previously been heavily discussed, staff felt that it would be prudent to have this discussion prior to issuing a RFP. Mr. Hatch reported that the Aspen Center, located on the White Mountain



Campus, has, over the last several years, experience several incidents of related to water infiltration. Mr. Hatch explained that incidents involved water coming through the concrete walls or the movement of sidewalks in such a way as to allow water to flow into the building. Mr. Hatch reported that some remediation has been performed including the removal of the sidewalk along the north side of the building and replacing it with materials that will move water away from the building. Mr. Hatch reported that recently, the east entrance had to be closed due to unsafe sidewalk conditions. Mr. Hatch explained that the problems with the sidewalk are related to the fact the soil was not stabilized during construction of the facility in 1999. Mr. Hatch noted that the ground within the footprint of the building was stabilized but the stabilized area does not extend out to the perimeter of the sidewalks. Mr. Hatch reported that water infiltration through the concrete walls is due to a lack of proper coating on the concrete and despite efforts to correct the problem, incidents of water infiltration still occur. Mr. Hatch noted that remediation has been required previously to address mold and that the college has expended all capacity for mold remediation through the insurance contract. Mr. Hatch reported that the college is seeking a longer-term solution and staff has consulted with soils engineers, architects and the insurance provider. Mr. Hatch explained that the optimal solution would be to construct a canopy around the building with a professionally estimated cost of just under \$400,000. Mr. Hatch presented the staff recommendation for approval to issue a request for proposals. Mr. Hatch added that staff would present the proposals to the Board for approval should it so desire.

Responding to a question from Chairman Jeffers, Mr. Hatch confirmed that the canopy is essentially a covered porch that would encircle the building. Mr. Hatch noted that he has not seen the original plans for the building but understands that a canopy that extended around most of the building was intended to be included during building construction. Mr. Parsons asked if the college is doing a request for proposals for construction of a canopy of some type and if engineering plans or reports for the project have been obtained. Mr. Hatch confirmed that the college intends to issue a RFP for construction of a canopy structure and reported that preliminary plans have been obtained, in addition to reports over the years that offered possible solutions. Mr. Hatch reported that the original architect and soils engineer have been previously consulted concerning this ongoing problem. Mr. Parsons commented that this is an unusual process for a construction project in that a RFP will be issued for a contractor to complete the project and yet the college does not have project plans. Mr. Parsons asked why this project is going out to bid. In response, Mr. Hatch explained that going out to bid is typically the process that the college has used for construction projects. Mr. Hatch reiterated that staff generally does not seek Board approval to issue a RFP but in this case, thought it would be prudent to discuss the matter with the Board. Mr. Hatch added that staff is waiting to have Board approval to issue a RFP before expending additional dollars to put together contract pieces for the project. Responding to a question from Chairman Jeffers, Mr. Hatch confirmed that the canopy would be installed under the edge of the existing metal roof, wrap the entire building perimeter and extend out 12 feet from the side of the building. Mr. Parsons, citing his familiarity with requests for proposals, stated that an RFP is typically issued to engage an engineering firm to develop plans. Mr. Parsons expressed reservations about the college issuing a RFP to a contractor for construction of the canopy. Mr. Parsons asked whether the RFP was for construction or for bid documents. Mr. Hatch stated that the RFP would be for construction. Mr. Parsons stated that this is not the process, adding that a RFP is used to get professional services contracted to design or to consult an engineering firm. Mr. Parsons stated that the materials presented indicate a bidding process, not a RFP. Mr. Parsons expressed concern over negotiating with contractors for a price on the canopy without bidding documents. Mr. Parsons suggested that a design and build would be a possibility and reiterated that a RFP is not a bid process. Mr. Parsons stated that he is against putting such a project out, especially since it is in next year's budget, without a bidding process. Mr. Hatch stated that staff would be happy to have a request for bids. Chairman Jeffers stated that it would be beneficial to have 5 or 6 contractors submit plans and cost estimates for the job as it may be the case that the job could be completed for less than the engineering cost estimate or an innovative solution may be identified. Mr. Parsons explained that a request for bids consists of a scope of work with specific items to be completed. Mr. Parsons stated that issuing a request for proposals to have a contractor come in and estimate job cost would likely be challenged by other contractors. Mr.



Parsons explained that in the case of a design-build project, the college would have an architect design the canopy and provide a cost estimate that would be the basis for negotiation with contractors. Mr. Parsons stated that he has never, in 30 plus years, seen a request for proposals for a construction project without any requests for designs or plans. Mr. Parsons questioned whether or not what is being proposed is legal because Title 34 of state statute requires bid processes to be conducted in a certain way. Mr. Parsons stated that design and build, and some other options are legal and added that he is not sure if a RFP for construction is possible. Mr. Hatch stated that the college would, in conjunction with experts the college consults, proceed in a legal manner. Mr. Hatch requested that he be allowed to adjust the staff recommendation to simply requesting permission to proceed with the canopy project, adding that the project would be returned to the Board for approval. Ms. Handorf moved that the college move forward with the Aspen Center canopy project. Mr. Peaches seconded the motion. Mr. Parsons asked how the project will be financed when it is identified in the 2011-2012 budget that does not begin until July 1, 2011. Mr. Hatch stated that he does not anticipate expending any funds for the project until the 2011-2012 budget period. Mr. Parsons stated that does not matter and suggested that the college attorney would tell staff that a project that is not budgeted for this year cannot be started. Chairman Jeffers stated that Mr. Hatch is not starting the project, rather moving forward with the project, presumably with the information provided by Mr. Parsons. Mr. Parsons stated that the college is moving forward with a contract, not a project, adding that if the contract were dated July 1, it may be acceptable. Mr. Parsons expressed concern over beginning immediately when the project is budgeted for next year. Chairman Jeffers reminded Mr. Parsons that staff will return to the Board before proceeding. Chairman Jeffers asked Mr. Parsons if he believes the college cannot plan anything for next year in the current meeting. Mr. Parsons deferred to the college attorney for a determination as to what the Board can or cannot do with regard to a budget item identified in next year's budget. Chairman Jeffers pointed out that there is no dollar amount associated with the motion. Mr. Parsons asked Mr. Hatch to confirm that he will not return to the Board with a contract for this project until after July 1. Mr. Hatch stated that he will certainly defer to legal counsel and added that staff does as much referral to experts as is possible. Mr. Hatch explained that his sense of the budget is that it is a planning document, staff are planning, and do not stop planning based on arbitrary timeframes. Mr. Hatch stated that the college has capacity in the current capital budget to complete this project and noted that he does not anticipate that it will be completed in this fiscal year. Mr. Hatch reiterated his recommendation to move forward with the project so that it can be completed this summer. Mr. Parsons informed the Board Chair that he takes exception and stated that this is not a legal process. Mr. Parsons stated that the budget is not a planning document and what has been presented is a bidding process. Mr. Parsons suggested that he would not have had a problem with staff presenting a request to the Board to modify the current year budget to utilize available funds for the project. Mr. Parsons reiterated his position that moving ahead immediately on a construction project that has been identified in next year's budget is illegal. Chairman Jeffers suggested that Mr. Parsons vote no on this matter. Mr. Parsons moved to table the matter until legality can be determined. Chairman Jeffers stated that a motion is already on the table and reiterated the staff recommendation for authorization to move forward with the project. Mr. Parsons asked college legal counsel for his opinion on the matter. Mr. Peters stated that he does not know enough about the matter to provide a legal opinion on the matter. With regard to the RFP process, Mr. Peters stated that the issuance of a RFP does not legally bind the college to anything and added that until such time as the college, having received bids from various vendors, decides to award a contract, the college is not legally bound. Mr. Peters stated that he would have to talk to staff before being able to address issues related to the budget. Responding to a question from Mr. Parsons, Mr. Peters stated that he was unable to answer whether a contract could be signed until next budget year without more information. Chairman Jeffers noted that staff could, in an emergency, bring the matter back before the Board and request to move ahead immediately and added that it is not an emergency, and staff does not plan on to complete the project until next budget year. Mr. Parsons stated that he would vote no on the matter as he does not believe it is legal. Ms. Handorf requested to amend her motion. Ms. Handorf moved to authorize staff to move forward with the Aspen Center canopy project in a legal manner. Mr. Peaches accepted Ms. Handorf's amended motion. ***The motion passed by a majority vote with three in favor, one against.***



7.E. – Request to Approve Purchase of Cisco Networking Equipment – Director Bishop

Mr. Bishop presented the staff recommendation to approve the purchase of Cisco networking equipment from Frontier Technology, LLC, doing business as MicroAge, in the amount of \$119,167.40. Mr. Bishop explained that the equipment is necessary to replace end-of-life and end-of-service equipment that is critical for daily network connectivity. Mr. Bishop explained that the purchase will allow for the replacement of 21 network switches that are falling off the Cisco maintenance program adding that it is a risk to keep the current equipment in service. Mr. Bishop explained that the new equipment will have new features such as Power Over Ethernet that will assist with the updating of the phone system to Voice Over Internet Protocol (VOIP) and allow the phones to be powered directly through the network as opposed to separate AC adapters. Mr. Bishop added that the new equipment will also enhance network speed by providing additional through-put capability and better switch to switch connectivity. Responding to a question from Chairman Jeffers, Mr. Bishop stated that the price of individual switches has increased slightly since the college last purchased such equipment. Mr. Bishop added that the current switches represent little or no monetary value to the college but could possibly be disposed of at state auction. Mr. Peaches move to approve the purchase of Cisco networking equipment from Frontier Technologies, LLC in the amount of \$119,167.40. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

7.F. – Request to Approve Data/Network Service Contracts – Director Bishop

Mr. Bishop presented the staff recommendation to approve a five year contract with Frontier Communications in the amount of \$135,000 for a 50 Mbps point-to-point connection between the Painted Desert Campus (PDC) and the Kayenta Center. Mr. Bishop explained that the proposed agreement will replace an existing 10 Mbps connection from another provider. Mr. Bishop explained that the college had funding from the Title III grant to upgrade the existing connection from 10 Mbps to 15 Mbps. Mr. Bishop noted that while exploring connectivity options, it was discovered that switching to another vendor would allow for a 40 Mbps increase using Title III funding and existing operational money. Mr. Bishop added that the additional bandwidth will be beneficial when implementing VDI initiatives, model classrooms and use of Adobe Connect conferencing technology. Mr. Bishop explained that this is not Internet connectivity rather an upgraded connection between PDC and the Kayenta Center that feeds into the two previously Board approved connections that will provide a total of 100 Mbps of connectivity. Mr. Bishop reported that if approved, the upgrades in this request, as well as the agreement for upgrades approved last month, will go into effect rather quickly. Mr. Bishop reminded Board members that a similar project to enhance connectivity to the Hopi Center was included in the Title III grant proposal that was approved by the Board. Mr. Bishop noted that in the case of the Hopi Center, use of an alternate vendor could provide greater bandwidth than the existing arrangement. Mr. Bishop explained that the connection to the Hopi Center has been temporarily deferred until such time as the newly identified vendor is able to provide the full level of connectivity desired by the college which should occur in the next couple of months and is tied into the broadband initiatives for the area. Ms. Handorf move to approve the contract for data/network services as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

Agenda Item 8: Standing Business

8.A. – Curriculum: Request to Approve Program Modification and Deletion – Vice President Vest

Mr. Vest reported that Instructional Council is recommending approval of a new Network and PC Support Certificate of Proficiency within the area of Computer Information Systems (CIS). Mr. Vest explained that the new certificate of proficiency, to some degree, recreates elements of the dormant Computer Technology program that was deleted and has been recreated as a result of renewed interest by industry partners in Navajo and Apache counties. Mr. Vest explained that successful completers of the new certificate of proficiency will allow students to take testing to become A+ and N+ certified technicians. Mr. Vest explained that industry partners, including the college, are interested in offering internship opportunities and hiring students who complete the certification process. Mr. Vest added that over time, the college will be able to become a certification testing center that would



generate income to support the program and provide a local testing site for community members who currently must travel out of district for testing services.

