

# 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 June 21, 2011, beginning at 11:00 a.m. Further 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 20th day of June at 9:00 a.m.

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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. KRZV 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

Post Office Box 610 • Holbrook, Arizona • (928) 524-7600 • Fax: (928) 524-7612 • www.npc.edu

# Governing Board Study Session Agenda<sup>1</sup>

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

**Date:** June 21, 2011

**Time:** 9:30 a.m.

<b><u>Item</u></b>	<b><u>Description</u></b>	<b><u>Resource</u></b>
1.	<b>President's Performance Evaluation (T3) ----- (Executive Session)</b> Pursuant to A.R.S. § 38-431.03 A 1, the Board may, upon a vote of the majority of the members constituting a quorum, elect to go into Executive Session for purposes of discussion of the President's review and contract. Executive Session is not open to the public.	<b>President Swarthout</b>
2.	<b>Legislative Update ----- (Informational)</b>	<b>Kristen Boilini President Swarthout</b>
3.	<b>Summary of Statewide Environment (T4) ----- (Informational)</b>	<b>President Swarthout</b>
4.	<b>Update on New and Emerging Federal Regulations (T5) ----- (Informational)</b>	<b>Vice President Vest</b>
5.	<b>Summary of NAVIT Heavy Equipment Decision (T6) ----- (Informational)</b>	<b>President Swarthout</b>
6.	<b>2010 Non-Returner Survey Summary (T7) ----- (Informational)</b>	<b>Vice President Vest</b>
7.	<b>Request to Approve Addenda to Intergovernmental Agreement with NAVIT (T8) ----- (Action)</b>	<b>Vice President Hatch</b>
8.	<b>Request to Adopt the 2011-2014 NPC Strategic Plan (T9) ----- (Action)</b>	<b>Director Bishop</b>
9.	<b>Request to Approve Purchase of Wide Area Network Equipment, Services and Maintenance Agreement (T10) ----- (Action)</b>	<b>Director Bishop</b>
10.	<b>Request to Approve Purchase of Administrative System Software, Services and Training (T11) ----- (Action)</b>	<b>Director Bishop</b>
11.	<b>Request to Approve Purchase of Replacement Telephone System (T12) (Action)</b>	<b>Director Bishop</b>

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



## Northland Pioneer College

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# Governing Board Meeting Agenda<sup>1</sup>

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

Date: June 21, 2011

Time: 11:00 a.m.

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance -----	Secretary Handorf
2.	Adoption of the Agenda (T1) ----- (Action)	Secretary Handorf
3.	Call for Public Comment -----	Secretary Handorf
4.	Reports:	
	A. Financial Position (T13) -----	Vice President Hatch
	B. 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)	Secretary Handorf
	A. May 17, 2011 Special Hearing Minutes (T2)	
	B. May 17, 2011 Study Session Minutes (T2)	
	C. May 17, 2011 Truth in Taxation Public Hearing Minutes (T2)	
	D. May 17, 2011 Proposed 2011-2012 Budget Public Hearing Minutes (T2)	
	E. May 17, 2011 Special Meeting Minutes (T2)	
	F. May 17, 2011 Regular Board Minutes (T2)	
	G. 2011-2012 Dual Enrollment Intergovernmental Agreements Between the Navajo County Community College District and Snowflake USD No. 5, Show Low USD No. 10, Joseph City USD No. 2, Window Rock USD No. 8, Winslow USD No. 1, Blue Ridge USD No. 32, and Whiteriver USD No. 20	
6.	Old Business None.	
7.	New Business	
	A. President's Performance Evaluation and Contract (T3) ----- (Action)	President Swarthout
	B. Request to Approve Addenda to Intergovernmental Agreement with NAVIT (T8) ----- (Action)	Vice President Hatch
	C. Request to Adopt the 2011-2014 NPC Strategic Plan (T9) ----- (Action)	Director Bishop
	D. Request to Approve Purchase of Wide Area Network Equipment, Services and Maintenance Agreement (T10) ----- (Action)	Director Bishop
	E. Request to Approve Purchase of Administrative System Software, Services and Training (T11) ----- (Action)	Director Bishop
	F. Request to Approve Purchase of Replacement Telephone System (T12) ----- (Action)	Director Bishop
8.	Standing Business	
	A. Strategic Planning and Accreditation Steering Committee Report -----	Director Bishop
	B. Human Resources Update (T14) -----	Dan Wattron
9.	President's Report -----	President Swarthout
10.	Board Report/Summary of Current Events -----	Board Members
11.	Announcement of Next Regular Meeting ----- August 16, 2011	Secretary Handorf
12.	Adjournment ----- (Action)	Secretary Handorf

<sup>1</sup> 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 Special Hearing Minutes

May 17, 2011 – 8:30 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

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

## **Agenda Item 1: Request for Appeal to the Board – Procedure 2755, Discipline of Employee**

Chairman Jeffers explained that an appeal to the Board is the last step in the procedure 2755 process. Chairman Jeffers stated that Board members were provided and reviewed relevant documentation related to Ms. Holtan's termination as well as a statement from Ms. Holtan. Chairman Jeffers outlined the procedure for the special hearing in which Mr. Don Peters, legal counsel for the college, and Ms. Holtan would each have 10 minutes to address Board members. Chairman Jeffers clarified that the Board had only two options in this matter – to uphold or overturn the decision of administration to terminate Ms. Holtan's employment.

Mr. Peters outlined actions taken by Ms. Holtan that resulted in severe reprimands, administrative leave and ultimately termination for violation of college Policy 1650 and Procedure 2750. Mr. Peters recommended that the Board, in accordance with the hearing officer report, uphold the administration's decision to terminate Ms. Holtan's employment.

Ms. Holtan presented her account of the events and circumstances that led to her termination and questioned the validity of college actions taken as well as the procedure under which her employment was terminated.

Following the presentations of Mr. Peters and Ms. Holtan, Mr. Parsons moved that the Board uphold the decision of administration to terminate the employment of Ms. Holtan. Ms. Nahsonhoya seconded the motion. ***The vote was unanimous in the affirmative.***

Mr. Parsons moved to adjourn the special hearing. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***



Respectfully submitted,

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Russell Dickerson  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Secretary to the Board



# Navajo County Community College District Governing Board Study Session Minutes

May 17, 2011

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

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

## Reports:

### 1. Study Session Agenda Item 1.: Truth in Taxation (Informational) – Vice President Hatch

Prior to beginning his presentation, Mr. Hatch reviewed the Public Hearing and Special Meeting Agenda in which information is to be provided regarding a notice of tax increase and the 2011-2012 proposed budget that will both be followed by calls for public comment. Mr. Hatch explained that following adjournment of the two public hearings, the Board will enter into a special meeting in which the Board will be asked to take formal action on staff recommendations regarding the 2011-2012 proposed property tax increase and adoption of the 2011-2012 proposed budget. Mr. Hatch noted that a roll call vote is required for the proposed property tax increase. Mr. Hatch explained that following adjournment of the special meeting, the Board will move into the regular meeting. In response to a question from Chairman Jeffers, Mr. Hatch clarified that there is no call for public comment as the public may comment during the two public hearings.

Mr. Hatch reported that the college is required by statute to publish the Truth in Taxation Hearing – Notice of Tax Increase notice twice in a newspaper of general circulation. Mr. Hatch noted that for several years, the college has published the notice in the Holbrook Tribune-News and the White Mountain Independent to ensure appropriate county coverage. Mr. Hatch explained that statute requires adherence to specific publication timelines and this year, the notices were published an additional time due to the publication timing of local papers. Mr. Hatch reported that the college also issued a press release and posted notice of the tax increase on the college website. Mr. Hatch stated that the college has met all Truth in Taxation and Notice of Tax Increase publication requirements.

Mr. Hatch reported that staff is recommending approval of the maximum 2% levy increase. Mr. Hatch explained that decreased valuations will cause the tax rate to increase. Mr. Hatch reported that the college has implemented the maximum 2% levy increase each year since 2005. Mr. Hatch reported that the college eliminated the secondary property tax in the 2008-2009 year which was implemented in 1995 for the purpose of constructing new buildings. Mr. Hatch added that with the elimination of the secondary property tax, the tax rate decreased in 2009-2010 and 2010-2011. Mr. Hatch explained that due to decreased valuations, on average, the tax rate will increase for 2011-2012. Mr. Hatch reported that Navajo County, in general, falls in the bottom half of average property taxes statewide and NPC also falls in the bottom half of primary property taxes compared to other colleges in the state. Mr. Hatch reported that in 2005, due to the passage of Proposition 100, the college lost some capacity because the college, at that time, was not increasing the property tax levy at the maximum allowable rate. Mr. Hatch added that this loss of capacity also reduced the amount of equalization aid the college was able to receive. Mr. Hatch reported that in 2005, 17% of the \$8.80 Navajo County tax burden was attributable to NPC. Mr. Hatch reported that the amount of tax attributable to NPC has followed a downward trend to only 13% of the overall tax burden for 2010-2011. Mr. Hatch noted that despite the college's limited ability to increase taxes by 2% annually, the college is not growing at the same rate of tax revenue as other county entities. Mr. Hatch reported that during the special meeting, staff will seek approval for the 2011-2012 primary property tax levy in the amount of \$12,710,760 derived from a rate of \$1.2387 per \$100 of net assessed valuation.

Ms. Handorf noted that a letter to the editor in the White Mountain Independent incorrectly stated that the 2% tax levy increase would result in an extra \$8 million in revenue for the college. Ms. Handorf added that a college article appeared in the same issue and specifically mentioned that the 2% levy increase would result only \$249,000 which equates to a tax increase of \$2.43 for the year on a home with assessed valuation of \$100,000. Mr. Parsons stated



that the truth in taxation language downplays the change in the rate from 1.1308 to 1.2387, a 9.1% increase that results in a total tax increase of \$790,000, not \$243,000. Mr. Hatch explained that an expectation occurs in truth in taxation that all valuations change the same way resulting in an average. Mr. Hatch explained that truth in taxation assumes that all property valuations decreased in 2010-2011 by approximately 6%. Mr. Hatch explained that in individual cases where valuation decreased more than the 6% average, the individual tax bill will decrease; property tax bills will increase in cases where property valuation remained the same, decreased less than the 6% average, or increased. Mr. Hatch explained that in the current environment of decreased valuations, truth in taxation will overstate the tax rate. Responding to a question from Mr. Parsons, Mr. Hatch confirmed that a hearing would not have been necessary if the college only increased the tax levy at a rate of \$1.21 per \$100 in assessed valuation.

**2. Special Meeting Agenda Item 2.: Request to Approve 2011-2012 Property Tax Increase (Action) – Vice President Hatch**

*See Study Session Agenda Item 1. above.*

**3. Study Session Agenda Item 3.: 2011-2012 Proposed Budget (Informational) – Vice President Hatch**

Mr. Hatch began discussion of the proposed budget by stating that much of the information being presented is the same information that has been discussed for the past two months. Mr. Hatch reported that the proposed budget publication requirements are not as stringent and the college initially posted the budget to the college website and published it once in local newspapers, along with the notice of public hearing, on May 11, 2011. Mr. Hatch informed Board members of a correction to figures in the 2010-2011 budget forms and noted that the corrected figures were published as required. Mr. Hatch added that the 2011-2012 figures remained the same and have never been altered. Mr. Hatch reported that the budget is closely aligned with the multi-year college strategic plan. Mr. Hatch reported that there has been a lot of activity at the departmental level in developing the proposed budget, as well as extensive review by administration. Mr. Hatch reported that the proposed budget includes items the Board has already acted upon such as tuition and fees and wage and salary adjustments. Mr. Hatch reported that the college is not expected to breach the expenditure limit with the proposed budget. Mr. Hatch stated that a budget summary, consisting of information found on Schedule A of the official budget forms, will be presented during the budget public hearing. Mr. Hatch explained that following the budget hearing and period of public comment, the Board will be asked to take action on the staff recommendation to approve the 2011-2012 proposed budget in the special meeting.