Mr. Vest reported that Instructional Council is recommending deletion of the Computer Technology in Business Associate of Applied Science degree due to no enrollment in the program for several years. Mr. Vest explained that no curriculum has to be deleted as a result of deleting the degree as it was created by bringing together existing curriculum from multiple departments. Mr. Vest stated that keeping degrees on the books that have no enrollment gives students the perception that the college might offer associated courses more frequently than it really would based upon demand. Mr. Parsons moved to approve modification of the CIS program to include a new Network and PC Support Certificate of Proficiency and the deletion of the Computer Technology in Business Associate of Applied Science degree as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

8.B. – Enrollment Update – Vice President Vest

Mr. Vest provided Board members with a full time student equivalency (FTSE) chart comparing enrollment levels from the spring 2010 to the spring 2011 semester. Mr. Vest reminded the Board that last year the college took actions, largely budget driven, that the college knew would negatively affect enrollment. Mr. Vest reported that college wide enrollment for the fall 2010 semester was down about 12% and enrollment for the spring 2011 is down about 10%. Mr. Vest noted that there is very little change in NAVIT enrollment from spring 2010 to spring 2011. Mr. Vest added that due to a significant state budget cut to JTEDs he does not expect NAVIT enrollment numbers to hold for the fall 2011 semester. Responding to a request for clarification from Chairman Jeffers, Mr. Vest explained that NAVIT will no longer receive funding for high school freshmen and added that the funding cut significantly effects the overall NAVIT budget and potentially the ability of NAVIT to provide services to students at all levels. Dr. Swarhout added that next year, JTED funding for high school sophomores will also be eliminated and all institutions that currently serve freshmen and sophomore students have a lot of planning to do in preparation for the additional budget cut. Dr. Swarhout reported that the \$1.5 million funding cut equals a budget reduction of approximately 38% for NAVIT. Dr. Swarhout reported that the \$1.5 million funding cut roughly equates a \$1 million impact to the partnership between NAVIT and the high schools and a \$500,000 impact to the NAVIT partnership with the college. Responding to a question from Mr. Parsons, Mr. Vest clarified that Kayenta enrollment is 39.1 FTSE and estimated that actual Kayenta headcount is somewhere in the range of 175 to 200 students. Mr. Vest added that center locations tend to have more part-time students which typically results in a larger differential between center FTSE and headcount than at campus locations. Mr. Vest explained that in general, dual enrollment numbers are down for spring 2011 due to the fact that school districts have decided, primarily for budgetary reasons, not to hire instructors who have the credentials necessary to teach college level coursework for dual enrollment transfer credit. Mr. Vest reported that regular FTSE is down about 186 FTSE. Mr. Vest noted that the decision to move community education courses from credit to non-credit which accounts for approximately one-third of the regular FTSE decline. Mr. Vest reported that following the initial shock of the plateau elimination, students have begun to revert to their former enrollment behavior as evidenced by only an 85 student headcount reduction in plateau credit range enrollment for spring 2011, as compared to a 289 student headcount reduction in fall 2010. Addressing a large spike in financial aid awards, despite lower enrollment, Mr. Vest explained that the college is processing more full Pell award amounts due to the lower estimated family contribution of financial aid students. Mr. Vest reported that since the implementation of a late registration there were 538 fewer late registrations in fall 2010 and 382 fewer late registrations in spring 2011. Mr. Vest stated that he would like the number of fewer late registrations to remain high as it is an indicator of earlier registration and better student decisions and planning that ultimately lead to greater student success.

8.C. – Strategic Planning and Accreditation Steering Committee (SPASC) Update – Director Bishop

Mr. Bishop, SPASC Co-Chair, reported that SPASC met on April 15th to review the last of the first drafts or pillar revisions for the revised NPC Strategic Plan. Mr. Bishop added that SPASC will meet again on May 6th to review



the final draft of the revised strategic plan which will be presented to the Board on May 17th as a first read, and as an action item in June. Mr. Bishop reported that while in Chicago for the HLC Annual Conference, NPC representatives met with the new college liaison, Dr. Eric Martin. Mr. Bishop added that the head of the NPC Assessment Academy team was able to meet with the HLC Assessment Liaison to the college. Mr. Bishop reported that he and SPASC Co-Chair Mary Mathias gave two successful presentations on NPC's 2009 continued accreditation.

8.D. – Human Resources Update – Dan Wattron

Peggy Belknap, Dean of Career and Technical Education, and former HR Director, introduced the new HR Director, Dan Wattron, to Board members. Mr. Wattron announced the winners of the Employee of the Month Award for January, February and March of 2011. Bobbi Sample was selected as the January winner and Ms. Belknap will assist with employee contract preparation as part of her Administrator Victim duties. Kerri Larson was selected as the February winner and has not yet selected an Administrator Victim or task. Rickey Jackson was selected as the March winner and has selected the newest administrator, Mr. Wattron, to be his Administrator Victim. Mr. Wattron reviewed the HR report included in the Board packet and noted that the college currently has 7 new hires and 10 open positions. Mr. Wattron announced that Dr. Clifton Lewis, Faculty in Foreign Language with 37 years of service to NPC will retire following the current semester. Mr. Wattron announced that Mr. Larry Romo, NPC systems Analyst/Programmer will also retire after 18 years of service to the college. Mr. Wattron added that HR will plan to hold an event in the near future as official recognition of the retirees' service to the college.

Agenda Item 9: President's Report – President Swarthout

Dr. Swarthout reported that Governor Brewer vetoed the Weapons on Campus bill that was passed during the current legislative session. Dr. Swarthout reported that the college will close at noon for the All-NPC Picnic that is scheduled to occur on Friday, April 22nd at Pioneer Park in Snowflake, Arizona. Dr. Swarthout reported that Superintendent Travis Udall will be this year's commencement speaker. Dr. Swarthout reported that the NPC team learned a lot at the HLC Annual Conference. Dr. Swarthout informed that Board that the HLC will introduce revisions to the new accreditation criteria and the Open Pathway to accreditation is still in flux. Dr. Swarthout stated that the institution will have to stay focused on accreditation in order to keep up with changes. Dr. Swarthout reported that she will work to have the new HLC liaison come out to visit the college. Responding to a question from Chairman Jeffers, Mr. Hatch stated that the sewer line project at Silver Creek Campus is not yet 100% completed. Responding to comments from Ms. Handorf, Dr. Swarthout stated that the bar for accreditation will be raised and in order to remain the star it currently is with the HLC, the college will have to work harder and stay focused on accreditation.

Agenda Item 10: Board Report/Summary of Current Events

Ms. Handorf reported that AADGB will meet on Friday, April 22, 2011. Ms. Handorf reported that new officer elections will occur and that she is on the slate for Vice President. Commencement will occur on Saturday, May 14th at the Show Low School District Auditorium in Show Low, Arizona.

Agenda Item 11: Announcement of Next Regular Meeting: Tuesday, May 17, 2011.

Agenda Item 12: Adjournment

The meeting was adjourned upon a motion by Mr. Peaches, a second by Ms. Handorf and a unanimous affirmative vote.



Respectfully submitted,

Russell Dickerson
Recording Secretary to the Board

Bill Jeffers
Chairman

Ginny Handorf
Secretary to the Board



Truth in Taxation Public Hearing – Notice of Tax Increase

Summary:

Prior to the May 17, 2011 District Governing Board special meeting, a public hearing will be held to review the Truth in Taxation notice associated with the proposed budget for fiscal year 2011-12.

Truth in Taxation notices were published on April 29 and May 6, 2011 in the Tribune-News and in the White Mountain Independent. State Statute requires the notice be “published twice in a newspaper of general circulation”. The College has posted the Truth in Taxation notice in these two newspapers for several years.

A news release concerning the Truth in Taxation hearing and the budget hearing was also issued after the April 19, 2011 Board meeting and details were posted on the NPC website. A copy of each of these items is included. A third publication of the Truth in Taxation notice was published on May 10, 2011 in the White Mountain Independent and on May 11, 2011 in the Tribune-News.

Correspondence concerning the Levy Limit Worksheet and the Truth in Taxation hearing are also included. Please note that the Truth in Taxation – Notice of Tax Increase percentage change is the maximum allowable increase of 2%.

With a reduction in overall valuation the 2% levy increase will cause upward movement on the property tax rate. However, the proposed rate is comparable with rate levels of a few years back. A graph showing the property tax rates from 2000-01 to present is included and will be discussed. The total average property tax burden in Navajo County is expected to continue in the bottom half compared to other Arizona counties. NPC’s tax rate is also in the bottom half compared to other community college districts and is below the average rate for primary property taxes.



Northland Pioneer College

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Truth in Taxation Hearing

Notice of Tax Increase

In compliance with section 15-1461.01, Arizona Revised Statutes, Navajo County Community College District is notifying its property taxpayers of Navajo County Community College District's intention to raise its primary property taxes over last year's level. The Navajo County Community College District is proposing an increase in primary property taxes of **\$249,031** or **2.0%**.

For example, the proposed tax increase will cause Navajo County Community College District's primary property taxes on a \$100,000 home to increase from **\$121.44** (total taxes that would be owed without the proposed tax increase) to **\$123.87** (total proposed taxes including the tax increase).

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

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held **Tuesday, May 17, 2011** at 11:00 A.M. (M.S.T.) at the Holbrook – Painted Desert Campus Tiponi Community Center, 2251 E. Navajo Blvd., Holbrook, Arizona.



Northland Pioneer College

Quality education you can *afford*.

News Release

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

Everett Robinson, Media Relations Coordinator

• 928.532.6174 • everett.robinson@npc.edu

Prepared Thursday, April 14, 2011 10:03 AM MST

NPC schedules truth in taxation, budget hearings, May 17

The Navajo County Community College District Governing Board will conduct Truth in Taxation and budget adoption public hearings on the 2011-12 Northland Pioneer College operating budget and district primary property tax rate on Tuesday, May 17, starting at 11 A.M. (M.S.T.) in the Painted Desert Campus Tiponi Community Center Eagle's Nest Conference Room, 2251 E. Navajo Blvd. in Holbrook.

The proposed budget reflects an increase in the primary property tax rate from \$1.1352 to \$1.2387 per \$100 net assessed valuation. Under the state's Truth in Taxation statutes, the rate actually increases from \$1.2144 to \$1.2387, or 2 percent.

The primary property tax for an owner-occupied residence with an assessed valuation of \$100,000 would increase \$2.43 per year, from \$121.44 to \$123.87. For the third year, NPC does not have a secondary tax rate, used to repay voter-approved capital improvement bonds.

Northland's proposed tax levy is at the maximum allowable under a proposition approved by voters in 2006. The primary property tax levy will generate \$12,710,760. The 9.1 percent increase in the primary tax rate will raise an additional \$249,031 in revenue due to new construction and increases in the county valuation estimates. After the public hearings the governing board can decrease or accept the budget from the preliminary figures adopted on April 19.

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

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

Comments about the budget or proposed primary tax rate increase should be directed to Blaine Hatch, vice president for administrative services, at NPC's District Offices in Holbrook, 524-7440. --- NPC ---

[ABOUT NPC](#)[Campus-Center Locations](#)[Closures & Alerts](#)[Employee Directory](#)[Administration](#)[Public Notices](#)[Budget Hearing 2011](#)[Truth in Taxation](#)[DGB Public Notices](#)[RFP IP Telephony System](#)[Disclosure of Student Information](#)[FERPA Rights](#)[Holiday Closure Schedule](#)[Media & Marketing](#)[Campus Security](#)[Employment Opportunities](#)[NPC Foundation](#)[Alumni Association](#)[Accreditation](#)[Sustainability](#)[Home](#) [About NPC](#) [Public Notices](#) [Truth in Taxation](#)

Truth in Taxation - Notice of Tax Increase



Truth in Taxation Hearing Notice of Tax Increase

In compliance with section 15-1461.01, Arizona Revised Statutes, Navajo County Community College District is notifying its property taxpayers of Navajo County Community College District's intention to raise its primary property taxes over last year's level. The Navajo County Community College District is proposing an increase in primary property taxes of **\$249,031** or **2.0%**.

For example, the proposed tax increase will cause Navajo County Community College District's primary property taxes on a \$100,000 home to increase from **\$121.44** (total taxes that would be owed without the proposed tax increase) to **\$123.87** (total proposed taxes including the tax increase).

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

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held **Tuesday, May 17, 2011** at 11:00 a.m. (M.S.T.) at the Holbrook - Painted Desert Campus Tiponi Community Center, 2251 E. Navajo Blvd., Holbrook, Arizona. | [Map](#)

PROPERTY TAX OVERSIGHT COMMISSION

Arizona Department of Revenue Building



April 12, 2011

Janice K. Brewer
Governor

Gale Garritt
Chairman

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

Lester Abrams Member	Jim Brodnax Member
Kevin McCarthy Member	Fred Stiles Member

RE: Truth in Taxation Hearing

Dear Mr. Hatch:

Attached is the 2011 levy limit worksheet with net assessed values certified on February 10, 2011 by the County Assessor. Per A.R.S. § 42-17052(A), these values cannot be changed after February 10 without the approval of the Property Tax Oversight Commission. Therefore, the net assessed values of \$1,026,137,125 noted in Section C must be used when adopting a primary property tax levy and tax rate. Please note the maximum allowable tax rate and levy limit in Section D of the levy limit worksheet.

Per A.R.S. § 42-17107(A), if the proposed tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied in the preceding tax year, a truth in taxation hearing must be held. If Northland Pioneer College intends to levy a tax rate greater than \$1.2144, a truth in taxation hearing must be held (truth in taxation rate = prior year actual levy of \$11,975,227 ÷ current year value of last year's property of \$9,860,771). If a truth in taxation hearing is required, forward to my attention a copy of the published truth in taxation notice, the Affidavit of Publication, and the result of the governing body's roll call to consider a motion to levy the increased property taxes.

If you have any questions regarding the 2011 Levy Limit Worksheet or the Truth in Taxation hearing requirements, please feel free to contact me at (602) 716-6436 or dteller@azdor.gov.

Thank you for your cooperation with the Commission.