**4. Special Meeting Agenda Item 3.: Request to Adopt 2011-2012 Proposed Budget (Action) – Vice President Hatch**

*See Study Session Agenda Item 1. above.*

**5. Agenda Item 7.A.: Request to Accept Annual Strategic Planning Report (Action) – President Swarthout**

Dr. Swarthout reported that annually, the college summarizes the college's actions, activities and completion of items related to the strategic plan for the preceding year and asks the Board to accept the report. Dr. Swarthout noted that in some areas, such as facilities and planning, the college did not accomplish much this year. Dr. Swarthout added that the accomplishments listed only relate to the strategic plan. Responding to questions from Chairman Jeffers, Dr. Swarthout reported that the rapid forward movements in the Information Services area and the amount of curriculum moved through Instructional Council are the greatest accomplishments for the year. Dr. Swarthout added that the college will need to work hard, and spend significant amounts of money, to address facilities and deferred maintenance.

**6. Study Session Agenda Item 6.: 2011-2014 NPC Strategic Plan (First Read) – Director Bishop**

Dr. Swarthout stated that the three year rolling strategic plan is being presented as a first read and will be brought back for approval at the June Board meeting. Dr. Swarthout noted that in the past, the college prepared five year plans and added that the shift to a three year rolling plan is more practical from a budget environment and accreditation standpoint. Mr. Bishop, SPASC Co-Chair, reported that for this revision, all six pillars were posted to MyNPC and the entire college community was asked to provide input and feedback. Mr. Bishop reported that pillar leads worked with faculty and staff to refine pillars, the president has updated her strategic initiatives that preface the plan and the list of abbreviations located on the last page of the plan has been expanded and updated. Dr. Swarthout reported that the strategic plan is very tightly linked to the accreditation criteria and added that major



changes to criteria, including the elimination of pillar 5 and the creation of a new pillar are expected to come from the HLC. Mr. Bishop noted that the strategic plan drives budgeting and this philosophy is enforced in the budget development process. Chairman Jeffers asked staff to explore additional non-monetary benefits for faculty and adjunct faculty. Dr. Swarhout noted that administration is working to reinstitute lateral moves for faculty and staff.

**7. Agenda Item 7.B.: Request to Approve Server Equipment Purchase (Action) – Director Bishop**

Mr. Bishop presented the staff recommendation and request to approve the purchase of three HP DL380G7 servers with VMWare virtualization software from MicroAge at a price not to exceed \$60,000. Mr. Bishop reported that the servers will replace an aging server that handles the Jenzabar system. Mr. Bishop explained that virtualization software will allow multiple instances to be housed on the three servers which, in event of a failure, can dynamically adapt and continue to operate. Mr. Bishop added that three servers will provide redundancy and improved performance and play an important role as the college moves forward with the Jenzabar system enhancement. Mr. Bishop assured Board members that the servers will be purchased at a cost equal to or below state pricing. Responding to a question from Chairman Jeffers, Mr. Bishop stated that the six year old servers will not be taken for trade in and due to their age, would not be suitable for transfer to a college partner.

**Study session ended at 10:30 a.m.**

Respectfully submitted,

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Russell Dickerson  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Secretary to the Board





# Navajo County Community College District Truth in Taxation Public Hearing Minutes

May 17, 2011 – 11:00 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

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

## 1. Call to Order

Chairman Jeffers called the Truth in Taxation public hearing to order at 11:00 a.m.

## 2. Property Tax – Vice President Hatch

Mr. Hatch reported that the college is required in Arizona Revised Statute to hold a truth in taxation public hearing and noted that the college has published notices of tax increase in the Holbrook Tribune-News and the White Mountain Independent, as well as the college website, and has complied with all publication requirements and timelines as outlined in statute. Mr. Hatch explained that the intent of the notice is to notify taxpayers in the Navajo County Community College District that the college intends to raise the primary property tax over last year's level. Mr. Hatch stated that staff is proposing an increase in the primary property tax of 2%, the maximum allowable increase that can be implemented each fiscal year, which will amount to approximately \$250,000. Mr. Hatch explained that for a \$100,000 home, the 2% increase will result in an increase in annual primary property tax to \$123.87, up from \$121.40, or a difference of \$2.43. Mr. Hatch reported that the tax increase is exclusive of taxes on new construction and noted that the college does not have any additional property tax levies for bonded indebtedness or for budget or tax overrides.

Mr. Hatch reported that in 2009-2010, the college completed payment on a 15 year general obligation bond which eliminated the secondary property tax and resulted in a reduced property tax rate of \$1.13. Mr. Hatch reported that since 2005, when the legislature changed the base year for property tax collections, the college has levied the maximum 2% increase. Mr. Hatch explained that the property tax rate for this year are increasing due to overall assessed valuation declines across the college's taxing district of approximately 8%. Responding to a question from Mr. Parsons regarding the rate of \$1.2144, Mr. Hatch explained that the truth in taxation calculation works upon the concept of average valuation change. Mr. Hatch explained that a \$100,000 assessed valuation home, currently being taxed at a rate of \$1.13, will on average decrease in assessed valuation because county assessed valuations have decreased, on average, by about 8%. Mr. Hatch explained that \$1.21 is the rate at which the home, now with an assessed valuation of approximately \$92,000 due to the 8% average decrease in valuation, would have to be taxed at in order for the homeowner to pay the same amount of property tax to NPC. Mr. Parsons stated that the current rate of \$1.13 with new growth increases to \$1.21 and added that the state statute allows for language that indicates the 2% increase is based the \$1.21 rate. Mr. Parsons stated that in reality, the Board does not have to approve any tax increase, in which case, the tax rate would remain at \$1.1352. Mr. Parsons pointed out that the 2% property tax increase that amounts to \$2.43 per \$100,000 is misleading as the tax rate is increasing 9.3% from \$1.13 to \$1.23 that will generate over \$700,000 in revenue for the college. Mr. Hatch stated that state statute requires the college to use specific truth in taxation language and figures.



**3. Invitation of Public Comment**

Chairman Jeffers issued a call for public comment regarding the proposed tax levy increase. Six members of the public addressed the Board to voice their opposition to the proposed 2% tax levy increase.

**4. Adjournment**

Ms. Nahsonhoya moved to adjourn the Truth in Taxation public hearing. Ms. Handorf seconded the motion to adjourn. *The vote was unanimous in the affirmative.*

Respectfully submitted,

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Russell Dickerson  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Secretary to the Board



# Navajo County Community College District 2011-2012 Proposed Budget Public Hearing Minutes

May 17, 2011 – 11:00 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

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

## 1. Call to Order

Chairman Jeffers called the 2011-2012 Proposed Budget public hearing to order at 11:41 a.m.

## 2. 2010-2011 Proposed Budget – Vice President Hatch

Mr. Hatch reported that following the April District Governing Board approval of the preliminary budget, the college posted budget information on the college website, published the proposed budget in the Holbrook Tribune-News and issued press releases and public notices of the budget hearing as required by state statute. Mr. Hatch reported that for the last few years, staff has had concerns over the amount of state aid allocated to NPC. Mr. Hatch reported that the college revenue comes from three sources, property taxes, state aid and tuition and fees. Mr. Hatch noted that the college has seen decreases in state aid since 2005 and added that the largest cuts to state aid have occurred in the last two years. Mr. Hatch reported that for fiscal year 2010, the college aggressively reduced costs by closing the Heber Center and reducing course offerings. Mr. Hatch added that enrollment has declined as the college has made decisions that reduced its ability to offer services. Mr. Hatch reported that cost cutting measures have resulted in a 9% decrease in 2009-10 expenditures compared to 2008-2009 and similar expenditure reductions are expected for 2010-2011.

Mr. Hatch presented a summary of the 2011-2012 proposed budget and reported:

- Expenditures are budgeted at \$22.1 million which is a decrease of 9% or \$2.4 million over the current year general fund budget.
- The proposed budget for the unexpended plant fund totals \$4.4 million, or \$1.8 million above current year levels.
- The combined total for the general and unexpended plant funds is \$26.5 million which is a decrease of 2%, or about \$500,000 over current year levels.
- Auxiliary and restricted funds will remain at the same level as previous years.

Mr. Hatch presented four reasons to implement the maximum tax levy increase:

- The college, as a result of the 2006 voter approved referendum, lost property tax levy capacity. Failure to levy the maximum amount results in reduced equalization aid for the college.
- In 2011-2012, state aid will be reduced from the current \$3.6 million to \$1.7 million, a 52% reduction in state aid. The expectation is that state aid will continue to trend downward as the State still has a structural deficit.
- The college recognizes that students are not able to bear the entire financial burden of higher education and makes a conscience attempt to keep tuition affordable.
- The college must look to the future and plan for equipment and capital needs in order to continue to move forward and provide services students and communities need.



Chairman Jeffers asked Mr. Hatch to expand upon the capital needs of the college. In response, Mr. Hatch reported that the college operates on a three-year rolling strategic plan that includes a multi-year capital funding approach. Mr. Hatch reported that the college has identified approximately \$8.2 million in capital needs during 2012-2013 that include the relocation of welding facilities from off campus locations in to newly constructed vocational skills centers to be located at the Holbrook and Show Low campuses. Mr. Hatch reported that set aside capital funds will allow the college to complete projects without going out to bond and placing any additional burden upon county taxpayers. Mr. Parsons asked why the dramatic increase in funding discussed on March 15, 2011 during the preliminary budget analysis presented to the Board. Mr. Hatch explained that the capital budget was finalized following the preliminary budget analysis presented to the Board. Dr. Swarthout added that the college has made a conscience effort to move the capital budgeting process forward. Mr. Parsons stated that he would rather see capital improvements go out to bond so that the voters can decide if projects are important enough to add to their tax burdens.

**Invitation of Public Comment**

Chairman Jeffers issued a call for public comment regarding the proposed 2011-2012 proposed budget. There was no comment from the public.

**3. Adjournment**

Ms. Handorf moved to adjourn the 2011-2012 proposed budget public hearing. Mr. Parsons seconded the motion to adjourn. *The vote was unanimous in the affirmative.*

Respectfully submitted,

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Russell Dickerson  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Secretary to the Board



# Navajo County Community College District Governing Board Special Meeting Minutes

May 17, 2011 – 11:00 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

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

## **Agenda Item 1: Call to Order**

Chairman Jeffers called the special meeting to order at 12:03 p.m.

## **Agenda Item 2: Request to Approve the 2011-2012 Property Tax Increase – Vice President Hatch**

Mr. Hatch presented the staff recommendation to approve the 2011-2012 primary property tax levy of \$12,710,760 which is derived from a rate of \$1.2387 per \$100 of net assessed valuation as discussed in study session, the truth in taxation public hearing and previous meetings. Mr. Hatch confirmed that the college has met all tax increase publication requirements. Ms. Handorf moved to approve the 2011-2012 primary property tax increase as presented and discussed. Chairman Jeffers seconded the motion and called for discussion.