Sincerely,

Darlene Teller
PTOC Staff

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

2011 LEVY LIMIT WORKSHEET

NAVAJO COUNTY - NORTHLAND PIONEER COLLEGE
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MAXIMUM LEVY	2010
A.1. Maximum Allowable Primary Tax Levy	\$11,975,227
A.2. A.1 multiplied by 1.02	\$12,214,732

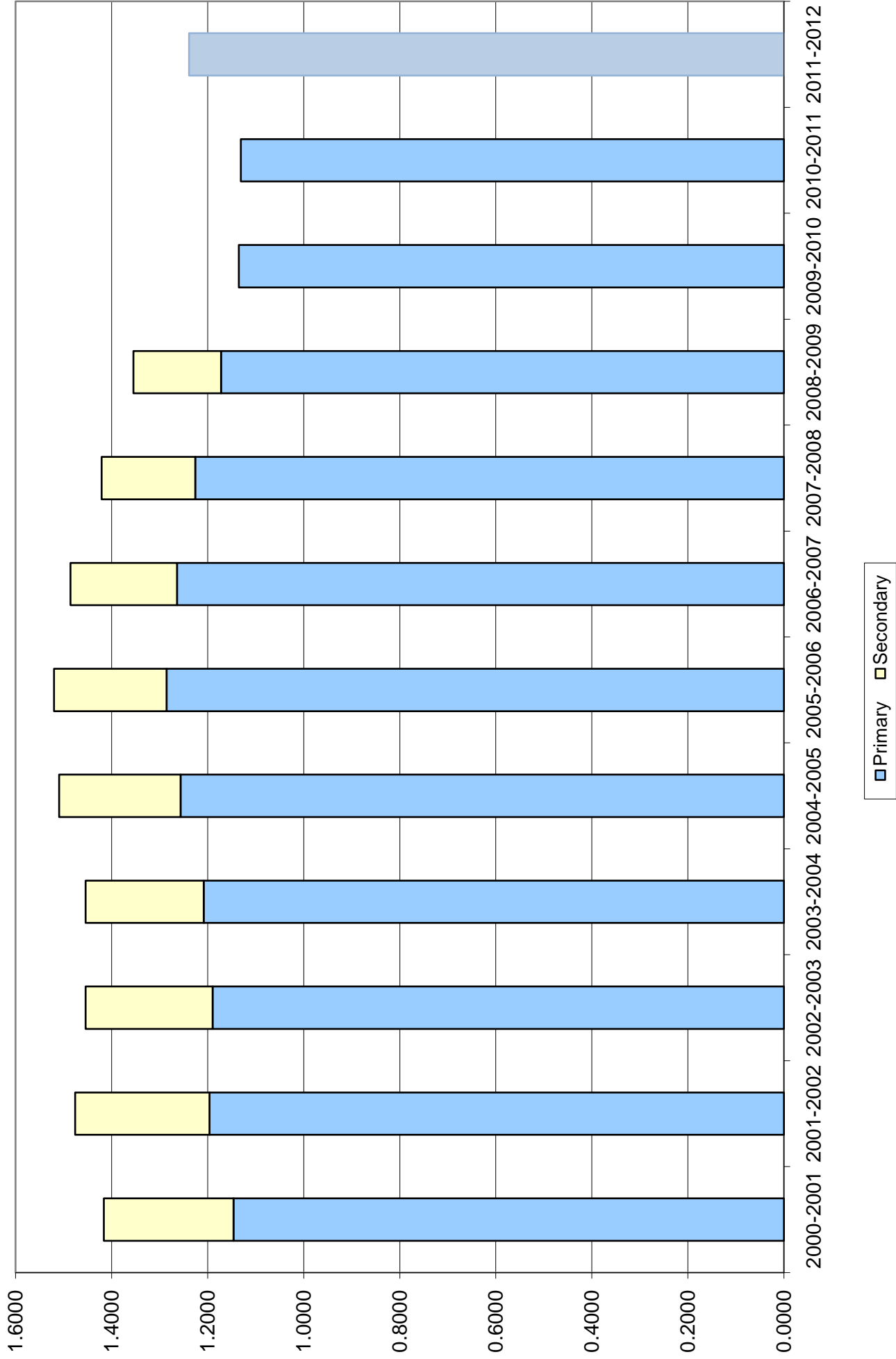
CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR	2011
B.1. Centrally Assessed	\$229,419,532
B.2. Locally Assessed Real Property	\$736,808,874
B.3. Locally Assessed Personal Property	\$19,848,674
B.4. Total Assessed Value (B.1 through B.3)	\$986,077,080
B.5. B.4. divided by 100	\$9,860,771

CURRENT YEAR NET ASSESSED VALUES	2011
C.1. Centrally Assessed	\$260,662,273
C.2. Locally Assessed Real Property	\$745,626,178
C.3. Locally Assessed Personal Property	\$19,848,674
C.4. Total Assessed Value (C.1 through C.3)	\$1,026,137,125
C.5. C.4. divided by 100	\$10,261,371

LEVY LIMIT CALCULATION	2011
D.1. LINE A.2	\$12,214,732
D.2. LINE B.5	\$9,860,771
D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)	1.2387
D.4. LINE C.5	\$10,261,371
D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT	\$12,710,760
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)	\$12,710,760

<i>Truth in Taxation Rate (prior year actual levy divided by B.5)</i>	1.2144
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Property Tax Rates

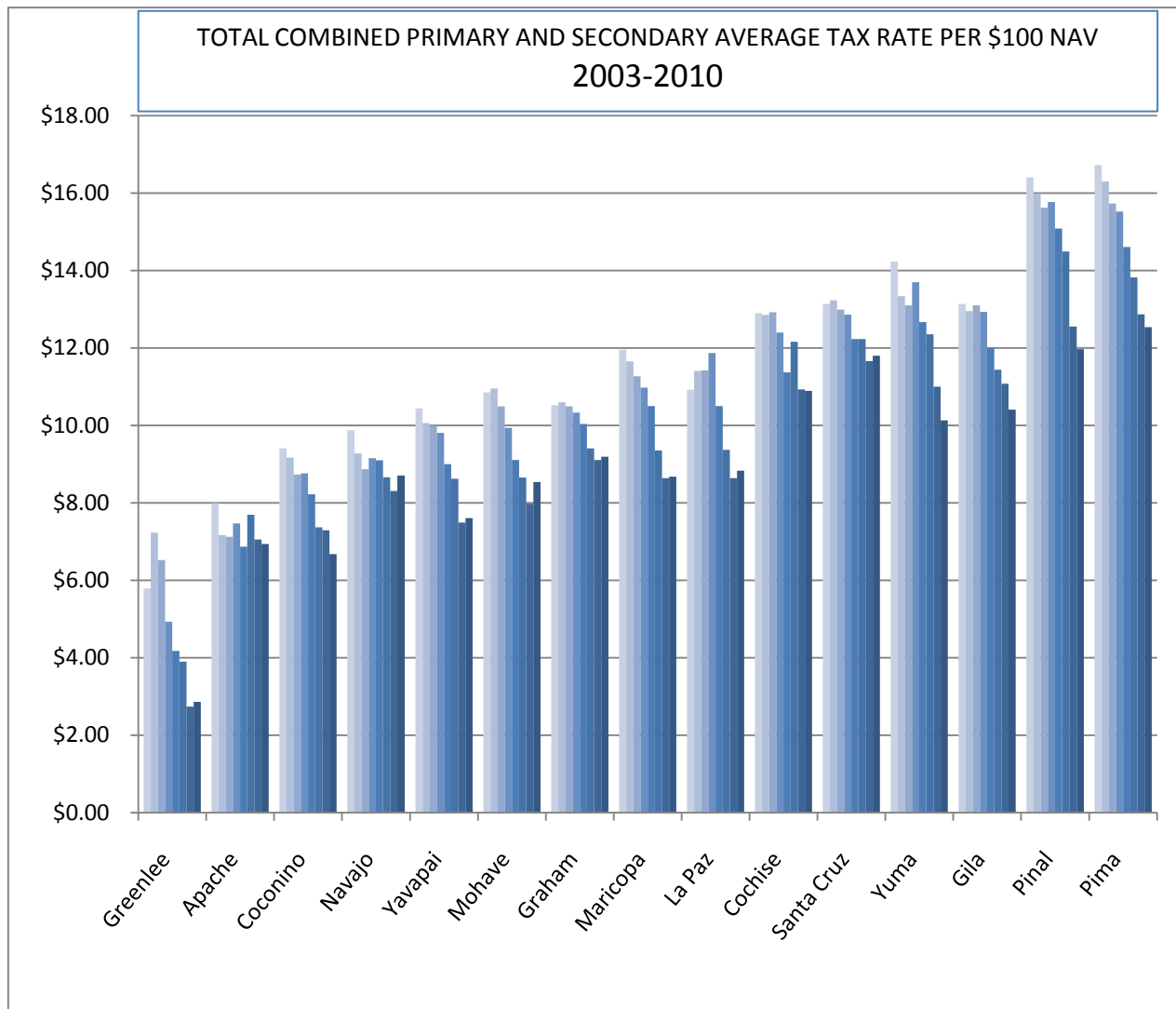


TOTAL COMBINED PRIMARY AND SECONDARY AVERAGE TAX RATE PER \$100 NAV

2003-2010

County	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Greenlee	\$5.79	\$7.23	\$6.52	\$4.93	\$4.18	\$3.90	\$2.74	\$2.86
Apache	\$7.99	\$7.17	\$7.12	\$7.47	\$6.87	\$7.69	\$7.05	\$6.94
Coconino	\$9.41	\$9.17	\$8.73	\$8.76	\$8.22	\$7.37	\$7.29	\$6.68
Navajo	\$9.88	\$9.28	\$8.87	\$9.15	\$9.10	\$8.66	\$8.31	\$8.71
Yavapai	\$10.44	\$10.06	\$9.99	\$9.81	\$9.00	\$8.62	\$7.49	\$7.61
Mohave	\$10.85	\$10.95	\$10.49	\$9.94	\$9.11	\$8.65	\$7.98	\$8.54
Graham	\$10.52	\$10.60	\$10.49	\$10.33	\$10.04	\$9.41	\$9.11	\$9.19
Maricopa	\$11.95	\$11.65	\$11.27	\$10.98	\$10.50	\$9.35	\$8.64	\$8.68
La Paz	\$10.92	\$11.41	\$11.42	\$11.87	\$10.50	\$9.37	\$8.64	\$8.83
Cochise	\$12.90	\$12.85	\$12.92	\$12.40	\$11.37	\$12.16	\$10.93	\$10.89
Santa Cruz	\$13.14	\$13.23	\$12.99	\$12.86	\$12.23	\$12.23	\$11.66	\$11.80
Yuma	\$14.23	\$13.34	\$13.10	\$13.70	\$12.67	\$12.35	\$11.00	\$10.13
Gila	\$13.14	\$12.95	\$13.10	\$12.93	\$11.99	\$11.44	\$11.08	\$10.41
Pinal	\$16.41	\$15.98	\$15.62	\$15.77	\$15.08	\$14.49	\$12.55	\$11.97
Pima	\$16.72	\$16.30	\$15.73	\$15.52	\$14.61	\$13.82	\$12.87	\$12.54

SOURCE: Department of Revenue (DOR)



2011-2012 Property Taxes

Recommendation:

Staff recommends approval of the 2011-2012 Primary Property Tax levy of \$12,710,760 derived from a rate of \$1.2387 per \$100 net assessed valuation.

Summary:

The 2011-12 property tax levy limit is \$12,710,760, which includes a net 2% increase in currently assessed properties and revenues associated with new construction of \$496,028.

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



Northland Pioneer College

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Public Hearing for 2011-2012 Proposed Budget

Summary:

The preliminary budget was posted on the NPC website following the April 19th Board meeting and published on May 11, 2011 along with a notice of the budget hearing according to statutory requirements. The Truth in Taxation notice was published on April 29, May 6 and May 11 in the Tribune News and April 29, May 6 and May 10 in the White Mountain Independent. A notice of the hearings scheduled for May 17 was also published, sent as a news release to all area media outlets and posted on the NPC website. The notices and news release are included.

Adjustments reflecting the correct 2010-11 budget figures have been incorporated into the attached budget forms. The 2011-12 proposed budget has not been altered.

The attached budget document is aligned with the NPC 2010-2013 Strategic Plan approved by the District Governing Board. Extensive involvement at the department and executive level produced the proposed budget.

The proposed budget reflects a return to the wage and salary reduction of 2009-10 plus a two percent (2%) increase for all regular employee classes and the increased cost of employee benefits.

Staff anticipates the expenditure limit will not be breached in FYE 2012.

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



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Northland Pioneer College

Administrative Services Memorandum

TO: Jeanne Swarhout
FROM: Blaine Hatch
DATE: 10 May 2011
SUBJECT: Correction to Official Budget Forms for fiscal year 2011-12

Following the District Governing Board meeting held on April 19, 2011, I became aware that the figures for the current year budget (2010-11) included in the official budget forms for fiscal year did not reflect the budget adopted by the District Governing Board last year. The correction also caused a change in the figures found in the two comparator columns of the official forms. The forms were updated prior to posting on the NPC website and any publication or press releases to the media.

The forms presented to the Board for the upcoming May 17, 2011 budget related hearings and meetings are corrected versions.

I have consulted with legal counsel and we agree that all members of the District Governing Board should receive notice of the correction. I have attached a corrected copy for distribution to the Board along with the a copy of the forms presented to the Board on April 19. Because the correction was made prior to the required posting and publication, no additional action beyond informing the Board is required.

I apologize for this error.

Blaine Hatch

Vice President for Administrative Services

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
Budget for Fiscal Year 2011-12**

Date of Public Hearing and Special Board Meeting for Final Adoption

CERTIFICATE OF ADOPTION

The proposed budget was approved by local Governing Board action and was published as specified by law for presentation to taxpayers of the District for final adoption after the public hearing. This is the Adopted Budget as presented to the District taxpayers and adopted at the special board meeting following the public hearing held on May 17, 2011.

Chairman, Governing Board	5/17/2011 Date
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President	5/17/2011 Date
-----------	-------------------

DISTRICT GOVERNING BOARD

SIGNATURE	TITLE	EXPIRATION OF TERM
	Secretary	
	Member	
	Member	
	Member	

CHIEF FISCAL OFFICER

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

**OFFICIAL BUDGET FORMS
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
FISCAL YEAR 2011-12**

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2011-12
SUMMARY OF BUDGET DATA**

	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12	
			Amount	%
I. CURRENT GENERAL AND PLANT FUNDS				
A. Expenditures:				
Current General Fund	\$ 24,437,607	\$ 22,107,760	\$ (2,329,847)	-9.5%
Unexpended Plant Fund	2,560,000	4,400,000	1,840,000	71.9%
Retirement of Indebtedness Plant Fund				
TOTAL	\$ 26,997,607	\$ 26,507,760	\$ (489,847)	-1.8%
B. Expenditures Per FTSE:				
Current General Fund	\$ 9,222 /FTSE	\$ 8,343 /FTSE	\$ (879) /FTSE	-9.5%
Unexpended Plant Fund	\$ 966 /FTSE	\$ 1,660 /FTSE	\$ 694 /FTSE	71.9%
II. EXPENDITURE LIMITATIONS			FISCAL YEAR 2010-11	\$ 17,086,770
			FISCAL YEAR 2011-12	\$ 16,251,916
III. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2010-11 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051				\$ _____
IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2011-12 PURSUANT TO A.R.S. §42-17051				\$ 12,710,760
V. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES:				
	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12	
			Amount	%
A. Amount Levied:				
Primary Tax Levy	\$ 11,975,227	\$ 12,710,760	\$ 735,533	6.1%
Secondary Tax Levy				
TOTAL PROPERTY TAX LEVY	\$ 11,975,227	\$ 12,710,760	\$ 735,533	6.1%
B. Rates Per \$100 Net Assessed Valuation:				
Primary Tax Rate	\$ 1.1308	\$ 1.2387	\$ 0.1079	9.5%
Secondary Tax Rate				
TOTAL PROPERTY TAX RATE	\$ 1.1308	\$ 1.2387	\$ 0.1079	9.5%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2011-12
 CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12
REVENUES AND OTHER ADDITIONS BY SOURCE				
PROPERTY TAXES				
Primary Tax Levy	\$ 11,938,000	\$ 11,975,227	\$ 12,710,760	\$ 735,533
Secondary Tax Levy - Override	\$ 11,938,000	\$ 11,975,227	\$ 12,710,760	\$ 735,533
Subtotal				
				6.1%
STATE APPROPRIATIONS				
Maintenance Support	3,590,000	3,590,000	1,720,000	(1,870,000)
Equalization Aid	6,624,000	6,624,000	6,452,000	(172,000)
Subtotal	\$ 10,214,000	\$ 10,214,000	\$ 8,172,000	\$ (2,042,000)
				-52.1%
				-2.6%
				-20.0%
GIFTS, GRANTS, AND CONTRACTS				
Government Grants and Contracts	1,350,000	750,000	1,350,000	600,000
Indirect Costs Recovered				
Private Gifts, Grants, and Contracts				
Subtotal	\$ 1,350,000	\$ 750,000	\$ 1,350,000	\$ 600,000
				80.0%
TUITION, REGISTRATION, AND STUDENT FEES				
General Tuition	3,100,000	3,205,000	3,400,000	195,000
Out-of-District Tuition		600,000		(600,000)
Out-of-State Tuition	100,000	120,000	100,000	(20,000)
Student Fees	925,000	710,000	700,000	(10,000)
Tuition and Fee Remissions or Waivers				
Subtotal	\$ 4,125,000	\$ 4,635,000	\$ 4,200,000	\$ (435,000)
				6.1%
				-100.0%
				-16.7%
				-1.4%
				-9.4%
OTHER SOURCES				
Investment Income	100,000	100,000	125,000	25,000
Other	200,000	63,380	100,000	36,620
Subtotal	\$ 300,000	\$ 163,380	\$ 225,000	\$ 61,620
Total Revenues and Other Additions	\$ 27,927,000	\$ 27,737,607	\$ 26,657,760	\$ (1,079,847)
				25.0%
				57.8%
				37.7%
				-3.9%
UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, APPLIED TO BUDGET				
	\$	\$	\$	\$
TRANSFERS IN/(OUT)				
Transfer Out - Primary Tax Levy				
- Unexpended Plant Fund	(2,250,000)	(2,550,000)	(3,800,000)	(1,250,000)
Auxiliary/Current Restricted	(500,000)	(750,000)	(750,000)	
	\$ 25,177,000	\$ 24,437,607	\$ 22,107,760	\$ (2,329,847)
				49.0%
				-9.5%
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES				

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2011-12
 PLANT FUNDS - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12
				Amount %
REVENUES AND OTHER ADDITIONS BY SOURCE				
UNEXPENDED PLANT FUND				
State Appropriations: Capital Support (_____ FTSE @ \$ _____ each)	\$ _____	\$ _____	\$ _____	
Investment Income	_____	10,000	_____	
Proceeds from Sale of Bonds	_____	_____	_____	
Other Revenues and Additions	\$ _____	\$ 10,000	\$ _____	
Total Revenues and Other Additions	_____	975,000	600,000	-38.5%
RESTRICTED FUND BALANCE AT JULY 1				
TRANSFERS IN/(OUT)	_____	_____	_____	
Transfer In - Primary Tax Levy - Current General Fund	2,250,000	2,550,000	3,800,000	49.0%
Less: Amounts accumulated for future capital acquisitions	(1,000,000)	(975,000)	_____	
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND	\$ 1,250,000	\$ 2,560,000	\$ 4,400,000	71.9%
RETIREMENT OF INDEBTEDNESS PLANT FUND				
Sources for payment of principal and interest on general obligation bonds	_____	_____	_____	
Secondary Tax Levy	_____	_____	_____	
Other (Identify)	_____	_____	_____	
Total Revenues and Other Additions	\$ _____	\$ _____	\$ _____	
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF GENERAL OBLIGATION BONDS				
TRANSFERS IN/(OUT)	_____	_____	_____	
Less: Amounts restricted for future debt service requirements	_____	_____	_____	
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF GENERAL OBLIGATION BONDS	\$ _____	\$ _____	\$ _____	

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2011-12
 CURRENT GENERAL FUND AND PLANT FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12	%
CURRENT GENERAL FUND					
Instruction	\$ 8,600,000	\$ 9,600,000	\$ 8,026,000	(1,574,000)	-16.4%
Public Service					
Academic Support	1,100,000	1,100,000	1,659,000	559,000	50.8%
Student Services	1,600,000	1,800,000	1,377,000	(423,000)	-23.5%
Institutional Support (Administration)	6,600,000	7,500,000	7,069,000	(431,000)	-5.7%
Operation and Maintenance of Plant	2,000,000	2,150,000	1,756,000	(394,000)	-18.3%
Scholarships	280,000	350,000	283,000	(67,000)	-19.1%
Contingency		1,937,607	1,937,760	153	0.0%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT GENERAL FUND	\$ 20,180,000	\$ 24,437,607	\$ 22,107,760	(2,329,847)	-9.5%
PLANT FUNDS: UNEXPENDED PLANT FUND					
Land					
Buildings	400,000	990,000	1,480,000	490,000	49.5%
Improvements Other Than Buildings	150,000	415,000	500,000	85,000	20.5%
Equipment	240,000	750,000	2,000,000	1,250,000	166.7%
Library Books		50,000	50,000		
Museum and Art Collections					
Construction in Progress					
Contingency					
Retirement of Indebtedness - Capital Leases and Installment Purchases	410,000	355,000	370,000	15,000	4.2%
Interest on Indebtedness - Capital Leases and Installment Purchases					
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF UNEXPENDED PLANT FUND	\$ 1,250,000	\$ 2,560,000	\$ 4,400,000	\$ 1,840,000	71.9%
RETIREMENT OF INDEBTEDNESS PLANT FUND					
Retirement of Indebtedness - General Obligation Bonds					
Interest on Indebtedness - General Obligation Bonds					
Retirement of Indebtedness - Revenue Bonds					
Interest on Indebtedness - Revenue Bonds					
Retirement of Indebtedness - Other Long-Term Debt					
Interest on Indebtedness - Other Long-Term Debt					
Other-Property Tax Judgement					
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF RETIREMENT OF INDEBTEDNESS PLANT FUND	\$	\$	\$	\$	\$

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2011-12
 CURRENT AUXILIARY ENTERPRISES FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12
				Amount
				%
REVENUES AND OTHER ADDITIONS BY SOURCE				
TUITION AND STUDENT FEES				
General Tuition	\$	\$	\$	
Out-of-District Tuition				
Out-of-State Tuition				
Student Fees				
Tuition and Fee Remissions or Waivers	\$	\$	\$	
Subtotal				
SALES AND SERVICES				
Bookstore Sales	125,000	150,000	150,000	
Food Services Sales				
Dormitory Rentals				
Intercollegiate Athletics				
Parking Fees or Permits	225,000	70,000	225,000	221.4%
Other Sales and Services	350,000	220,000	375,000	70.5%
Subtotal	\$ 350,000	\$ 220,000	\$ 375,000	
OTHER REVENUES AND ADDITIONS				
Investment Income				
Other (Identify)				
Subtotal	\$	\$	\$	
Total Revenues and Other Additions	\$ 350,000	\$ 220,000	\$ 375,000	70.5%
UNRESTRICTED FUND BALANCE AT JULY 1				
TRANSFERS IN/(OUT)				
Current General Fund		350,000	150,000	-57.1%
Subtotal				
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 350,000	\$ 570,000	\$ 525,000	-7.9%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
 NORTHLAND PIONEER COLLEGE
 BUDGET FOR FISCAL YEAR 2011-12
 CURRENT RESTRICTED FUND - REVENUES AND OTHER ADDITIONS

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12
			Amount	%
REVENUES AND OTHER ADDITIONS BY SOURCE				
GIFTS, GRANTS, AND CONTRACTS				
Federal Grants and Contracts	\$ 4,450,000	\$ 4,000,000	\$ 4,200,000	5.0%
State Grants and Contracts	180,000	600,000	(400,000)	-66.7%
Local Grants and Contracts	400,000	550,000	(150,000)	-27.3%
Private Gifts, Grants, and Contracts	5,030,000	5,150,000	(350,000)	-6.8%
Subtotal	\$ 10,060,000	\$ 10,300,000	\$ 240,000	
OTHER REVENUES AND ADDITIONS				
Investment Income				
State Shared Sales Tax	400,000		400,000	
Other (Identify)				
Subtotal	\$ 400,000	\$ 400,000	\$ 400,000	
Total Revenues and Other Additions	\$ 10,460,000	\$ 10,700,000	\$ 240,000	1.0%
RESTRICTED FUND BALANCE AT JULY 1				
TRANSFERS IN/(OUT)				
General Fund	500,000	400,000	200,000	50.0%
TOTAL AMOUNT AVAILABLE FOR EXPENDITURES	\$ 5,930,000	\$ 5,550,000	\$ 250,000	4.5%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
BUDGET FOR FISCAL YEAR 2011-12
CURRENT AUXILIARY ENTERPRISES AND CURRENT RESTRICTED FUNDS - EXPENDITURES AND OTHER DEDUCTIONS

	Estimated Actual 2010-11	Budget 2010-11	Budget 2011-12	Increase/(Decrease) From Budget 2010-11 To Budget 2011-12	%
	Amount	Amount	Amount	Amount	%
CURRENT AUXILIARY ENTERPRISES FUND					
Bookstore	\$ 125,000	\$ 225,000	\$ 150,000	\$ (75,000)	-33.3%
Food Services					
Dormitories					
Intercollegiate Athletics					
Other Sales and Services	225,000	345,000	375,000	30,000	8.7%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT AUXILIARY ENTERPRISES FUND	\$ 350,000	\$ 570,000	\$ 525,000	\$ (45,000)	-7.9%
CURRENT RESTRICTED FUND					
Instruction	\$ 710,000	\$ 700,000	\$ 700,000	\$	
Public Service	10,000	15,000	10,000	(5,000)	-33.3%
Academic Support					
Student Services	665,000	800,000	650,000	(150,000)	-18.8%
Institutional Support (Administration)	45,000	35,000	40,000	5,000	14.3%
Operation and Maintenance of Plant					
Scholarships	4,500,000	4,000,000	4,400,000	400,000	10.0%
TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUND	\$ 5,930,000	\$ 5,550,000	\$ 5,800,000	\$ 250,000	4.5%