Ms. Handorf stated that as long as she been on the Board, it has never voted to increase taxes simply “because it can.” Ms. Handorf stressed that the college can *only* increase taxes by 2% and stated that consistent, small tax increases are why the college has been able to weather recent funding reductions. Ms. Handorf stated her belief that anyone who works with a government budget realizes that entities budget for what they hope to receive and expend and added that unbudgeted expenditures are prohibited. Ms. Handorf added that traditionally, budget levels are set higher than what they are expected to be so that an entity may take advantage of unexpected windfalls such as grant opportunities or additional funding. Ms. Handorf explained that the tax increase will allow the college to move forward and serve its communities despite current and expected future cuts in funding. Ms. Handorf stated that the recent elimination of the secondary property tax decreased everyone’s college-related tax burden and added that the college does not want to go out to bond to raise large amounts of project-specific funding that would increase the taxpayer burden by adding a secondary property tax. Ms. Handorf stated that in order to be conservative, the college must provide for savings. Ms. Handorf acknowledged that some take issue with the way tax information is presented under truth in taxation requirements and stated that the additional \$2.43 tax per \$100,000 assessed valuation is certainly not a ridiculous amount of money to keep the college going. Ms. Handorf pointed out that the NPC service area covers approximately 22,000 square miles, roughly the size of West Virginia which has approximately 20 community colleges, and added that the college provides educational opportunities inexpensively and is always at or near the bottom of the list of tuition rates. Ms. Handorf explained that while NPC prepares transfer students at a much reduced cost, it is not a junior college, rather a community college that grants certificate and Associate’s degrees that students can show employers, provides skilled work force development and gives back to the taxpayer by providing community education courses and access to the Arts such as art shows, symphony concerts and musical and theatrical productions. Ms. Handorf explained that the tax levy increase will allow the college to continue to move forward and offer educational opportunities.

Mr. Parsons stated that unlike other entities like Pinetop which is closing a school, or the towns of Pinetop-Lakeside and Snowflake that are imposing lay-offs, and the County which implemented a 2% pay reduction, the college is not in the financial position to follow as faculty and staff have received a 4% pay increases with no lay-



offs and facility closures. Mr. Parsons stated that county taxpayers cannot afford to continue to subsidize things that are not needed and added that foregoing the \$700,000 increase in taxes will not affect the college budget bottom line as far as hurting employees or forcing changes to classes offered by the college. Mr. Parsons reiterated his position that the college is increasing taxes simply because it can and stated that it is not right for the college to carry \$7 million in taxes and unfair for taxpayers. Mr. Parsons stated that the community college is for the benefit of students yet increases in tuition are hurting the taxpayers who pay \$13 million annually to support the college. Mr. Parsons stated that currently governments are simply not looking for ways to cut costs. Mr. Parsons stated that he doubts the college will be able to spend the \$4 million of capital funds and suggested that the designation of an additional \$2 million for capital funds is simply a way to justify a stockpile of funding. Mr. Parsons reiterated his position that the college is increasing taxes because it can and added that he will not support the increase in taxes. Mr. Parsons stated that the college needs to examine how it budgets and conserves and added that without an increase in taxes, the primary property tax rate would still be \$1.13 per \$100 of assessed valuation. Mr. Parsons stated that the 9.5% increase in the tax rate will generate \$700,000 in additional money that the college does not need.

Chairman Jeffers thanked members of the public who addressed the Board and noted that no one stated that the college is not doing a good job. Chairman Jeffers stated that the college is respected in the community because it has had a good Board, good administration and good faculty. Chairman Jeffers stated that the Board has done a good job of being prudent and planning for the future, as does the budget. Chairman Jeffers stated that the college has two building projects that must be accomplished to satisfy the community needs and to offer the services the college provides. Chairman Jeffers stated that the budget, which includes, by citizen mandate, the ability to implement 2% tax increases, will allow the college to continue to plan for the future. Chairman Jeffers stated it ridiculous to believe that the college has not cut expenses as evidenced by unfilled administrator and faculty positions. Chairman Jeffers stated that he is opposed to going out to bond, as it is an expensive process. Chairman Jeffers stated that he is supportive of the budget presented by staff over the last few months as it is fair, provides for the future and guarantees the college will be able to provide services that students and taxpayers need. Chairman Jeffers stated that the college has been a very good conservator of taxpayer funds.

Roll call vote: Ms. Handorf, Ms. Nahsonhoya and Chairman Jeffers voted to approve the 2011-2012 property tax increase as presented. Mr. Parsons and Mr. Peaches voted against. ***The motion to approve the 2011-2012 property tax increase passed with three votes in favor and two against.***

### **Agenda Item 3: Request to Adopt the 2011-2012 Proposed Budget – Vice President Hatch**

Mr. Hatch reported that the 2011-2012 proposed budget has been presented to the Board and a public hearing was held and the college has complied with all statutory regulations regarding approval of the budget. Mr. Hatch reported that the published and Board reviewed budget is very closely aligned with the Board approved 2010-2013 college strategic plan and was developed with extensive involvement of staff at administrative and departmental levels. Mr. Hatch presented the staff recommendation to adopt the 2011-2012 proposed budget as presented. Mr. Hatch reminded the Board that following adoption by the Board, the budget may be decreased, but not increased. Mr. Peaches moved that the Board adopt the 2011-2012 proposed budget as presented. Ms. Nahsonhoya seconded the motion. Ms. Handorf clarified that capital projects requested by staff and listed in the 2011-2012 budget will come back to the Board for individual analysis and approval. ***The motion to approve the 2011-2012 budget passed with four votes in favor, one against.***

### **Agenda Item 4: Adjournment**

***The special meeting was adjourned at 12:32 p.m. upon a motion by Mr. Parsons, a second by Mr. Peaches and a unanimous vote.***



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Russell Dickerson  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Secretary to the Board

DRAFT



# Navajo County Community College District Governing Board Meeting Minutes

May 17, 2011 – 11:00 a.m.

2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

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

**Others Present:** Ann Hess, Everett Robinson, Peggy Belknap, Karalea Cox, Linda Kor, Teri Walker, Ina Sommers, Warren Schauer, Kathi Schauer, Jim Lemons, Roy Reissner, Ron Matkin, Dany Seymore, Cheryl Barnes, Kevin Shackelford, and Eric Henderson.

## **Agenda Item 1: Call to Order and Pledge of Allegiance**

Chairman Jeffers called the meeting to order at 12:42 p.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**

Dr. Swarhout stated that the college is not like all business and the financial reports, over 12 months, reflect an ebb and flow in college business - bills due and revenue coming in. Dr. Swarhout added that it is not realistic to expect the same report month after month. Mr. Hatch reported that through March, 75% of the budget period has expired. Mr. Hatch reported that March property tax receipts total approximately \$543,000 and are on target with 70% collected. Mr. Hatch added that he anticipates a bump in revenue for April and May and very little activity in June. Mr. Hatch reported that the college has received the third quarter payments of operating and equalization aid and added that the fourth quarter payment has also been received and will be reported next month. Mr. Hatch reported that tuition and fees revenue totals \$80,000 for the month of March and slightly higher than in March of last year. Mr. Hatch noted that tuition and fee revenue, for this year and last year, are significantly less than previous years and are likely related to changes in class offerings and when students register and pay for classes. Mr. Hatch reported that March was a negative cash flow month with \$660,000 in general fund revenues and \$1.5 million in general fund expenditures for a total of 58% of the general fund budget expended through March. Mr. Hatch reported that the unrestricted plant fund continues to receive transfers from the general fund and has \$32,000 in expenditures for the month of March and is at 14% year to date. Mr. Hatch reported that restricted fund revenues and expenditures are at 88% and 86%, respectively. Mr. Hatch reported that auxiliary fund revenues and expenditures are at 55% and 46% of budget, respectively. Mr. Hatch reported that cash for all activities totals approximately \$7 million.





**4.B. – NPC CASO – Ina Sommers**

CASO President Ina Sommers reported that the annual CASO Non-Food Drive conducted at the NPC spring picnic was a success and brought in an estimated \$2,500 worth of non-food items that will be distributed to 5 local charities. Ms. Sommers reported that CASO will award all funding allocated for CASO textbook reimbursement scholarships. Ms. Sommers reported that CASO will hold a silent auction at fall convocation to raise money for student scholarships and the CASO retreat will be held on October 28, 2011.

**4.C. – NPC Faculty Association – President Swarhout**

Dr. Swarhout presented the NPC Faculty Association year-end report as Association president Gary Mack is off contract. The NPC Faculty Association established a \$200 student scholarship to honor Clifton Lewis' 37 years of dedicated service. Mathematics faculty member Brian Burson will assume the Association presidency in fall, Tracy Chase will continue to serve as Association secretary and Gary Mack will serve as treasurer. A president elect and 12 senators will be elected in the fall. Dr. Swarhout noted that she is currently reviewing the NPC Faculty Association constitution to make sure the new faculty senate is in alignment with shared governance.

**4.D. – NPC Student Government Association**

No report.

**4.E. – NPC Foundation**

No report.

**Agenda Item 5: Consent Agenda**

Mr. Peaches moved to approve the Consent Agenda, as presented. Ms. Handorf seconded the motion. *The vote was unanimous in the affirmative.*

**Consent Agenda (Action):**

- A. April 19, 2011 Study Session Minutes
- B. April 19, 2011 Regular Board Meeting Minutes

**Agenda Item 6: Old Business**

None.

**Agenda Item 7: New Business**

**7.A. – Request to Accept Annual Strategic Planning Report – President Swarhout**

Dr. Swarhout presented the staff request to accept the annual strategic planning report as presented and discussed in study session. Dr. Swarhout explained that the annual report is a summary review of college accomplishments for the year that relate strictly to the strategic plan. Dr. Swarhout added that when the new fiscal year begins July 1, 2011, the college will aggressively address facility issues and deferred maintenance projects. Mr. Parsons moved to accept the annual strategic planning report as presented. Mr. Peaches seconded the motion. *The vote was unanimous in the affirmative.*

**7.B. – Request to Approve Server Equipment Purchase – Director Bishop**

Mr. Bishop presented the staff request to purchase 3 HP servers at a cost not to exceed \$60,000 as discussed in study session. Mr. Bishop explained that the three servers will replace 6 year old servers that provide critical college service through Jenzabar as well as redundancy and increased efficiency. Mr. Parsons moved to approve the purchase of server equipment as presented. Ms. Handorf seconded the motion. *The vote was unanimous in the affirmative.*



### **Agenda Item 8: Standing Business**

#### **8.A. – Strategic Planning and Accreditation Steering Committee (SPASC) Report – Director Bishop**

Mr. Bishop reported that SPASC is currently on hiatus and will reconvene in the fall. Mr. Bishop reported that he will examine the revised 2011-2014 strategic plan, which was presented as a first read, and incorporate a goal related to additional benefits to faculty members as discussed in study session.

#### **8.B. – Human Resources Update – Dan Wattron**

Dan Wattron, Human Resources Director, reported that searches for a Faculty in Biology and Faculty in Early Childhood Education have failed and been cancelled. Mr. Wattron reported that Mr. Russell Layne has been hired as the Little Colorado Campus Monitor and Mr. Jerry Alspach has begun work as the Purchasing and Inventory Specialist. Mr. Wattron reported that an offer is pending for the Dean of Nursing position and that 11 faculty and staff positions are in process. Mr. Wattron reported that MiAnna Tyler, Painted Desert Campus Manager has been named the April Employee of the Month. Mr. Wattron reported that retirees Dr. Clifton Lewis and Mr. Larry Romo were honored for their service on May 13, 2011. Mr. Wattron reported that HR staff has been busy preparing approximately 190 employee contracts and 75 summer letters of intent.

### **Agenda Item 9: President's Report – President Swarthout**

Dr. Swarthout reported:

- Commencement and Nursing Pinning ceremonies were successful.
- Two faculty contracts are being held pending the outcome of the NAVIT Heavy Equipment Operations issue that will be discussed at the next NAVIT board meeting on June 8, 2011. Dr. Swarthout reported that affected faculty members are aware of the situation.
- She will get together with CASO members to work on shared governance.
- The president's performance evaluation has been moved to June 21, 2011.
- Chairman Jeffers will not attend the June DGB meeting and Board Secretary Ginny Handorf will preside over the meeting.