2011 LEVY LIMIT WORKSHEET

NAVAJO COUNTY

NORTHLAND PIONEER COLLEGE

MAXIMUM LEVY LIMIT

2010

A.1	Maximum Allowable Primary Tax Levy	\$11,975,227
A.2	A.1 multiplied by 1.02	\$12,214,732

**CURRENT YEAR NET ASSESSED VALUE
SUBJECT TO TAXATION IN PRIOR YEAR**

2011

B.1	Centrally Assessed	229,419,532
B.2	Locally Assessed Real Property	736,808,874
B.3	Locally Assessed Personal Property	19,848,674
B.4	Total Assessed Value (B.1 through B.3)	986,077,080
B.5	B.4. Divided by 100	\$9,860,771

CURRENT YEAR NET ASSESSED VALUES

2011

C.1	Centrally Assessed	260,662,273
C.2	Locally Assessed Real Property	745,626,178
C.3	Locally Assessed Personal Property	19,848,674
C.4	Total Assessed Value (C.1 THROUGH C.3.)	1,026,137,125
C.5	C.4 divided by 100	\$10,261,371

LEVY LIMIT CALCULATION

2011

D.1.	LINE A.2	\$12,214,732
D.2.	LINE B.	\$9,860,771
D.3.	D.1/D.2 (maximum allowable tax rate)	1.2387
D.4.	LINE C.5	\$10,261,371
D.5.	D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT	\$12,710,761
D.6	Excess Collections/Excess Levy	-
D.7	Amount in Excess of Expenditure Limit	-
D.8	ALLOWABLE LEVY LIMIT	\$12,710,761
	D.5 - D.6 - D.7	

ADJUSTED ALLOWABLE LEVY LIMIT CALCULATION

2011

E.1.	ACCEPTED TORTS	-
E.2.	ADJUSTED ALLOWABLE LEVY LIMIT (D.8. + E.1.)	\$12,710,761

OVER LEVY CALCULATION

2011

F.1.	ACTUAL PRIMARY PROPERTY TAX LEVY	\$12,710,761
F.2.	OVER LEVY (F.1. - E.2.)	-

TAX RATE 1.2387

BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2011 – 2012

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

~~March 21 – 25 Spring Break~~

~~May 14 Commencement~~

~~May 30 Memorial Day~~

**Northland Pioneer College
Departmental Budget Guidelines
FY 1112**

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

- Budget request for expenditures & capital must be completed by **Friday, February 18, 2011.**
- State funding expected to be significantly reduced in FY1112.
- Include only items in your budget requests that are considered critical and are linked to the current **NPC Strategic Plan**. Any budget amounts that are higher than FY1011 budget **or** actual historical spending must be **justified**. Please provide your detailed justification in the attached “**Budget Justification**” template.
- When you complete your budget notify **Maderia Ellison, Director of Financial Services** by **e-mail** and include the completed “**Budget Justification**” template.
- The **FY1011 Budgets** reflected in Budget Allocate include budget transfers received through December 2010.
- Starting **February 19, 2011** you will no longer have access to “**Budget Allocate**”.
- Budget hearings will be held in **mid-March, 2011** with the Executive Team and Budget Managers.
- Once the budget is approved you will be able to review it in the Jenzabar budget module, see attached “**Budget Review Instructions**”.

Budget Categories & Targets:

Revenues	<ul style="list-style-type: none">• Budget will be prepared by Administrative Services.
Salaries/Wages & Benefits	<ul style="list-style-type: none">• Budget will be prepared by Administrative Services <u>except</u> for the following which you need to <u>include in your budget request:</u><ul style="list-style-type: none">○ Adjunct Salaries,○ Overload,○ Temporary Salaries,○ Lab Aids, and○ Substitute Salaries.
Operating Expenditures	<ul style="list-style-type: none">• State funding expected to be significantly reduced in FY1112.• All budget requests should reflect only those items required to maintain <u>critical</u> service levels.
Capital Expenditures	<ul style="list-style-type: none">• No state funding in FY1112.• Any request for funding must be covered from the operation budget.

**Northland Pioneer College
Capital Fund (00) - Preliminary Budget
FY1112**

	FY1112 Budget	FY1213 Budget	FY1314 Budget
Fund Balance	600,000	4,800,000	4,700,000
Transfer from Operating to Fund 50	3,800,000	2,700,000	2,800,000
Transfer from Operating to Fund 10	700,000	600,000	500,000
	<u>4,500,000</u>	<u>3,300,000</u>	<u>3,300,000</u>
Annual Capital Budget Target	4,400,000	7,500,000	7,500,000
Annual Capital Requirements			
Annual Building Maintenance	200,000	200,000	200,000
Leases - Computers	370,000	370,000	370,000
Leases - Fleet (5 yr lease)	10,000	10,000	-
	<u>580,000</u>	<u>580,000</u>	<u>570,000</u>
Annual Capital Requests			
Administrative Services	1,950,000	6,000,000	6,250,000
IS	1,647,150	1,500,000	1,500,000
Library	50,000	50,000	50,000
Instruction:			
Arts & Science	10,191	15,000	25,000
CTE	52,200	95,000	50,000
Nursing	22,956	30,000	32,000
	<u>3,732,497</u>	<u>7,690,000</u>	<u>7,907,000</u>
	<u>4,312,497</u>	<u>8,270,000</u>	<u>8,477,000</u>
Surplus/(Deficit)	87,503	(770,000)	(977,000)

2011-2012 Proposed Budget

Recommendation:

Staff recommends adoption of the 2011-2012 Proposed Budget as presented.

Summary:

The preliminary budget as approved by the District Governing Board was posted on the NPC website and published on May 11, 2011 along with a notice of the budget hearing according to statutory requirements. The Truth in Taxation notice was also published on April 29, May 6 and May 11 in the Tribune News and April 29, May 6 and May 10 in the White Mountain Independent. A notice of the hearings scheduled for May 17 was also published, sent as a news release to all area media outlets and posted on the NPC website.

Adjustments reflecting the correct 2010-11 budget figures have been incorporated into the attached budget forms. The 2011-12 proposed budget has not been altered.

The attached budget document is aligned with the NPC 2010-2013 Strategic Plan approved by the District Governing Board. Extensive involvement at the department and executive level produced the proposed budget.

The proposed budget reflects a return to the wage and salary reduction of 2009-10 plus a two percent (2%) increase for all regular employee classes and the increased cost of employee benefits.

Staff anticipates the expenditure limit will not be breached in FYE 2012.

Staff will review the budget with the Board. The budget can be reduced, but cannot be increased following the public hearing.



Northland Pioneer College

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Request to Accept Strategic Plan Annual Report

Recommendation:

The staff recommends the acceptance of the *Strategic Plan Annual Report, 2010-2011*.

Summary:

Each May District Governing Board meeting, the college submits a brief summary of the institution's accomplishments related specifically to the strategic plan for the current academic year.



Northland Pioneer College

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Strategic Plan Annual Report

District Governing Board

May 17, 2011

Beginning May, 2008, The Strategic Planning and Accreditation Steering Committee (SPASC) began making an Annual Report to the District Governing Board of Northland Pioneer College documenting the college's accomplishments resulting from each year's strategic plan. NPC's accomplishments for fiscal year 2010-11 have been remarkable in some areas, given in spite of the State budget reductions and the economic uncertainty faced by the college. In one area in particular, Pillar 6, budget reductions have had a significant impact on the accomplishments of the institution, NPC is now positioned to move forward on Pillar 6 in spite of continued funding reductions.

The Annual Report on strategic plan progress is presented by priority and bulleted comments on accomplishments.

Advance High Quality and Accessible Learning Opportunities

Priority 1: Improve student learning.

- Revisions to the online course development guidelines have been completed and accepted by the president.
- Quality Matters evaluation of all new online courses implemented, three courses reviewed, improved, and implemented.
- Training workshops in Moodle, Adobe Connect, and use of distance education technology implemented in spring 2011, with a full series available in 2011-12.
- Technology competency exam prerequisite for online courses approved for spring 2012. Exam and technology competency prep course in development. Prep course and exam will be available by October 2011.
- Placement Committee utilizing student performance data to do a thorough review of general education placement requirements tied to specific student expected performance rates.
- Moderate progress has been made in using webinars and other distance technology to provide efficient professional development.
- Implemented a math tutoring session on the video system, utilizing faculty as tutor.
- Improved student awareness of tutoring opportunities.
- Developed recommendations to expand and restructure tutoring services.

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

- Significant change in offering short course options in The Learning Cornerstone and anticipate greater student success in developmental courses as a result.
- Fire Science continuing education now available primarily online.
- RN to BSN online cooperative program with ASU developed and implemented. Current substantial student enrollment.
- Negotiations underway with Prescott College for Early Childhood Development AAS to BAS transfer program. Similar process with ASU in formative stages.
- New A+/N+ computer science certification program approved.
- Cosmetology and power plant operations curriculum redesigned to meet both industry and college needs.

Priority 3: Document learning in all courses and programs

- Higher Learning Commission Assessment Academy participation continues.
- Good progress in matching general education outcomes to specific courses.
- ASK is working on general education outcomes in scientific inquiry and quantitative reasoning.
- ASK is now chaired by a faculty member and release time is now associated with that responsibility.
- Continue to move forward on assessment of student learning with most activity in CTE and The Learning Cornerstone.
- Significant progress has been made in getting program reviews back on track.
- NPC faculty is increasingly engaged in assessment activities with a greater participation in Dialog Day in April and a greater number of assessment reports completed.

Strengthen Institutional Planning and Accountability

Priority 1: Determine service area needs

- Continue to implement advisory committee recommendations to meet business and industry skill needs.

Priority 2: Enhance enrollment, recruitment and management procedures

- Pieces of Enrollment Management Plan implemented
 - Early warning system for poor student performance developed and implemented

- 32 credit hour/no degree plan on file registration block implemented for summer 2011.
- Enhanced student notification utilizing college email begun fall 2011.

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

- Deployed about 39% of faculty and department web pages; given the hit results for completed areas, this is a priority to complete in the next year.
- Initiated social media in the form of Facebook and Twitter.
- Search engine optimization used to improve college presence in internet searches.
- Appreciation event for high school partners initiated.

Strengthen Technology to Support Learning and Service

Priority 1: Develop and maintain a reliable, safe, progressive and efficient infrastructure while reducing the college's impact on the environment.

- Procedure 2131 implemented to comply with HEOA P2P.
- Wireless access points have been migrated to fall under the control of a wireless access point controller, centralizing activities.
- College-wide wireless capabilities close to completion.
- Teamviewer purchased for the support center to provide Tier 1 troubleshooting and support while on a call.
- Network Systems administrator hired with Title III finds.
- Telephony Technician replaced with a Network Support Technician.
- Centralized storage now available for staff and faculty use.
- Piloted a test group of thin clients in the library open lab and library testing computers.
- Integration of Support Center and IS Techs initiated, with the Support Center now reporting to the Lead IS Tech for better, more efficient user service.
- Now have SAML capability in JICS to act as an identity provider for Google and Moodle.

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

- Added Smart Boards in classroom locations
- Purchased and started implementation of Argos, a report writing software.
- Enabled audio/video desktop conferencing on 25% of staff computers.

Strengthen Human Resources and Employee Relations

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

- Conducting college-wide site visits by HR Director twice yearly.
- Established a written procedure for college service awards.
- Established a written procedure for retirement recognition for faculty and staff.
- Provided a framework for Employee Recognition Program and implemented.

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

- Revised and implemented lateral move procedure.

Priority 3: Strengthen hiring, evaluation and compensation standards

- Audited adjunct faculty compensation plan for correct placement.
- Reviewed tracking system for accurate adjunct faculty qualifications and teaching responsibilities.
- Assisted supervisors in conducting annual performance evaluations for employees.

Strengthen Fiscal Resources to Support Critical Programs and Services

Priority 1: Identify and develop a variety of funding alternatives

- Active in funding protection through the Arizona Council of Community College Presidents.
- Lead summit meetings of equalization schools to protect equalization funding.
- Continue to meet with Mohave and Coconino community colleges to enhance funding, grant and program opportunities.

Priority 2: Improve financial planning

- Fully using strategic plan in budgeting and resource allocation.
- Held annual and semi-annual budget manager meetings to implement planned budget adjustments.
- Instituted 3-year capital budget plan.

Priority 3: Improve accountability and transparency

- Participated in Best Practices survey conducted by Mohave Community College.
- Developed an Audit Committee which provides advice on best practices.
- Shared and implemented best practices with the Community College Business Officers group.
- Conducted internal controls training with administrators on a periodic basis.
- Developed procedures to eliminate risks associated with prior audit findings.
- Completed annual audit six months after end of fiscal year.
- Improved financial processes resulting in no audit findings for last two fiscal years.
- All pertinent financial documents posted to the NPC archives web page.

Strengthen Facilities through Planning and Development

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

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

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

- Moved Workforce Development revenue to capital fund for future construction.

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

- Sustainability Committee is now included as a standing committee of the College Council.
- Recycling efforts implemented college-wide and in conjunction with community partners.
- Purchasing includes check on “green” products.

Northland Pioneer College Strategic Plan 2011-2014

Presidential Strategic Initiatives, May 2011

Northland Pioneer College's updated 2011-2014 Strategic Plan is thorough and well-thought out. However, the president of the college has identified certain strategic initiatives that must move rapidly to the forefront of college planning, decision-making and implementation. Additionally, the recently unveiled requirement by the Higher Learning Commission for a new accreditation pathway demands immediate attention to these initiatives. The president is issuing the following strategic initiatives as a preface to the NPC Strategic Plan; these strategic initiatives must be the main focus of our work together for the next several years.

1. Re-enroll in the Higher Learning Commission's Assessment Academy with either a continuation of general education assessment or student services assessment, May 2012.
2. Continue to move courses into online or hybrid learning environments with a goal of five courses migrated by May 2012.
3. Conduct quality checks of 10 existing online courses, May 2012.
4. Complete preliminary design of Open Pathway portfolio and begin using the portfolio, January 2012.
5. Roll-out web conferencing for course delivery by May 2012.
6. Dedicate available resources to support of network and technology infrastructure, new accreditation model, assessment of student learning, and facilities infrastructure.

Pillar 1: Advance High Quality and Accessible Learning Opportunities

Overall Responsibility: Vice President for Learning and Student Services

Priority 1: Improve student learning

Next Major Milestone: May 30, 2012

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

Goals:

1.1.1 Continue improvement of distance education delivery systems

Supports HLC Core Components 2c, 3bcd, 4bd, 5c

- Improve hybrid courses and add more hybrid courses where appropriate
- Improve use of Learning Management Systems (LMS) in existing courses

- Enhance audio and video environments by developing a better distribution system for materials/exams, returning student work including piloting the use of temporary employees to facilitate in locations with large numbers of students in audio/video classes.
- Provide training workshops for all faculty and other interested employees
- Implement courses through ADOBE CONNECT (or other system) by Fall 2011 for selected programs (e.g. ECD, ENL, HUS) to reach multiple sites

1.1.2 Emphasize advising and course selection based on placement testing

Supports HLC Core Components 3abcd

- Continue to review and revise placement system through analysis of student performance data

1.1.3 Improve pedagogical strategies and techniques

Supports HLC Core Components 2b, 3b, 3d, 4abcd, 5a

- Identify and prioritize types of professional development activities needed
- Promote faculty sabbaticals that are designed to improve student learning
- Create additional "in-house" development opportunities as identified and as budget constraints allow
- Encourage additional "live" classes at small campuses and centers by relaxing the number of enrolled students required for a "live" class to "make."
- Implement tutor training course and use faculty as tutor trainers and mentors to provide training for 5 to 10 tutors per identified subject area.

1.1.4 Explore day care possibilities (by May, 2013)

Supports HLC Core Components 2abd, 3c, 5acd

- Survey communities for day care needs
- Investigate the establishment of a Lab School to support the Early Childhood Development and Education programs.
- Explore a demonstration model and training site for ECD and EDU students

1.1.5 Focus efforts on the retention and academic success of specific student populations including students who are: the first in their family to attend college; students with diagnosed disabilities; low income students; and Native American students

Supports HLC Core Components 2a, 3d, 4a, 5abc

- Provide enhanced student support for students in these populations (see 2.3.3 and 1.1.4 for example)

1.1.6 Maintain and consider increasing tuition-in-kind and/or scholarship opportunities for degree seeking students especially in specific programs as designated by Division Deans and the Vice President for Learning and Student Services (e.g. TLC, ECD, designated CTE programs, Nursing, and the Fine and Performing Arts)

Supports HLC Core Components 2a, 3d, 4a, 5b

1.1.7 Enhance co-curricular activities that promote student learning opportunities

Supports HLC Core Components 2ab, 3bd, 4abd, 5ab

- Support learning focused activities in co-curricular activities such as Northern Flight, student art shows, performing arts projects, and Skills USA
- Enhance support for students in these activities (see 1.1.4 for example)

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

Next Major Milestone: *May 30, 2012*

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

Goals:

1.2.1 Seek approval for select baccalaureate degrees especially in Nursing, ECD, FRS and Education

Supports HLC Core Components 2abd, 4abc, 5abcd

1.2.2 Improve AAS and CAS programs as budget constraints allow

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

- Explore AAS degrees that respond to community needs and interests; consider eliminating programs that do not meet these interests

1.2.3 Assess short-term curriculum and short turnaround class offerings

Supports HLC Core Components 1e, 2ad, 3c, 4c, 5abcd

- Evaluate results and make recommendations

1.2.4 Continue to expand internship opportunities

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

- Identify partners and programs for internships
- Develop agreements
- Continue to promote internship opportunities among students
- Initiate apprenticeships within the college and with government and industry partners

Priority 3: **Document learning in all courses and programs**

Next Major Milestone: *May 30, 2012*

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

Goals:

1.3.1 Participate in HLC Assessment Academy

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

- Examine general education course outlines to align specific course outcomes with general education program outcomes
- More clearly and explicitly assess general education student learning outcomes
- Assess critical thinking, communication and at least one other component of the general education program with a sample of students
- Build more widespread faculty involvement in the assessment process

1.3.2 Revise and improve program review

Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac

- Implement new program review cycle with annual reports and full-scale program reviews every three years
- Implement revised program review reporting/documentation template

- Complete needed program reviews
- IC should review effectiveness of all programs

1.3.3 Strengthen departmental assessment of student learning

Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac

- Continue annual departmental assessment of student learning while developing multiple measures of student learning
- Provide increased staff support for analysis of student assessment data
- ASK Committee members will work with individual departments to improve the design and measurement of student learning outcomes

1.3.4 Work effectively with advisory committees

Supports HLC Core Components 1e, 2bc, 3a, 4acd, 5abcd

- Focus on more consistent and effective use of advisory committees
- Sustain system of documentation and archiving of results

Pillar 2: Strengthen Institutional Planning and Accountability

Overall Responsibility: President

Priority 1: Determine service area needs

Next Major Milestone: May 1, 2012

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

Goals:

2.1.1 Increase utilization of Community Outreach Meetings

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

- Schedule Community Outreach meetings annually at all locations
- Bring recommendations forward to appropriate College committees

2.1.2 Conduct survey of local business and industry to determine if the College is meeting their present and future needs

Supports HLC Core Components 2acd, 4ac, 5abcd

- To be conducted collaboratively by Dean of Career and Technical Education, Business and Industry Training Coordinator, and Institutional Effectiveness Director. Target date: May 1, 2012

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

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

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

**Priority 2:
procedures**

Enhance enrollment, recruitment and management

Next Major Milestone: May 30, 2010

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

Goals:

2.2.1 Develop ideal FTSE goal and attainment plan for the College

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

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

2.2.2 Adopt and implement Enrollment Management Plan *and retention initiatives*

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

- Increase retention rates over the next five years by 5-7.5%
- Improve graduation rates each year by 5%
- Broaden College's outreach efforts and recruitment of Native American population
- Capture and utilize student intent data to determine retention and goal achievement standards, per AZ CC Strategic Vision – Fall 2011 implementation
- Implement mandatory advising, initially for students with 32+ credits and no declared degree intent, per AZ CC Strategic Vision, Fall 2011 implementation
- Create and implement mandatory orientation for all new students in credit bearing courses, per AZ CC Strategic Vision, Fall 2012 implementation
- Increase student satisfaction through College Wide Service and Training Standards
- Implement series of retention strategies that foster cooperation between instructional and service areas of the College – Retention Plan draft due for review, December 1, 2011
- Develop a plan to improve advising and student retention through analysis of data and in cooperation with the Director of Enrollment Services
- Recommend administrative direction for instructional department review of traditional textbooks vs. alternate learning resources, due date of January 1, 2013
- IE Director and Director of Enrollment Services will evaluate the relative utilities of National Clearinghouse vs. ASSIST on tracking university enrollment and completion of NPC transfer students to meet AZ CC Strategic Vision recommendations, due date January 1, 2012
- Track tutoring performance rates and usage. Use data to assist in recommendations for changes/improvements to tutoring services.

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

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

2.2.4 Evaluate actual costs on individual programs and classes as well as evaluate and update course fees as appropriate to recoup course and program costs
Supports HLC Core Components 2abcd, 3d, 5a

2.2.5 Increase pool of qualified adjunct faculty
Supports HLC Core Components 2b, 3bc, 4ad

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

2.2.6 Improve data integrity in the student database and implement Autopackaging for Financial Aid

- Information Services, Jenzabar, Registrar's Office, and Financial Aid will collaborate to address system data issues, followed by Autopackaging implementation. Timeline TBD by Jenzabar and IS.

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

Next Major Milestone: August 1, 2011

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

Goals:

2.3.1 Create a competitive, informative, industry standard Web presence at www.npc.edu
Supports HLC Core Components 1a, 2b, 5d

- IS will train faculty and staff to utilize the Web content management system to manage their NPC information on the public Web site
- Deploy faculty and department pages on the public Web site
- Work with deans and faculty to build out faculty/department pages with current information

2.3.2 Work to increase enrollment in transfer degree courses
Supports HLC Core Components 3acd, 4bc

- Emphasize cost savings and ease of transfer
- Update and maintain new Transfer Guide to community partners, high schools and potential students
- Create a pool of student success stories for use with target audience
- Promote new transfer articulation agreements with state universities as they emerge

2.3.3 Work to increase numbers of Native American students
Supports HLC Core Components 1b, 2a, 3d, 5c

- Survey Native American students and evaluate current course offerings based on student need, demand and access
- Build out distance delivery of student and academic support services through implementation of TITLE III NASNTI grant
- Produce and distribute brochures and materials targeted at Native American students – implementation date, August 1, 2011

2.3.4 Consider marketing and offering one session “teaser” versions of courses that need to build enrollment which would be free, advertised and run one week prior to the start of the semester

2.3.5 Increase marketing for area vocational skills programs, job retraining and skills enhancement

Supports HLC Core Components 1b, 2a, 3d, 5c

- Create a pool of student success stories for use with target audience
- Increase fun and enticing promotional items available to give away
- Maintain and update a Career Guide to help advertise these programs
- Contact recent CTE graduates and employers to evaluate success and knowledge base of CTE graduates and program effectiveness

2.3.6 Increase community awareness of NPC locations and offerings

Supports HLC Core Components 2ad, 5bd

- Build community relations through increased advertising of art and cultural events
- Meet with Academic Deans to decide on key programs to market
- Conduct direct mail campaigns that announce registration dates
- Create a general information brochure that will be placed in local community businesses and around our campuses/centers in 4 color
- Purchase advertising time on movie theater screens in Show Low and Pinetop
- Create targeted open houses to highlight key programs as identified by deans
- Maintain and improve relevant NPC social media presence

Pillar 3: Strengthen Technology to Support Learning and Service

Overall Responsibility: Director of Information Services

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

Next Major Milestone: August 31, 2012

Responsibility: Director of Information Services

Goals:

3.1.1 Enhance technology resources and infrastructure to increase and improve support for College operations while reducing the College’s impact on the environment

Supports HLC Core Components 1cde, 2abcd, 4d

- Provide ubiquitous wireless capabilities College wide (*August 2011*)
- Ensure that there are effective advisory groups in place to actively communicate the needs of College employees and students in areas related to information technology (*September 2011*)
- Deploy remote network, server, and desktop management systems College wide (*October 2011*)
- Upgrade telephone to Voice Over IP at all campuses and centers and integrate TTY/TDD services (*December 2011*)

- Implement security and recovery plans that include active secondary or parallel systems and backup at remote locations and between locations for critical services (e.g. e-mail, Web servers, file servers, core network, databases and financial systems) (*December 2011*)
- Ensure that the role of the Support Center is to provide highly efficient and effective Tier 1 support by integrating Support Center and IS Technician roles (*December 2011*)
- Implement a comprehensive print management and access solution (*December 2011*)
- Explore the implementation of single sign-on authentication for all College systems (*August 2012*)
- Establish technology policies and procedures following industry best practices and aligned with college procedures and government laws and regulations. (*August 2012*)
- Explore grant funding opportunities to install wireless audio-amplification systems in PAC and symposiums (*August 2012*)
- Implement an internal NOC (*August 2012*)
- Build private network connections to the Hopi Center (*December 2012*)
- Provide minimum 100Mbps WAN connections between all locations and backup WAN connections between the four campuses (*December 2013*)
- Integrate document-imaging and electronic form processing into primary business and enrollment processes (*December 2013*)
- Maintain standardized technology infrastructure aligned with College and industry standards
- Maintain regular replacement cycles for all equipment and software according to an approved maintenance plan
- Ensure all computer and communications systems comply with federal and state laws, regulations and policies
- Expand computer support positions as budget allows
- Monitor and manage direct and indirect energy consumption of all IS Assets with real time reporting and annual reduction targets
- Provide continuous, reliable and secure network data storage for all college employees
- Strengthen and support existing network infrastructure through discovery, documentation, and remediation efforts
- Automate recurring IR generated reporting
- Provide automated reports for enrollment, budget and auditing
- Support Title III EAGLE project efforts.
- Explore the use of mobile devices within the college