### **Agenda Item 10: Board Report/Summary of Current Events**

Ms. Handorf reported that on Monday, 7:00 p.m. at the Show Low auditorium, the Phoenix Boys' Choir will perform in a free concert. Mr. Parsons asked Dr. Swarthout to consult the college attorney regarding his employment with the county and disclosure of substantial of interest. Board members are to fill out and turn in the form at the June meeting. Chairman Jeffers commented that commencement was very nice this year, thanked all involved and complimented the students who spoke as well as the commencement speaker, Travis Udall.

**Agenda Item 11: Announcement of Next Regular Meeting:** Tuesday, June 21, 2011.

### **Agenda Item 12: Adjournment**

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



Respectfully submitted,

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Russell Dickerson  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Secretary to the Board

DRAFT



## Procedure 2045

### Procedure for review of Northland Pioneer College's President by the District Governing Board

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At the May District Governing Board Meeting of each year, the District Governing Board will conduct a formal review of the President's performance. Every two years (even numbered years), the President's performance evaluation will include a review by the entire college staff. The review will include an evaluation of the President's performance for the just-ended year and preliminarily approves proposed the President's goals and priorities for the coming year.

All District Governing Board members participate in this process. Confidentiality of the process will be determined by the President and the Chair of the Board prior to the performance review meeting. The Chair of the Governing Board and others selected by the Chair review the evaluation with the President and reach agreement on the president's goals and priorities relevant to his/her performance and the overall quality improvement of the college for the coming year. Additionally the District Governing Board identifies professional development activities for the president as deemed appropriate and fiscally responsible.

Confidential copies of the Evaluation Report are available to all Board members.

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#### The Process:

1. The President prepares a summary report of the College's performance in the past year and a self-assessment of his/her leadership.
2. The President proposes goals and priorities for the coming year for comment and affirmation.
3. The President may include additional explanatory information to give evaluators a broader context on which to base their judgments.
4. The following are the key tasks upon which the President is evaluated
  1. Institutional Agenda
  2. Academic Leadership
  3. General Management and Planning
  4. Fiscal Management and Budgeting
  5. Internal Relationships (staff/personnel)
  6. External Relationships
  7. Modeling the Vision and Values of Northland Pioneer College
  8. Relationships with the District Governing Board
5. Evaluation Format
  1. The evaluation format consists of both quantitative and qualitative responses
  2. The rating scale is from 1-5 with 5 being outstanding, 4 excellent, 3 good, 2 marginal and 1 unsatisfactory. UO is used for not observed.
  3. District Governing Board members shall provide their individual evaluations to the Chair of the Board.
  4. There are twenty-six scaled items in the President's performance review. If six or more of the scaled items are rated as marginal or below in the President's performance, the President will be placed on a probationary status for one year with specific direction from the Board to remediate performance in all areas rated marginal or below.
  5. The District Governing Board may terminate the President's contract with the college at any point it deems performance unacceptable.

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## Northland Pioneer College President's Evaluation

### 1. Northland Pioneer College Governance

#### 1. *Vision, Mission and Value Statements*

1. The President has communicated and promoted the vision, mission and values of Northland Pioneer College in a manner that encourages citizens, students, faculty and staff to become committed to the vision, mission and values.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

#### 2. *District Goals*

1. The President through his/her leadership fosters programs and services which promote the accomplishments of the District's goals.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

#### 3. *Executive Duties and Responsibilities*

1. Treatment of People

The President has promoted conditions that are humane, fair, dignified and non-discriminatory.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

2. Financial Planning

The President has provided leadership in developing and promoting financial planning and budgeting practices during the last fiscal year which have furthered District's goals, priorities and fiscal integrity by showing a generally acceptable level of foresight.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

3. Financial Condition

The President has avoided, during the last fiscal period, fiscal jeopardy and material deviation of actual expenditures from the approved budget.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

4. Communication and Counsel to the Board

The President has kept the Board informed, on a timely and continuous basis, regarding the organization and its interests during the past fiscal year.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

5. Asset Protection

The President has ensured that, during the past fiscal year, assets have been protected and maintained by avoiding unnecessary risks.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

6. Staff Compensation and Benefits

The President has maintained fiscal integrity and public image with respect to employment compensation and benefits by adherence to salary schedules and plans and ensured application of personnel procedures in a consistent manner.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

7. Service Outside the College

The President represents the College on state, national and community associations and organizations to discuss issues of mutual concerns, coordinate activities and/or ensure the College's best interest is being served.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

2. **Specific District-wide Policies and Procedures**

1. *Academic Leadership*

1. The extent to which the President fosters appropriate leadership behavior to the Senior Administration and other College administrators.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

2. *Personnel Management*

1. The President has seen to it that hiring policies and procedures developed are fair, effective and non-discriminatory.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

2. The President has supervised and managed the Senior Administrative team in such a manner as to promote competency and accountability in their ranks.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

3. The President has practiced a supervisory style, along with appropriate administrative structures, that encourages effectiveness.

( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( )  
Unsatisfactory=1

4. The President has prudently taken corrective personnel actions with the Senior Administration when appropriate.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
5. The President has promoted the collegial and collaborative relationships with employee groups.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
6. The President has practiced professional behavior which serves as a role model for the wider district/community.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
7. The President has promoted and supported staff and faculty development.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1

3. *Facilities Management*

1. The extent to which the President ensures the College keeps physical facilities and the district office in a clean and safe status with a view toward long-term maintenance, replacement and expansion.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1

4. *President-Board Relations*

1. The extent to which the President follows Board policies.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
2. The President's written and oral presentations to the Board express substance, clarity and precision.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
3. The President has publicly supported the Board in an appropriate manner.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1
4. The President has developed and promoted a trusting relationship with the Board.  
 Outstanding=5    Excellent=4    Satisfactory=3    Marginal=2    Unsatisfactory=1

5. *Service to Students*

1. The extent to which the President supports and promotes recruitment of a diverse student population.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1

6. *Community Relations*

1. The President has developed and promoted effective working relationships with community groups, including business and industry.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1
2. The President has increased community support of college programs.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1
3. The President interacts and responds to students, employees and persons from the community in a common-sense, fair, dignified manner, to determine appropriate resolution of issues to maintain positive relations pertaining to relevant community concerns.  
( ) Outstanding=5 ( ) Excellent=4 ( ) Satisfactory=3 ( ) Marginal=2 ( ) Unsatisfactory=1
4. Please provide comments that can assist the President in improving his/her performance.

*[Based on [Policy #1070](#); 3/2010]*



Addendum to President's Employment Contract

This Addendum to President's Employment Contract ("Addendum") is being executed by the District Governing Board of the Navajo County Community College District d/b/a/ Northland Pioneer College ("College") and Dr. Jeanne Swarthout (the "President") pursuant to §3(b) (Evaluation) of the President's Employment Contract ("Contract") to amend §4(a) (Salary) of the Contract as follows:

*The parties hereby delete the first sentence of §4(a) in its entirety and substitute therefore the following:*

The Governing Board shall pay to the President an annual salary of One Hundred Forty-eight Thousand Three Hundred Ninety-five and Fifty-two one-hundredths Dollars (\$148,395.52), effective July 1, 2011.

The parties hereby republish the remainder of the President's Employment contract which shall remain in full force and effect.

In Witness whereof the parties execute this Addendum.

For the Governing Board:

By: \_\_\_\_\_

\_\_\_\_\_  
Date

Its: \_\_\_\_\_

By: \_\_\_\_\_

Jeanne Swarthout, Ph.D.  
President of Northland Pioneer College

\_\_\_\_\_  
Date

## PRESIDENT'S EMPLOYMENT CONTRACT

This Contract is entered into as of the 19<sup>th</sup> of June, 2007, by and between the Governing Board (the "Governing Board") of the Navajo County Community College District (the "College"), and Jeanne Swarhout, (the "President").

### RECITALS

A. The Governing Board, at a meeting held on the 19<sup>th</sup> day of June, 2007, approved the employment of President in accordance with the terms and conditions of this Contract; and,

B. President desires to be employed by the Governing Board in accordance with the terms of this Contract.

### AGREEMENT

For and in consideration of the mutual promises and covenants set forth in this Contract, it is agreed between the Governing Board and the President as follows:

1. **Employment:** The Governing Board hereby employs President and President hereby enters into the employ of the Governing Board as President of the Northland Pioneer College, at all times subject to the terms of this Contract.

2. **Duties:** In President's capacity as President of the College, President shall be responsible for and perform all acts and duties incident thereto, including but not limited to, the following:

a. The performance of all duties and responsibilities of President as set forth in the appropriate Job Description and Governing Board Policies of the College as now or hereafter adopted;

b. The performance for the Governing Board and for the College of all duties and responsibilities of community college presidents generally imposed by or implied from the laws of the United States and the State of Arizona, including but not limited to Arizona Revised Statutes Title 15, other applicable laws, rules or regulations, or customs and practices in Arizona;

c. The serving as the Chief Administrative Officer of the College and Chief Executive Officer of the Governing Board; and

d. The performance of such other duties and responsibilities as from time to time may now or hereafter be reasonably assigned to the President by the Governing Board.

3. **Terms:**

a. **Term:** This Contract shall take effect as of the 15<sup>th</sup> day of May, 2007, and continue in force thereafter through the 30<sup>th</sup> day of June, 2010, subject however, to termination and extension as hereafter provided.

b. **Evaluation:** Annually, but no later than the 31<sup>st</sup> day of March of each calendar year during the term of this Contract, the Governing Board shall review with President the President's performance as President of Northland Pioneer College; President's progress towards goals established by the Governing Board or President; the working relationship among President, the Governing Board, the staff, the students and the community at large; whether President should continue to be employed by the Governing Board; changes in the annual salary, if any, and other terms and conditions of employment for the next subsequent year; and any other matters relative to the employment of President. As part of this annual review, College employees shall be given an opportunity to provide an evaluation of the President's performance at least one calendar month prior to the Board review date. President shall annually advise the Governing Board of this obligation during the preceding month of February.

c. **Contract Renewal:** The Governing Board, in its sole discretion and with or without cause, may at any time decline to renew this Contract for an additional term. Further, if requested by President, this Contract shall not be renewed.

4. **Compensation:** The Governing Board shall pay to President, and President agrees to accept from the Governing Board, in full payment for President's services hereunder, compensation and other benefits as follows:

a. **Salary:** The Governing Board shall pay to President an annual salary of one hundred and forty thousand dollars (\$140,000.00). Such salary is not inclusive of the other benefits otherwise provided. The salary of President shall be paid in equal semi-monthly installments in accordance with the policy of the Governing Board Governing the same for its full-time professional employees or as otherwise agreed. The Governing Board retains the right (but is not obligated) to increase the annual salary of President during the continuation of this Contract, effective July 1 of any year during the term of this Contract. It is understood, however, that by amending President's salary (or any benefits), it shall not be deemed that the Governing Board has entered into a new agreement with President or has extended the termination date of this Contract.

b. **Benefits:** During the term hereof, President shall receive or participate in the benefits provided generally to full-time professional staff members of the Governing Board on the same basis as available to those staff members, including, but not limited to, vacation leave, sick leave, disability leave, health insurance and retirement benefits, and to such other benefits as may from time to time be approved by the Governing Board. Such benefits are subject to change at any time on the same basis as generally changed for full-time employees.

President shall further be entitled to such other benefits as may from time to time be approved by the Governing Board specifically for President or required to be provided President by law. Except for such benefits or the benefits set forth in this Contract, President shall be entitled to no further benefits from the Governing Board except as specifically required by law.

5. **Loyalty**: President shall devote all of the President's time, attention, knowledge and skills solely and exclusively to the business and interests of the Governing Board and the College. President may, however, undertake consulting work, speaking engagements, writing, lecturing or other activities which do not interfere with the discharge of President's duties and responsibilities hereunder. The determination of the Governing Board as to whether such other work interferes with the discharge of President's duties and responsibilities hereunder shall be conclusive.