Priority 2:

Provide technological solutions to increase instructional effectiveness and administrative support

Next Major Milestone:

August 31, 2012

Responsibility:

Director of Information Services

Goals:

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

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

- Enable video remote interpreting and other assistive technologies in every classroom, lab and at least one conference room per campus/center (August 2011)
- Provide audio/video-capable portable computers with access to DRA resources for every student requesting access and migrate DRA software to domain profiles (December 2011)
- Enable infrastructure to support 100% online and universally accessible curricula (December 2011)
- Pilot at least four course offerings on Adobe Connect (May 2012)
- Evaluate Audio/Video classroom infrastructure and environment to provide improved quality of service through enhanced equipment and software. (August 2012)
- Provide at least one mobile or permanent interactive whiteboard with audio/video transmission capabilities for 50% of classrooms and labs (December 2012)
- Explore the option of centralized scheduling for computing labs to accommodate departments outside of AIS/BUS/CIS to use the labs and also allow for open lab time for all students. (December 2012)
- Support the updates and upgrades for the College's learning management systems

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

Supports HLC Core Components 1cde, 2acd, 4d

- Reevaluate the College's current needs for various types of notifications for faculty, staff and students and ensure that the proper technology based solution is in place (August 2011)
- Develop, implement, and monitor a five year plan to address issues related to college wide efficiencies related to the current ERP/SIS (Jenzabar) (August 2011)
- Provide training and information to staff and students for the College's emergency notification system (October 2011)
- Pilot online collaboration tools for sharing and managing projects and ideas. (December 2011)
- Enable 100% online registration and offer as a student enrollment option (August 2012)
- Enable audio/video desktop conferencing systems on 100% of staff computers (August 2012)

3.2.3 Establish, develop and deliver training

Supports HLC Core Components 1ce, 2abcd, 3bd, 4abd

- Provide basic curricula for using all College wide systems (December 2011)
- Develop an efficient solution for 24/7/365 user self help for technology issues to include a knowledge base on common issues as well as screencasts that walk users through setup and usage of supported applications (December 2011)
- Establish professional educational organization memberships, as budget allows
- Provide continuous training for IS staff

Pillar 4: Strengthen Human Resources and Employee Relations

Overall Responsibility: Vice President of Administrative Services

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

Next Major Milestone: May 30, 2012

Responsibility: Director of Human Resources & staff, Executive Team

Goals:

4.1.1 Improve communications College wide

Supports HLC Core Components 1a 3bd, 4d

- HR monthly topics e-mailed to All NPC with links to info on MyNPC (if applicable)
- Conduct college wide site visits by HR Director every October and March.
- Explore how MyNPC could help facilitate better communications college wide and provide training
- Establish and enhance written communication protocols and training
- Monthly President's newsletter (employee's responsible for sending news)

4.1.2 Develop programs that recognize individual and group achievement

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

- Review or establish a written procedure for college service awards
- Review or establish written procedure for retirement recognition for faculty & staff
- Review Employee Recognition Program established and implemented at Spring Convocation 2010
- Develop and implement a more comprehensive wellness program

4.1.3 Promote professional development opportunities for staff and faculty

Supports HLC Core Components 1de, 2b, 3b, 4abd

- Actively recruit in-house talent to present professional development workshops
- Develop in house training calendar
- Investigate expanding adjunct faculty participation and recognition
- Implement the customer service components outlined in the Enrollment Management plan

4.1.4 Foster teamwork

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

- Research effective team-building activities
- Train employees on appropriate professional behavior
- Promote interdisciplinary teaching and/or cross-training

Goals:

4.3.1 Create and maintain an equitable and transparent compensation structure

Supports HLC Core Components 1e, 2bd

- Evaluate, and possibly revise, our current hiring placement system for faculty, non-exempt, and exempt employees
- Evaluate recommendations and implement updates to the compensation process based on funding

4.3.2 Create more automated plan to enhance procedures that foster the hiring of quality qualified personnel

Supports HLC Core Components 1e, 2ab, 5abcd

- Evaluate current hiring processes
- Survey all departments to formulate a plan for enhancement
- Submit plan for 2012--2013 budget consideration by January 2012
- Implement and utilize Jenzabar version 2011

4.3.3 Review adjunct faculty employment standards, hiring procedures and compensation

Supports HLC Core Components 1e, 2ab, 5abcd

- Audit and ensure that adjunct faculty are being compensated at the correct levels
- Review tracking system for adjunct faculty qualifications
- Investigate creating a salary schedule similar to fulltime faculty
- Annually survey Deans regarding needs for adjunct faculty

4.3.4 Evaluate and assess job performance

Supports HLC Core Components 1de, 2c, 3b, 4bd

- Facilitate supervisors in conducting annual performance evaluations for all employees
- Review, evaluate and revise evaluation tools and procedures
- Improve completion rates of probationary performance reviews by sending reminders to supervisors and creating more accountability
- Research, develop, and implement training for supervisors on how to conduct a performance review

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

Overall Responsibility: President, Vice President of Administrative Services

Priority 1: Identify and develop a variety of funding opportunities

Next Major Milestone: June 2012

Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services, NPC Foundation Executive Director

Goals:

5.1.1 Continue to expand financial resources through grants, partnerships and foundation activities

Supports HLC Core Components 1cd, 2abd, 3bc, 4a, 5abcd

- Develop grant needs for three years (December 2012)
- Develop procedures for identifying grants, prioritizing which grants to apply for, and the internal approval process (June 2012)
- Continue to support NPC Foundation fund-raising activities and enhancement of Alumni Association by providing marketing, office space, and volunteers
- Establish an annual NPC Foundation target (June 2012)

Priority 2:

Improve financial planning/reporting

Next Major Milestone: December 2011

Responsibility: President, Vice President of Administrative Services, Director of Financial Services, Controller, Director of Maintenance, Director of IS, Vice President of Learning, Deans

Goals:

5.2.1 Develop core financial management reports using Argos software (December 2011)

Supports HLC Core Components 1de, 2acd

- Financial Services to partner with IS to develop financial data blocks and core financial reports (balance sheet, income statement, and trial balance reports) for audits and management needs

5.2.2 Modify Jenzabar accounting structure (December 2012)

Supports HLC Core Components 1de, 2acd

- Financial Services to partner with IS to:
 - Change general fund code
 - Provide Jenzabar led training sessions for financial services staff
 - Realign reports
 - Modify business processes

5.2.3 Develop annual multiple year capital budget plan

Supports HLC Core Components 1de, 2abcd, 3cd, 4ad, 5bc

- Maintenance to continue to develop a three year revolving facilities maintenance plan
- Divisions to continue to develop a three year capital needs plan

5.2.4 Continue to link program review and assessment to budget development

Supports HLC Core Components 1de, 2abcd, 3cd, 4abcd, 5abc

- Deans to annually use program review to analyze present and future allocation of resources via budget requests
- Deans to link program reviews to budget requests and past operational accomplishments during the annual budget cycle

Priority 3:

Improve accountability and transparency

Next Major Milestone:

December 2011

Responsibility:

*President, Vice President for Administrative Services,
Director of Financial Services, Controller, Director of IS,
Audit Committee*

Goals:

5.3.1 Continue to define and document policies and procedures for a comprehensive system of internal controls

Supports HLC Core Components 1acde, 2acd

- Financial Services to partner with IS to develop procedures and processes to comply with PCI requirements related to security of credit card payments (December 2011)
- Financial Services to develop procedures and processes to comply with Red Flag Rules related to identity theft (June 2012)
- Financial Services to monitor new state transparency requirements and develop process to comply with requirements

5.3.2 Continue annual outreach programs to identify community desires

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

- Executive Team to continually obtain feedback from District Governing Board, key partners, and community on type of information they want to see; develop reports or other data based on feedback

Pillar 6:

Strengthen Facilities through Planning, Development and Renewal

Overall Responsibility:

President, Vice President for Administrative Services

Priority 1:

Disseminate and implement safety and emergency plan for natural disasters, manmade events, health threats, and hazmat events

Next Major Milestone:

September 30, 2011

Responsibility:

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

Goals:

6.1.1 Regularly review and update safety and emergency plan

Supports HLC Components 1e, 5c

- Communicate plan elements to employees, students and communities (September 2011)
- Develop plan to implement ongoing crisis/safety training for all employees (December 2011)
- Develop plan to schedule and conduct safety and emergency plan drills (December 2011)

Priority 2:

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

Next Major Milestone: October 31, 2011

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

Goals:

6.2.1 Develop and implement Master Facilities Plan that responds to current needs and provides capacity for growth

Supports HLC Core Components 2ad, 3c, 4ac, 5abcd

- Include two CTE skill centers as a central focus of Master Facilities Plan (October 2011)
- Identify specific facility needs for existing and future programs through the district (October 2011)
- Explore partnership options for skill centers development (February 2012)
- Investigate capital funding options for implementation of Master Facilities Plan (March 2012)

6.2.2 Establish a preventative facility and equipment maintenance program

Supports HLC Core Components 2ad, 3c, 4ac, 5abcd

- Establish costs for maintenance based on preventative maintenance cycle for facilities (*January, 2012*)
- Incorporate facility maintenance program in budget (*July 2012*)
- Inventory and identify existing equipment and identify equipment categories (*December, 2012*)
- Establish planned maintenance and replacement cycle for equipment (*June 2013*)
- Incorporate equipment maintenance program in budget (*July 2013*)

6.2.2 Evaluate and prioritize facility use for existing programs

Supports HLC Core Component 2b

- Evaluate facility needs of existing programs and departments (*August 2012*)
- Develop and implement retention or disposal plans for dormant program materials (*October 2012*)
- Base evaluation and prioritization on community, student and workforce needs, cost and trends (*December 31, 2012*)

6.2.3 Identify specific facility needs for existing and future programs throughout the district

Supports HLC Core Components 2ad, 3c, 4ac, 5abcd

- Develop a current use catalog and future program plans (*May 2012*)
- Investigate grant funding options for implementation of distance learning plans (*October 31, 2011*)
- Explore options for potential partnering of new program development (*October 31, 2011*)

Priority 3:

**Evaluate and implement the Higher Education Presidents
Climate Commitment**

Next Major Milestone: November 30, 2010

Responsibility: Executive Team, College Council, Sustainability Committee

Goals:

6.3.1 Develop a plan to move the College toward sustainability

Supports HLC Core Components 1d, 2a, 4b

- Obtain recommendations through sustainability committee (November 30, 2011)
- Evaluate the current carbon footprint
- Implement one recommendation annually to move toward sustainability (March 2012)

6.3.2 Develop sustainability curriculum

Supports HLC Core Components 1a, 2bc, 3b, 4ac, 5bc

Key to Abbreviations

AAS – Associate of Applied Science

AIS – Administrative Information Services

ASK – Assessment of Student Knowledge

ASSIST –

ATO – Automotive Technology

AZ CC – Arizona Community College

BOC – Construction Technology

BUS – Business

CAS – Certificate of Applied Science

CIS – Computer Information Systems

CRM – Constituent Relationship Modules

CTE – Career and Technical Education

DGB – District Governing Board

DRA – Disability Resource and Access

EAGLE – Equitable Access to Gainful Learning Experiences

ECD – Early Childhood Development

EDU – Education

ENL – English

FRS – Fire Science

FTSE – Fulltime Student Equivalent

HR – Human Resources

HLC – Higher Learning Commission

HUS – Human Services

IMO – Industrial Maintenance and Operations

IC – Instructional Council

IP – Internet Protocol

HUS – Human Services

IR – Institutional Research

IS – Information Services

ITV – Independent television

JICS – Jenzabar Internet Campus Solution

NASNTI – Native American Serving Non-Tribal Institutions

NPC – Northland Pioneer College

PAC – Performing Arts Center

PCI – Payment Card Industry

PDC – Painted Desert Campus

SBDC – Small Business Development Center

SIS – Student Information System

S-STEM – (National Science Foundation) Science – Science, Technology, Engineering, Math

TBD – To Be Determined

TLC – The Learning Cornerstone

TTY/TDD – Telecommunication Device for the Deaf

WAN – Wide Area Network

WMC – White Mountain Campus

Request to Approve Server Equipment Purchase

Recommendation:

Staff recommends approval of the purchase of three HP DL380G7 servers with VMWare virtualization software from Frontier Technology, LLC (“MicroAge”) at a price not to exceed \$60,000.

Summary:

The existing Jenzabar CX system is based on an HP9000 rp3440-4 RISC server and is over 6 years old. HP has discontinued this server line. This system is the backbone of the NPC system, providing Registration, Billing, Financial Accounting and all other ERP modules. The MyNPC Portal solution is based on three Windows servers and these are four years old and are aging.