6. **Discharge and Termination**: President may be discharged and this Contract terminated at any time (even during the term of this Contract) for cause. Cause shall include but not be limited to breach of any material provision of this Contract, failure to comply with or to enforce the policies of the Governing Board, and when the interests of education in Arizona require discharge as prescribed in Arizona Revised Statutes Section 15-1443(A)(8). In addition, this Contract may be terminated pursuant to paragraphs 7 (pertaining to Disability), 8 (pertaining to Death), and 9 (pertaining to Contract Buy-Out), below.

In the event that the Board claims that cause exists to terminate the President prior to the expiration of this agreement, the Board shall provide the President with a written statement of its intent to discharge and the reasons for the discharge. Before the Board makes a final decision, the President is entitled to a hearing with the Board in open or closed session, within thirty (30) calendar days of the issuance of the written statement. The President may be represented by legal counsel at the President's expense and may present any evidence to the Board to rebut the stated reasons for discharge. After the President has had an opportunity to respond to the stated reasons for discharge, the Board will make a final decision in writing. The President may pursue any remedy deemed appropriate to challenge the final decision of the Board.

7. **Disability**: This section shall be construed to be consistent with applicable federal and state laws governing the employment of persons with disabilities.

In the event the President becomes ill or disabled and is unable to perform the essential function of the position with or without reasonable accommodation of the position for the period of forty-five (45) calendar days, the Board may require a fitness for duty examination and the President shall not unreasonably withhold consent. The examination, to be performed by a licensed physician selected by the College, will be for the purpose of determining if the President's inability to perform the essential functions of the position will likely continue for a period of at least six (6) months from the initial date of illness or disability. The physicians' determination will be provided to both parties and the Board agrees the report shall be held in the strictest confidence. If the

President wishes to have a second licensed physician's opinion considered by the Board, the President may consult with a physician of his own choosing, and that physician may conduct a second examination for the same purposes as the initial examination described above. The second physician's opinion will be provided to both parties, and the Board agrees the report shall be held in the strictest confidence.

Upon determination that the inability to perform the essential functions of the position will likely continue for a period of at least six (6) months from the initial date of illness or disability, the President will immediately vacate the President's position and will be assigned as "Administrator on Special Assignment." The President will be entitled to use sick leave, vacation, and family leave as permitted by law, and/or disability retirement as though continuing in the position of President. The President's employment will terminate when all paid or unpaid leaves have been exhausted. When a President vacates his or her position, the College may post and fill the position of President.

**8. Death During Employment:** If the President shall die during the term of this employment, the Governing board shall pay to the person or persons named by the President in writing, or if none, to the estate of the President the compensation which otherwise would be payable to the President up to the end of the month in which the President's death occurs. Thereafter, the Governing Board shall have no further responsibilities hereunder, and this Contract shall terminate automatically. Again, the provisions hereof shall not be deemed to affect any other benefits which may be available to the President, including, but not limited to, those available under the applicable retirement program, health and life insurance, workers' compensation or otherwise

**9. Contract Buy-Out:** The Governing Board shall have the right, with or without cause, and with or without giving any reason therefore, to terminate this Contract and purchase or buy out President's right or interest herein. The purchase price shall be based on the number of months remaining under the Contract as follows:

Months Remaining	Purchase Price
1-12	\$75,000
or pro rata balance remaining, whichever is less	
13-24	\$100,000
25-36	\$125,000

To terminate this Contract under this provision, the Governing Board shall notify the President of its election to terminate the Contract and the effective date of termination, which may be immediately. Notice shall be in writing, personally delivered to the President or mailed by certified mail, return receipt requested, postage prepaid, addressed to President at President's last known address as disclosed for income tax purposes to the district's business office. If mailed, such notice shall be considered effective when mailed, irrespective of when received. The notice shall be accompanied by payment of the purchase price less required withholdings of income taxes, retirement or social security contributions and the like. Upon termination and payment, the

President shall have no further rights or claims whatsoever against the Governing Board, the individual members thereof, the District or the College regarding President's employment.

10. **Referrals to President**: The Governing Board, collectively or individually, shall promptly refer to the President all criticisms, complaints and suggestions called to their attention relative to the President or the College for the President's study and recommendation.

11. **Professional Activities**: The President is encouraged to attend appropriate professional meetings at the local, State and national levels, including, but not limited to, those of the Arizona Community College Association. As approved from time to time by the Governing board or in accordance with its general policies, reasonable costs of attendance will be paid by the Governing Board.

12. **No Tenure**: The President acknowledges that the President is not eligible for "tenure" or the status of a College employee who has completed any applicable probationary period. Moreover, neither this Contract nor other matters regarding the President's employment shall be deemed to confer tenure status on President whether express or implied. President's rights are limited to those set forth in this Contract.

13. **Resignation**: The President may resign during the term of this Contract by providing the Board with written notice of at least 90 days.

14. **Miscellaneous**:

a. **Governing Law**: This Contract has been executed in the State of Arizona and shall be governed in accordance with the laws of the State of Arizona in every respect and other applicable laws, rules and regulations. This Contract is further subject to the Governing Board's Policies and Regulations as now or hereafter adopted.

b. **Headings**: Paragraph headings and numbers have been inserted for convenience of reference only. If there shall be any conflict between any such headings or numbers and the text of this Contract, the text shall control.

c. **Exclusive Terms**: This Contract contains all of the terms agreed upon by the parties with respect to the subject matter hereof and supersedes all prior agreements, arrangements and communications between the parties concerning such subject matter whether oral or written, including, but not limited to, any prior Contract.

d. **Severability**: The provisions of this Contract shall be deemed severable, and the invalidity of any portion hereof shall not affect the validity of the remainder thereof.


e. **Binding Effect:** This Contract shall be binding upon and inure to the benefit of the respective parties and their respective heirs, legal representatives, successors and assigns.

**IN WITNESS WHEREOF**, the parties hereto have duly executed this President's Employment Contract as of the day and year first above written.

**GOVERNING BOARD**

**Navajo County Community College District**

By:   
Daniel Peaches, Chairman

By:   
Dr. Jeanne Swarthout, President

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## Summary of State-Wide Environment

### Summary:

**State-wide Longitudinal Data System (SLDS).** The requirement that the state of Arizona design the SLDS system is a result of accepting ARRA stimulus money on the part of the state. The SLDS system is intended to track students in any part of Arizona's educational system from K-12 through post-graduate studies. In 2011-2012, the community colleges and universities are being charged \$6.00/FTSE to Arizona Department of Education to assist in the cost of designing the system. Initial implementation must be in place and operational by September 30, 2011; ADE has only recently started work on SLDS. ACCPC voted to use ASSIST, the data system of APASC, to feed data into SLDS. Most of the data elements are already in place in ASSIST, we send data annually to ASSIST. The big remaining issue here is one of security. All community college CEOs have signed a release to provide data into ASSIST; however, there is no agreement to allow data from ASSIST to any other entity. In releasing data from ASSIST to SLDS, the community colleges and universities must work within the higher education requirements of FERPA.

### **Partnership for Assessment of Readiness for College and Careers (PARCC).**

Arizona has received a grant to participate in PARCC along with 25 other states. Arizona's PARCC grant is being managed by Project Achieve. The intent of the grant is to link Arizona's K-12 Common Core Standards to readiness for college and career. The difficulty here is that the high school core standards were developed without higher education's participation, for the most part. Higher education in Arizona will be required to accept the 25-state assessment of these standards and receive graduating high school students into their programs without assessing readiness or need for developmental education preparation for college or career coursework. PARCC is the result of Arizona's twice unsuccessful Race to the Top grant effort.

**Move on When Ready (MOWR).** MOWR is closely linked with the PARCC effort, attempting to provide curriculum and assessment at the high school level for college readiness. MOWR has resulted in the statute providing high school students with the Grand Canyon Diploma. MOWR is also working closely with some school districts to design clear pathways to higher education pathways. Thus far, rural high school districts



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are not very involved with MOWR or the GCD because they do not have the qualified staffing to meet the requirements of either.

**Getting AHEAD (GA).** Getting AHEAD in Arizona is funded through a Lumina Foundation grant, assisted by a grant from Lumina to Public Agenda, a communications firm. GA has five purposes, the GA committee on funding reform has been central and perhaps most controversial in activities. The community college work on funding reform has been difficult at best, anchored in issues surrounding both operational and equalization money. Further complicating community college funding recommendations has been the direction taken by the consultant on the project.

**APASC.** APASC is rapidly becoming the central organization in integrating all of the above state-wide activities. With the dramatic restructuring of APASC into a comprehensive organization, it is recognized as a logical place for synthesis of these various efforts. APASC now reports to the Joint Council of Presidents. JCP has been established recently by the P-20 Council to replace the long-dormant Joint College Council as an entity where university and community college CEOs come together. APASC is currently establishing the position of Executive Director as it is recognized that the voluntary efforts of the university and community college co-chairs cannot continue to manage the workload with day jobs.



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## Update on New and Emerging Federal Regulations

1. **Gainful Employment** – New federal regulations regarding “gainful employment” of program graduates go into effect in two phases. Phase One goes into effect on July 1, 2011. Phase One requires institutions to publicly disclose available certificate programs and CIP codes, program enrollment data, complete program costs, on-time completion rates, job placement rates, and loan debt rates for all programs covered by the regulations. For Northland Pioneer College, these programs would include all Certificate of Proficiency and Certificate of Applied Science programs. Many institutions and legislators have raised concern over the regulation, especially the cost associated with tracking job placement rates. NPC has not historically tracked job placement. Arizona is considering how best to address this issue, perhaps utilizing Department of Labor employment data and matching it against program completer data provided by community colleges and universities. Implementation of responses to these regulations in Arizona is currently pending, awaiting Department of Education responses to nationwide institutional concerns. A recent (April 20) clarification letter from the Department of Education addressed, some, but not all, of these concerns.

Phase Two, an effort to measure whether specific instructional programs lead to gainful employment and, if not, whether those programs should continue to be eligible for federal financial assistance, goes into effect on July 1, 2012. This regulation, like Phase One, has generated significant controversy. The initial public comment period generated 90,000 responses from postsecondary institutions, as well as a letter from 118 House Democrats and Republicans urging President Obama to withdraw the regulation. Given that all the current metrics for this regulation involve student loan repayment, it is unclear whether this regulatory effort will ultimately have any impact on NPC.

2. **State Authorization for Online Education** – New federal regulations regarding state-by-state authorization of online education go into effect on July 1, 2011 with a compliance deadline of July 1, 2014. The regulation appears to have two purposes. First, the regulation provides individual states with more authority to



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govern online postsecondary education within their state borders. The regulation will do so by enforcing longstanding but unenforced requirements that institutions offering online courses obtain authorization from each state in which they have enrolled online students. Federal regulations give states wide latitude to establish authorization processes (if any) and attach associated fees, thus potentially creating 50 different authorization processes and associated costs. Second, the regulation prevents students from utilizing federal Title IV (Pell Grant) funds to take online courses from institutions that have not received state authorization. Clearly, the implication is that an institution puts its ability to award Pell funds at risk if it offers online instruction without state authorization.

Compliance with this regulation in its current form will be extremely onerous for NPC, when one compares time involved to enrollment. In 2009-2010, NPC had 159 out-of-state students from 34 states enrolled in online courses. The vast majority of those students were enrolled in one credit Political Science US and Arizona Constitution courses. Two of those 159 students were identified by NPC Financial Aid as receiving federal financial funding.