Replacing these aging units is becoming critical. The three recommended servers will serve as replacement for all four existing servers plus serve other uses due to the virtualized nature of the recommended servers.

Moving forward this solution will fit in with plans for future redundant services at the White Mountain Campus as well as our steps to improve our usage of the Jenzabar system.



Northland Pioneer College

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MicroAge
P.O. Box 2941
Phoenix, Arizona 85062
United States
http://www.microage.com

Quotation

Date
May 10, 2011 5:16 PM PST

Doc #
379052 - rev 1 of 1

Description
HP DL380 G7 - VMware

SalesRep
Pirwitz, Chris (P) 480-366-2097 (F)
480-366-2349

Customer Contact
Godfrey, Robert
(P) 928-524-7431
robert.godfrey@npc.edu

Customer
Northland Pioneer College (NP12839)
2251 E. Navajo Blvd
Holbrook, Arizona 86025
(P) 928-524-7407

Bill To
Northland Pioneer College
Godfrey, Robert
2251 E. Navajo Blvd
Holbrook, Arizona 86025
(P) 928-524-7407

Ship To
Northland Pioneer College
Godfrey, Robert
2251 E. Navajo Blvd
Holbrook, Arizona 86025
(P) 928-524-7407

Customer PO: None	Terms: Net 30 Days	Ship Via: UPS Ground
Special Instructions: None		Carrier Account #: None

Item	Description	Part #	Qty	Tax	Unit Price	Total	
1	HP ProLiant DL380 G7 Performance Server - rack-mountable - 2U - 2-way - 2 x Xeon X5650 / 2.66 GHz - RAM 12 GB - SAS - hot-swap 2.5" - no HDD - DVD-RW - ATI ES1000 - Gigabit Ethernet - Monitor : none	583966-001	3	Yes	\$5,906.23	\$17,718.69	✓
2	HP Memory - 8 GB - DIMM 240-pin - DDR3 - 1333 MHz / PC3-10600 - CL9 - registered - ECC - Smart Buy	500662-S21	18	Yes	\$276.36	\$4,974.48	✓
3	HP Dual Port Enterprise Hard drive - 146 GB - hot-swap - 2.5" SFF - SAS-2 - 15000 rpm - Smart Buy	512547-S21	6	Yes	\$317.79	\$1,906.74	✓
4	HP NC375T PCI Express Quad Port Gigabit Server Adapter Network adapter - PCI Express 2.0 x4 low profile - Ethernet, Fast Ethernet, Gigabit Ethernet - 10Base-T, 100Base-TX, 1000Base-T - 4 ports	538696-B21	3	Yes	\$422.75	\$1,268.25	✓
5	HP StorageWorks 41B Host bus adapter - PCI Express low profile - 4Gb Fibre Channel (SW) - fiber optic	AP767A	3	Yes	\$1,087.47	\$3,262.41	✓
6	HP PCI Express Riser Kit Riser card	500579-B21	3	Yes	\$95.34	\$286.02	✓
7	Electronic HP Care Pack 4-Hour 24x7 Same Day Hardware Support Extended service agreement - parts and labor - 3 years - on-site - 24x7 - 4 h	U4545E	3	Yes	\$765.17	\$2,295.51	✓
8	VMware vCenter Server Foundation for vSphere (v. 4) - license - up to 3 hosts - EDU	VCS-FND-A	1	Yes	\$779.94	\$779.94	✓
9	VMware Support and Subscription Production Technical support - emergency phone consulting - 3 years - 24x7 - 30 min - for VMware vCenter Server Foundation (v. 4) - EDU	VCS-FND-3P-SSS-A	1	Yes	\$1,598.63	\$1,598.63	✓
10	VMware vSphere Enterprise (v. 4) - license - 1 processor (up to 6 cores) - EDU	VS4-ENT-A	6	Yes	\$1,490.34	\$8,942.04	✓
11	VMware Support and Subscription Production Technical support - emergency phone consulting - 3 years - 24x7 - 30 min - for VMware vSphere Enterprise Edition - EDU	VS4-ENT-3P-SSS-A	6	Yes	\$1,782.04	\$10,692.24	✓

Subtotal: \$53,724.95
Tax (9.300%): \$4,996.42
Shipping: \$0.00
Total: \$58,721.37

These prices do NOT include applicable taxes, insurance, shipping, delivery, setup fees, or any cables or cabling services or material unless specifically listed above. All prices are subject to change without notice. Supply subject to availability.

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2010 to March 31, 2011

Budget Period Expired

75%

Tax Supported Funds

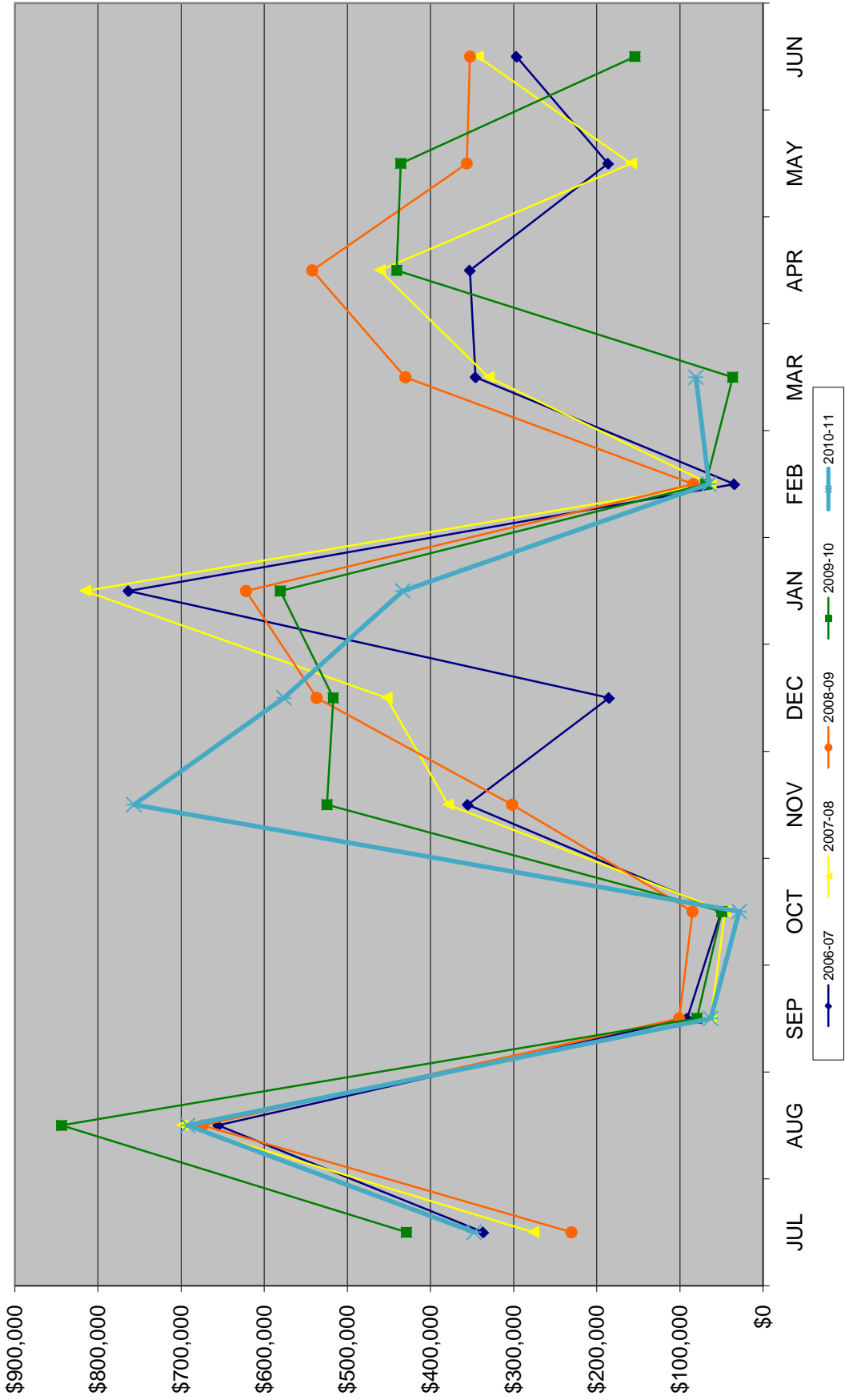
	General Unrestricted			Unrestricted Plant			Retirement of Indebtedness		
	Budget	Current Month Actual	Y-T-D Actual %	Budget	Current Month Actual	Y-T-D Actual %	Budget	Current Month Actual	Y-T-D Actual %
REVENUES									
Primary Tax Levy	11,975,227	542,876	8,369,134 70%						
State Aid:									
Maintenance and Operations Capital	3,590,000	2,692,500	75%						
Equalization	6,624,000	4,968,000	75%						
Out of County reimbursement		389,396							
Tuition and Fees	4,635,000	80,753	3,043,828 66%						
Investment earnings	100,000	10,674	83,108 83%	10,000	1,067	8,313 83%			
Grants and Contracts	750,000	9,854	603,842 81%						
Other Miscellaneous	63,380	16,880	160,122 253%						
Transfers:	(3,300,000)	(212,500)	(2,381,277) 72%	2,550,000	212,500	1,912,500 75%			
TOTAL REVENUES	\$24,437,607	\$448,537	\$17,928,653 73%	\$2,560,000	\$213,567	\$1,920,813 75%			
EXPENDITURES									
Salaries and Wages	15,328,773	1,242,379	9,652,930 63%						
Operating Expenditures	5,773,460	289,143	2,870,458 50%						
Capital Expenditures	530,200	-	43,396 8%	2,560,000	32,043	355,145 14%	0	0	0
TOTAL EXPENDITURES	\$21,632,433	\$1,531,522	\$12,566,784 58%	\$2,560,000	\$32,043	\$355,145 14%	\$0	\$0	\$0

Restricted, Auxiliary and Agency Funds

	Restricted			Auxiliary			Agency		
	Budget	Current Month Actual	Y-T-D Actual %	Budget	Current Month Actual	Y-T-D Actual %	Budget	Current Month Actual	Y-T-D Actual %
REVENUES									
Grants and Contracts	5,150,000	342,361	4,401,283 85%						
Sales and Services									
Bookstore				150,000	(131)	104,761 70%			
Other				70,000	10,667	201,966 289%			
Investment Earnings							0	287	2,241
Donations									
Board Designated Donation	400,000		463,006 116%	350,000		5,771 2%			
Transfers:									
TOTAL REVENUES	\$5,550,000	\$342,361	\$4,864,289 88%	\$570,000	\$10,536	\$312,498 55%	\$0	\$287	\$2,241
EXPENDITURES									
Salaries and Wages	899,442	77,964	415,919 46%						
Operating Expenditures	4,200,558	238,040	4,194,750 100%	377,340	19,408	137,266 36%			
Capital Expenditures	450,000	6,079	145,838 32%	192,660	(4,469)	126,560 66%	0	648	2,388
TOTAL EXPENDITURES	\$5,550,000	\$322,083	\$4,756,507 86%	\$570,000	\$14,939	\$263,826 46%	\$0	\$648	\$2,388

Cash flows from all activities (YTD) 25,028,495
 Cash used for all activities (YTD) 17,944,650
Net Cash for all activities (YTD) \$ 7,083,845

Monthly Tuition and Fee Receipts



Human Resources Update May 17, 2011

Staffing:

1. Faculty in Biology – 12-1-2010/1st Review. 23 Applicants. Search canceled
2. Faculty in Early Child Development/Education – 12-15-10/1st Review. 13 Applicants. Search canceled.
3. Dean of Nursing and Allied Health – Closed 2-15-2011. 3 applicants. Offer pending.
4. Campus Monitor - Closed 3-4-2011. 7 applicants. Russel Layne starts 5-23-11.
5. Whiteriver Center Manager - Closed 3-18-2011. 12 applicants.
6. Faculty in Foreign Languages (Spanish) – Closed 5-1-11. 31 applicants.
7. Purchasing and Inventory Specialist – Jerry Alspach began 5-01-11.
8. IS Support Technician I (2 positions) Closed 4-15-11. 51 applicants.
9. Systems Analyst/Programmer – Closes 5-27-11. 4 applicants.
10. Faculty in Music – Closes 5-27-11. 14 applicants.
11. Faculty in Art (Two dimensional) – Closes 5-18-11. 10 applicants.
12. Assistant to the President – Closes 5-20-11. 7 applicants.
13. Lead Technician for Technical Services – Closes 5-13-11. 1 applicant.
14. Course Records Specialist – Closes – 5-11-11. 4 applicants.
15. Administrative Assistant for Student Services – Closes 5-13-11. 0 applicants.
16. Faculty in Biology (1 year) – First Review May 6. 1 applicant.

April Employee of the Month – MiAnna Tyler, PDC Campus Manager

Retirement Program Held May 13, 2011

Dr. Clifton Lewis (37 yrs.) and Larry Romo (18 yrs.) were honored for their service.



Northland Pioneer College

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