Given that it is a violation of federal regulations to discriminate against students receiving Title IV funds, NPC could not simply tell students they may not use Title IV funds for online courses. Compliance costs are unknown, given that many states are just now looking at their current authorization processes, which may be subject to change. President Swarthout is currently drafting a letter to send to each state. The letter will define Northland Pioneer College, its current education presence in their state, and request clarification on what process and costs, if any, will be required for state authorization. In the interim, it may be necessary to temporarily suspend out-of-state student enrollment in online courses. Estimated enrollment impact of such a decision would be a loss of 5-15 annualized FTSE.

- 3. Current legislative action** – On June 3, 2011, Congresswoman Virginia Foxx (R-NC) introduced HR 2117, a bill repealing the state authorization requirement and the new Department of Education mandated definition of a credit hour. The bill would also block any future attempts by the Department of Education to address credit hour definitions. 68 higher education associations and accrediting organizations have signed on in support of HR 2117. Representative Foxx is the chair of the House higher education subcommittee. The chair of the House education committee, John Kline (R-MN) is co-sponsor of the legislation. The bill is due for initial committee review on June 15, 2011.



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## Summary of NAVIT Heavy Equipment Decision

### Summary:

On June 8, 2011, the NAVIT Board convened with the possible sunset of the Heavy Equipment Program as an agenda item for the second time. The NAVIT board decision is as follows:

- 1) One NAVIT section of HQO to be offered in Round Valley fall and spring 2011-2012.
- 2) One NAVIT section of HQO to be offered in Taylor fall and spring 2011-2012.
- 3) Junior and Senior Students to pay \$200 fee to NAVIT to offset increase in program fees.
- 4) Juniors to sign affidavit that they may only receive one year (two semesters) of HQO depending on documented sustainability of both the NAVIT differential between \$3500 revenue and \$5400 expenses including financial needs for equipment maintenance and replacement.
- 5) NPC HQO Instructors to provide NPC and NAVIT Administration financial needs for equipment and maintenance by August 1. In this manner, teachers and students will have a reasonable estimate of needed resources as they seek alternatives of required revenue/savings for sustainability.
- 6) HQO Program will sunset in May 2012 unless documented sustainability plan is submitted to NPC and NAVIT by November 1, 2011.
- 7) This plan will be reviewed by the NAVIT Board in the November Governing Board Meeting to potentially approve its sustainability.



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## 2010 Non-Returner Survey Summary

Survey Review: Every other year, NPC attempts to contact each student who did not graduate and chose not to re-enroll from spring to fall semester. Beginning in 2010, we excluded students who fell only into the following categories: dual enrollment, NAVIT, Department of Corrections, or enrolled in fewer than six credits during the prior year. These groups were eliminated from the survey because we are trying to capture responses from students who have full access to college services, who are pursuing degrees, certificates, or other multi-course goals, and who spend significant amounts of time utilizing college academic programs and services. For 2010, we attempted to contact 1368 students and garnered 165 responses. (A 10% response rate is considered acceptable for such surveys; this year we had a 12% response rate.)

### Question 1: Why did you choose not to re-enroll at NPC?

#### Top Responses

Transferred to other institution	15%
Work Conflict with classes	13%
Finances*	12%
Left the area	10%
Personal issues	8%
Course(s) not available	8%

*\*Includes applied late for financial aid, not approved for financial aid, owed debt to NPC and could not enroll, could not afford to attend. No responses specifically referenced tuition. 1 response specifically referenced deletion of the "tuition plateau" from 4-7 credits.*

### Question 2: Did you achieve your education or career goal?

Partially met	46%
Not met	35%
Met	19%

### Question 3: Did you leave with a positive, neutral, or negative feeling toward NPC?

Positive	62%
Neutral	24%
Negative	14%

**Question 4: Did the quality of services and academic programs at NPC exceed, meet, or not meet your expectations?**

Meet	69%
Exceed	23%
Did not meet	8%

**Question 5: Do you plan to re-enroll at NPC in the future?**

Yes	55%
Maybe	25%
No	20%

Concluding thoughts: As with the two previous surveys, this latest non-returner survey indicates that students choose not to re-enroll at NPC for a wide variety of reasons, most of which are beyond the college's direct control. Given that this survey is the equivalent of a business contacting its dissatisfied customers, students who are not returning and haven't graduated continue to have a remarkably positive view of the college (86% positive or neutral) and a high regard for programs and services (92% say met/exceeded expectations). At least based on these results, our conclusion based on other data that small tuition increases do not significantly impact enrollment appears to be validated. The decision to eliminate the tuition plateau, while it did affect enrollment, also does not appear to have generated negative feelings or caused students to not return. Finally, as with the prior two surveys, there appears to be a strong basis for the admissions office to make contact with these students and assist with re-enrollment, since virtually identical numbers (81% and 80%, respectively) say they have not met/only partially met their goal and plan to/might re-enroll at NPC in the future.

## **Request to Approve Addenda to Intergovernmental Agreement with NAVIT**

### **Recommendation:**

Staff recommends approval of the attached Addenda to the Intergovernmental Agreement with NAVIT.

### **Summary:**

Staff received a request from NAVIT to provide for the continuation of a prepayment option for the services provided in the NAVIT IGA for both the 2010-11 and 2011-12 fiscal years. An addendum providing for a prepayment option for the 2009-10 fiscal year was previously approved by the Board.



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**ADDENDUM TO THE INTERGOVERNMENTAL AGREEMENT**  
**by and between**  
**NAVIT**  
**and**  
**Northland Pioneer College**  
**for**  
**Provision of Joint Technological Education Courses**  
**at College Location**

This Addendum to the Intergovernmental Agreement by and between NAVIT and Northland Pioneer College for the Provision of Joint Technological Education Courses at College Location (“Addendum”) is made by and between Northern Arizona Vocational Institute of Technology (NAVIT) (“JTED”) and Navajo County Community College District, doing business as Northland Pioneer College (“College”).

**WHEREAS**, the parties entered into the Intergovernmental Agreement by and between NAVIT and Northland Pioneer College for the Provision of Joint Technological Education Courses at College Location (“IGA”), effective July 1, 2010, for the provision of career and technical education courses at College locations; and

**WHEREAS**, the parties are authorized to enter into this Addendum pursuant to A.R.S. §11-952 and A.R.S. §15-393(K) and A.R.S §15-1444(E); and

**WHEREAS**, the parties desire to include additional provisions in the IGA;

**NOW THEREFORE**, in consideration of the mutual covenants set forth herein, the parties agree as follows:

AMENDMENT

*The parties hereby amend the IGA by adding a Subsection (4) to Paragraph A of Section 4 Requirements under A.R.S. §15-393(L) to read as follows:*

(4) JTED may prepay for services rendered by College under this Agreement; provided, however, that College will discount the cost of any such prepaid services by two (2) basis points per annum.

This Addendum shall be effective for fiscal year 2010-11.

Except as expressed herein, in all other respects the parties confirm and republish the IGA.

THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK  
Signature page follows.



**IN WITNESS WHEREOF**, the parties sign this Addendum:

**NORTHERN ARIZONA VOCATIONAL INSTITUTE OF TECHNOLOGY (NAVIT)**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Dated this \_\_\_\_ day of \_\_\_\_\_, 2011, upon resolution of the JTED Governing Board approving this Addendum and authorizing its Superintendent to sign below:

**NORTHERN ARIZONA VOCATIONAL INSTITUTE OF TECHNOLOGY (NAVIT)**

By: \_\_\_\_\_

Title: Superintendent

**Attorney approval:**

This Addendum to the IGA has been reviewed pursuant to A.R.S. §11-952 by the undersigned attorney who has determined that it is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the JTED Governing Board.

By: \_\_\_\_\_

Legal Counsel for JTED

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Dated this \_\_\_\_ day of \_\_\_\_\_, 2011, upon resolution of the District Governing Board of the Navajo County Community College District, approving this Addendum and authorizing its President to sign below:

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**

By: \_\_\_\_\_

Title: President

This Addendum to the IGA has been reviewed pursuant to A.R.S. §11-952 by the undersigned attorney who has determined that it is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the Governing Board of Navajo County Community College District.

By: \_\_\_\_\_

Legal Counsel for the Navajo County Community College District

**ADDENDUM TO THE INTERGOVERNMENTAL AGREEMENT**  
**by and between**  
**NAVIT**  
**and**  
**Northland Pioneer College**  
**for**  
**Provision of Joint Technological Education Courses**  
**at College Location**

This Addendum to the Intergovernmental Agreement by and between NAVIT and Northland Pioneer College for the Provision of Joint Technological Education Courses at College Location (“Addendum”) is made by and between Northern Arizona Vocational Institute of Technology (NAVIT) (“JTED”) and Navajo County Community College District, doing business as Northland Pioneer College (“College”).

**WHEREAS**, the parties entered into the Intergovernmental Agreement by and between NAVIT and Northland Pioneer College for the Provision of Joint Technological Education Courses at College Location (“IGA”), effective July 1, 2010, for the provision of career and technical education courses at College locations; and

**WHEREAS**, the parties are authorized to enter into this Addendum pursuant to A.R.S. §11-952 and A.R.S. §15-393(K) and A.R.S §15-1444(E); and

**WHEREAS**, the parties desire to include additional provisions in the IGA;

**NOW THEREFORE**, in consideration of the mutual covenants set forth herein, the parties agree as follows:

AMENDMENT

*The parties hereby amend the IGA by adding a Subsection (4) to Paragraph A of Section 4 Requirements under A.R.S. §15-393(L) to read as follows:*

(4) JTED may prepay for services rendered by College under this Agreement; provided, however, that College will discount the cost of any such prepaid services by two (2) basis points per annum.

This Addendum shall be effective for fiscal year 2011-12.

Except as expressed herein, in all other respects the parties confirm and republish the IGA.

THE REMAINDER OF THIS PAGE IS INTENTIONALLY LEFT BLANK  
Signature page follows.

**IN WITNESS WHEREOF**, the parties sign this Addendum:

**NORTHERN ARIZONA VOCATIONAL INSTITUTE OF TECHNOLOGY (NAVIT)**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Dated this \_\_\_\_ day of \_\_\_\_\_, 2011, upon resolution of the JTED Governing Board approving this Addendum and authorizing its Superintendent to sign below:

**NORTHERN ARIZONA VOCATIONAL INSTITUTE OF TECHNOLOGY (NAVIT)**

By: \_\_\_\_\_

Title: Superintendent

**Attorney approval:**

This Addendum to the IGA has been reviewed pursuant to A.R.S. §11-952 by the undersigned attorney who has determined that it is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the JTED Governing Board.

By: \_\_\_\_\_

Legal Counsel for JTED

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**

By: \_\_\_\_\_

Title: \_\_\_\_\_

Dated this \_\_\_\_ day of \_\_\_\_\_, 2011, upon resolution of the District Governing Board of the Navajo County Community College District, approving this Addendum and authorizing its President to sign below:

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**

By: \_\_\_\_\_

Title: President

This Addendum to the IGA has been reviewed pursuant to A.R.S. §11-952 by the undersigned attorney who has determined that it is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the Governing Board of Navajo County Community College District.

By: \_\_\_\_\_

Legal Counsel for the Navajo County Community College District

## **Request to Adopt the Northland Pioneer College 2011-2014 Strategic Plan**

### **Recommendation:**

Staff recommends the adoption of Northland Pioneer College's 2011-2014 Strategic Plan.

### **Summary:**

The College's Strategic Plan is evaluated and revised annually. In May 2011, staff presented a summary of accomplishments for the Strategic Plan year 2010-11 and the revised 2011-2014 Strategic Plan as a first read. As requested by the District Governing Board, staff has since revised the plan to include a goal that focuses on exploring the expansion of benefits to adjunct faculty.

Members of the Strategic Planning and Accreditation Steering Committee (SPASC) included the entire college community during this revision process.



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# 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](http://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



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

*Next Major Milestone:*                     *June 30, 2012*

*Responsibility:*                             *Human Resources Director & staff, Employee Relations Committee*

**Goals:**

**4.2.1 Provide mandatory training regarding legal issues in the workplace**

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

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

**4.2.2 Update policies and procedures**

*Supports HL Core Components 1abcde, 2d*

- Make a list of policies/procedures and prioritize for review
- Review and revise 12 policies/procedures annually, one per month.
- Revise and re-implement lateral move procedure

**4.2.3 Create an employee mentoring contact list**

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

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

**4.2.4 Provide training appropriate for all employees**

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

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

**Priority 3:**                                 **Strengthen hiring, evaluation and compensation standards**

*Next Major Milestone:*                     *May 30, 2012*

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

**Goals:**

**4.3.1 Create and maintain an equitable and transparent compensation structure**

*Supports HLC Core Components 1e, 2bd*

- Evaluate, 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
- Explore the option of expanding benefits to 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 the Purchase of Wide Area Network Equipment, Services and Maintenance Agreement**

## **Recommendation:**

Staff recommends approval to purchase wide area network equipment, professional services and a five-year maintenance agreement in the amount of \$148,103.27 from Next Level Solutions, Inc.

## **Summary:**

As part of our Title III NASNTI Project, "Project EAGLE", staff recommends approval to purchase network equipment, professional services and a five-year maintenance agreement to add an additional, redundant link to our microwave wide area network. This link will provide connectivity between Green's Peak and the Hermosa Tower and will mitigate the risk of severing our network in the event that our Dry Lake transmission facility experiences a failure. Overall, this project will allow for increased reliability and performance of our internal data network to support student learning and college operations.



## **Northland Pioneer College**

Post Office Box 610 • Holbrook, Arizona • (928) 524-7600 • Fax: (928) 524-7612 • [www.npc.edu](http://www.npc.edu)



# Sales Quote

Date: 14-Jun-11  
 Quote #: NPC 061411-Rev.1  
 Expiration Date: 14-Jul-11

Next Level Solutions, Inc  
 Attn: David Crain  
 15475 N Greenway-Hayden Loop, Ste B-21  
 Scottsdale, Arizona 85260  
 480-998-5060

To: Eric Bishop  
 Northland Pioneer College

JOB DESCRIPTION
Ceragon IP10 Link Greens Peak to Hermosa

ITEM #	QUANTITY	PROFESSIONAL SERVICES	UNIT PRICE	LINE TOTAL
Ceragon IP-10 Link with 200MB Capacity with 200 Licenses (Link)	1		\$21,107.00	\$21,107.00
10' 6GHz Antenna	2		\$10,130.40	\$20,260.80
12' 6GHz Antenna	2		\$13,692.00	\$27,384.00
Cabling and Miscellaneous Install Supplies	1		\$4,385.20	\$4,385.20
Equipment Rental	1	\$3,500.00		
Installation Charge	1	\$31,240.00		
Outside Structural Engineering Services	1	\$1,000.00		

**Prices Quoted are per GSA Contract # GS35F0519T**

<b>MATERIALS TOTAL</b>	\$73,137.00
<b>PROFESSIONAL INSTALLATION SERVICES</b>	\$35,740.00
<b>5 YEAR MAINTENANCE</b>	\$32,911.88
<b>SHIPPING</b>	\$500.00
<b>SALES TAX</b>	\$5,814.39
<b>TOTAL</b>	\$148,103.27

- Prices quoted include state and local taxes.
- Equipment shall be shipped "best way" unless customer provides specific shipping instructions.
- Acceptance of this offer is limited by NLS, Inc. Standard Terms and Conditions of Sale.
- No other terms or conditions shall apply unless agreed to in writing by NLS, Inc



## **Request to Approve the Purchase of Administrative System Software, Services and Training**

### **Recommendation:**

Staff recommends approval to purchase software, services and training associated with NPC's existing administrative system, Jenzabar, in the amount of \$508,980.00.

### **Summary:**

Staff has recently finished a comprehensive assessment process of NPC's current usage of our administrative system (ERP/SIS) and has found a critical need for additional software modules, professional services for remediation efforts, and continuous training to be provided by Jenzabar, Inc.

Specific details of the remediation work can be found in the document titled "Jenzabar, Inc. Assessment Report prepared for Northland Pioneer College." Individual contracts for software, services, and training have been provided as well.



# **Northland Pioneer College**

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# Jenzabar, Inc. Assessment Report

Prepared for



**April 8, 2011**

**JENZABAR®**

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## Table of Contents

1. Executive Summary .....	5
2. Individuals Involved in the Assessment.....	11
3. Assessment Details .....	13
1.1 General Issues .....	13
A. Overview.....	13
B. Issues and Recommendations .....	13
Issue 1: Staffing for reporting support.....	13
Issue 2: Not using the latest software.....	14
Issue 3. IS staffing.....	15
Issue 4: Needed central organization to discuss system related issues .....	15
1.2 Human Resources and Payroll.....	16
A. Overview.....	16
B. Issues and Recommendations .....	17
Issue 1: Minimal system use; use of duplicative spreadsheets.....	17
1.3 Finance .....	18
A. Overview.....	18
B. Issues and Recommendations .....	20
Issue 1: The CX RPA module is not implemented.....	20
Issue 2: General Ledger Issues .....	21
Issue 3: Financial Reporting .....	21
Issue 4: Student type customization .....	21
Issue 5: The purge process is manual, intensive, and problematic .....	21
Issue 6: Other student billing related issues.....	22
Issue 7: Manual bookstore voucher process .....	22
Issue 8: Manual student account update from NelNet.....	22
1.4 Financial Aid .....	23

A.	Overview.....	23
B.	Issues and Recommendations .....	24
	Issue 1: Manual processing of financial aid awards .....	24
	Issue 2: Calculation of return of federal funds.....	24
	Issue 3: Attempt to implement auto-packaging for the Fall 2011 term.....	24
	Issue 4: Manual processing of work-study student time .....	25
1.5	Admissions, Registration, Student Records .....	25
A.	Overview.....	25
B.	Issues and Recommendations .....	27
	Issue 1: Processing of the enrollment form is not integrated into CX.....	27
	Issue 2: Need for Communication Management training.....	27
	Issue 3. Low percentage of students registering on the Web .....	27
	Issue 4. Use of the outdated Web for Student and Faculty applications. ....	28
	Issue 5. Not attending JAM.....	28
	Issue 6. Non-Web registration process is cumbersome.....	28
	Issue 7. State residency needs to be confirmed.....	29
	Issue 8. Recruiting support is manual intensive .....	29
	Issue 9. The retention rate is low .....	29
	Issue 10. The distance learning registration is not connected to CX .....	30
	Issue 11. NPC is not using the CX waitlist capability.....	30
1.6	Web Issues .....	30
A.	Overview.....	30
B.	Issues and Recommendations .....	31
	Issue 1: Separate Web viewing area for student records prior to 2006.....	31
	Issue 2: Set up of tele-video and independent study courses causes problems for faculty .....	31
<b>4.</b>	<b>Conclusion .....</b>	<b>32</b>
	Next Steps – Recommended Strategy .....	32
	Draft Project plan (for budgeting purposes).....	33

# 1. Executive Summary

## Improving Business Processes at Northland Pioneer College and Maximizing the Functionality of Jenzabar CX

Northland Pioneer College contracted with Jenzabar Consulting Services in late 2008 to evaluate the effectiveness of the usage of Jenzabar CX (formerly CARS) and related software in its administrative offices. The goal was to make recommendations on how the institution can maximize use of Jenzabar system functionality and, where appropriate, improve business processes. *Since that initial visit some relationship changes have occurred: Northland Pioneer has a new Jenzabar Account Manager and a new Director of Information Services. As a result of these changes, it was decided to update the evaluation with a visit to Northland Pioneer in January of 2011.*

*Because much of the original 2009 report is still valid, this report is an annotated version of the original report. All changes from the original report are noted in italics.*

Dr. William Strait, Consultant, visited the campus and conducted an evaluation during the course of two days. The discussions with business offices and Information Systems (IS) staff addressed how users currently conduct business and identified their existing pain points.

*In 2011 Northland Pioneer was visited by Carl Porhte, Jenzabar Account Manager, and Pete Sciarrotta, Jenzabar Client Relationship Manager, with Dr. William Strait conducting the interviews via telephone.*

Dr. Strait's qualifications to undertake this assessment are based upon his education (Ph.D. in Computer Science), his years of leadership experience in higher education information systems (over 25 years), and his success with implementing a variety of higher education systems. Most recently, he was the Chief Information Officer at Central Florida Community College. Under his leadership, Jenzabar CX was implemented on budget and on time. Before that he successfully led the implementation of an Enterprise Resource Planning (ERP) system at the University of South Florida, one of the 15 largest schools in the country. He was also a college faculty member for over 10 years.

Staff turnover is a challenge for colleges that have had an enterprise system (like Jenzabar CX) for 10 or more years, since it results in a loss of institutional knowledge of the system. The Jenzabar CX system has evolved significantly during the past few years. As a result, the college is not benefiting nearly as much as it could from the Jenzabar CX system. This document focuses on steps that the college can take to reverse this situation and become much more efficient and effective in its administrative tasks.

*In 2009 the President Jeanne Swarthout indicated that she felt that the college was using only about 20% to 25% of the capability of its automated systems and that the college must become efficient in its use of automated systems in order to survive the twin pressures of increased enrollment and a grim financial environment. During our 2011 meetings, President Swarthout emphasized the increasing difficulties that the College is facing with declining State funding. She also indicated that her priorities now are being able to provide more distance learning, streamlining the Financial Aid and the Business Office administrative processes, and improving institutional effectiveness.*

*In our opinion there is much that Northland Pioneer can do in partnership with Jenzabar to greatly streamline its operation; this will, in turn, help to relieve the economic pressures that the College faces.*

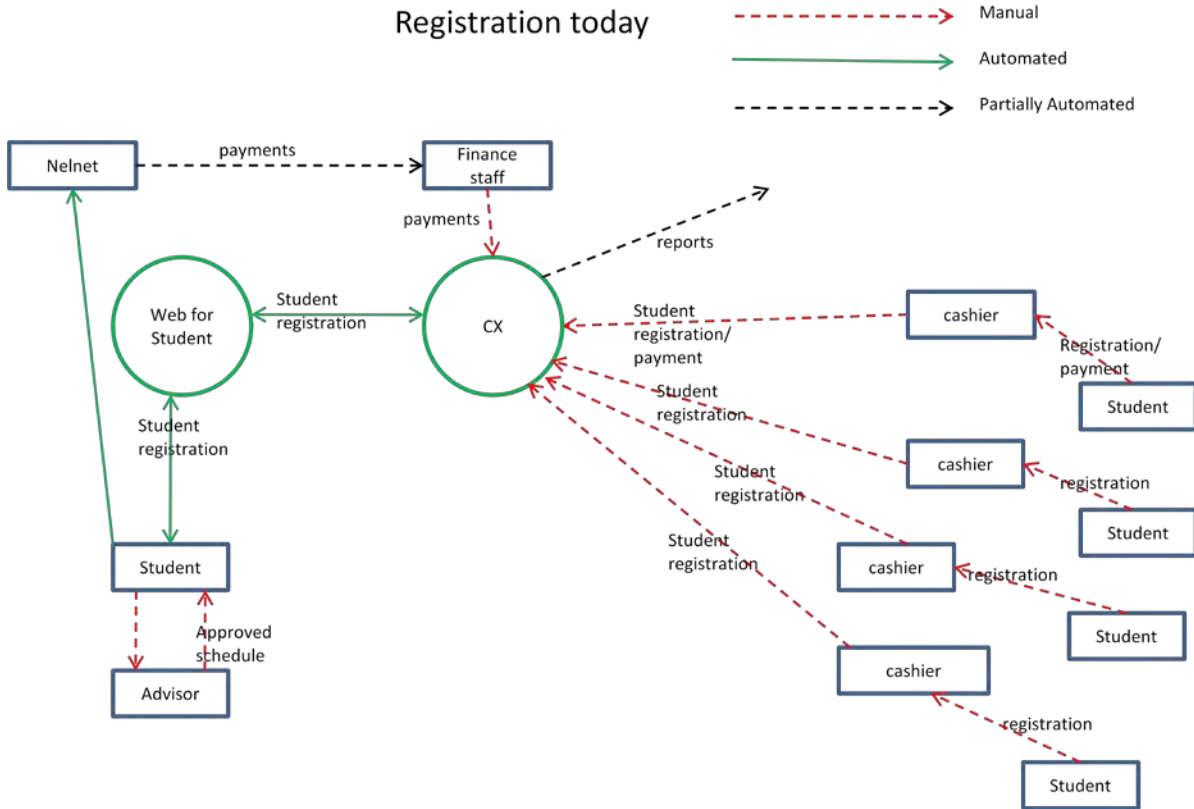
All departments could benefit from significant consulting help in order to eliminate inherent inefficiencies. Efficiencies could be achieved by using the Jenzabar systems to eliminate manual processes, paper-bound processes, duplicative spreadsheets, and Access databases. For example, HR is using very little of the Jenzabar CX HR module and the Financial Aid department is not using the automated packaging features of the Financial Aid module. *Some departments have failed in their attempts to improve their use of the system on their own. A good example is the implementation of the automated requisition, purchasing, and accounts payable process which was underway in 2008, but was never completed. The process has reverted back to the previous manual methods. We cannot over-emphasize that departments can streamline their business processes by maximizing the use of Jenzabar software to automate many processes. The most cost-effective way of achieving these efficiencies is to have the assistance of knowledgeable Jenzabar consultants who can help them review their processes and implement best practices.*

*There appears to be a culture at NPC of "we can do it on our own" that has been in place for at least as long as Jenzabar has been a provider to the College. This attitude has its virtues, but at NPC it has resulted in inefficient processes, inappropriate use of the automated systems, and a failure to keep up with the enhancements provided by Jenzabar, thus wasting valuable college resources:*

*Example 1- It appears that Business Office staff ignored the recommendations of Jenzabar consultants during the implementation of CX in the 1990s to avoid using the fund 00 for the purposes that the Business Office intended. As a result, the Business Office has had difficulties with various reports and operations.*

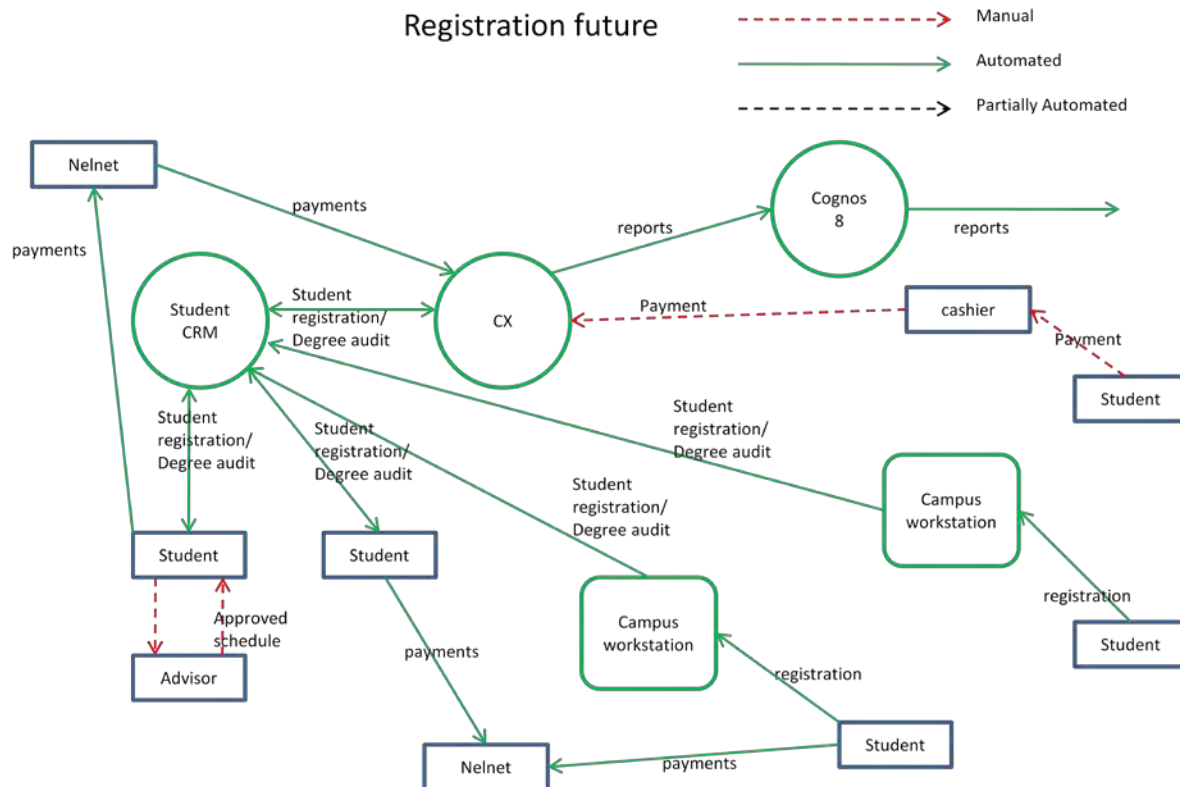
*Example 2 - The College has many more cashier stations than any other college with which we're familiar. Although this provides good customer service to students during the registration process, but Jenzabar can help the college to achieve a better level of service with a fraction of the staff. We can develop a process which provides better tools to students to accomplish all of the same payment tasks on the Web either at home, in a library, or at computer stations set up strategically in buildings on the various campuses and centers. We have illustrated a glimpse of what is possible in this area with the following "before" and "after" pictures. All lines in red indicate manual or otherwise extraneous processes or staff; lines in green represent automated*

processes. Clearly the "after" picture is much more automated and streamlined process than that which is currently in place.



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*Confidential & Proprietary*

*The goal is to eliminate as many cashiers and manual staff effort as possible*

- 1. Reports would be available on the Web (Cognos 8)*
- 2. Registration would be done primarily on the Web*
- 3. Students would have access to degree audit on the Web*
- 4. Students would have access to the Web via campus workstations*

*Example 3 - The College is the owner of Jenzabar's e-Racer learning management software which provides essentially the same functionality as other learning management software systems on the market. However, the College is contemplating implementing another learning management system (Moodle) and using an interface to the Jenzabar systems. We suggest that the cost in resources and money to support another learning management system is an inefficient use of the College's precious resources. The College should explore the recent versions of e-Racer, and ensure that faculty can evaluate its current functionality Jenzabar is investing considerable resources in e-Racer, and it's improving all the time.*

*We found that can attain significant improvement by concentrating on departmental reporting. Management reports for information-based decision making are virtually nonexistent. The College*

*previously tried, unsuccessfully, to use Cognos 7 for its reporting. The College abandoned the effort without seeking further assistance from Jenzabar. Currently it has no effective tool for reporting.*

*We recommend that the College purchase the Cognos 8 reporting tool to address the departmental reporting needs, to support the revamping of the IR department. This will provide critical management-level reporting in a variety of graphical and drill-down formats including executive dashboards. Cognos 8 is a vastly improved product over Cognos 7, and is very user friendly. It requires less technical staff for its support, it is the leading product of its type in the industry, and it will address the full complement of college reporting needs. In the details below we offer recommendations on how to implement and support Cognos 8 successfully.*

*A summary of other critical findings and recommendations include:*

- There have been a number of modifications to the system that have been made by the college. These changes complicate the installation of Jenzabar System Modification Orders (SMOs) to the system, it seems that some of these modifications were ill-advised and are causing operational problems. For example, the student account structure was modified to differentiate account types; this is a dangerous area in which to modify the system and it is clearly causing a variety of problems (including the necessity of excessive manual intervention) in the student billing area. These modifications need to be reviewed, with the support of a Jenzabar consultant, for possible removal or modification.
- There are a number of accounting issues, including reconciliation issues. The CX finance system as it is delivered is very solid; this consultant seldom hears of any issues with this portion of system. The issues that the college is having indicate that either some of the customizations are causing accounting issues and/or staff need to have some consultant support to review the status of the financial records and assist in training and cleaning up the issues. We suggest that this work should be the highest priority to get completed before the start of the next fiscal year.
- The college is behind in implementing some of the software that it owns. Specifically, it owns the Faculty and Staff Constituent Relationship Modules (CRMs), the CX 8.1 HR module, and the CX 8.1 interface. This problem is primarily due to a shortage of resources in IS; the college either needs to hire outside assistance (from Jenzabar) to implement this software and/or it needs to beef up staffing in its IS department. **It is imperative the College replace the Web for Student and Web for Faculty that will not be supported as of June 2011.**
- The college needs to institute a training plan so that incoming staff are routinely taught the functionality of the automated systems that they use. This is more than just training to do a specific job; it means developing an understanding of how the system works and what the impact of their work is on other areas of the college. We suggest that those departments that do not have good procedure documentation develop it – particularly for those system activities that are not done frequently (e.g., year-end reporting and

table set-up). The college should also attempt to take advantage of inexpensive (in some cases, free) software training offered by Jenzabar on the Web. The training plan will also include plans for current staff to stay current on new software and functionality as it becomes available from Jenzabar.

- We highly recommend that College staff have a couple of days of demos of the software that is currently available from Jenzabar (most of which you already own) as a consciousness raising tool for managers, faculty and line staff as to the capabilities and possibilities offered by the Jenzabar systems.

A more detailed discussion of these issues and other issues follows. After the subjects are discussed there is a suggested high-level plan of action. Many of these actions could be accomplished independently of others, but where they need to be done sequentially we have recommended a priority order in the plan. Some of the improvements may require changes in college policies and procedures. As a result, we recommend that a formal project organization be set up to allow for appropriate consideration and decision making associated with policy issues that arise during the project.

We thoroughly enjoyed our visit to Northland Pioneer College. The staff was very forthcoming in our discussions; we sensed a great vision for the future of the College and a great deal of enthusiasm for improving how business is done and the system is used. We wish the Northland Pioneer College well in its future endeavors.

*William R. Strait, Ph.D., Consultant*

## 2. Individuals Involved in the Assessment

During the course of our 2009 visit we met with the following staff:

Val Aguilera  
Erin Anderson  
Peggy Belknap (*and 2011*) *Director of Human Resources*  
Vicki Bessinger  
Beulah Bob-Pennypacker (*and 2011*) *Director of Financial Aid*  
Martha Brooks (*and 2011*) *Payroll Specialist*  
Patrick Canary  
Keila Derrick  
Troy Eagar  
Maderia Ellison (*and 2011*) *Director of Financial Services*  
Heidi Fulcher  
Deena Gillispie (*and 2011*) *Records Evaluator*  
Blaine Hatch (*and 2011*) *Vice President of Administration Services*  
Cindy Hildebrand (*and 2011*) *Coordinator for Student Services Information Systems*  
Jake Hinton (*and 2011*) *Director of Enrollment Services*  
Candy Howard  
Joyce Hunt (*and 2011*) *Accounting Technician/Payroll & Benefits*  
Adrienne John  
Kerri Larson (*and 2011*) *Accounting Technician*  
Debra McGinty  
Mindy Neff (*and 2011*) *Systems Analyst/Programmer*  
Larry Romo (*and 2011*) *Systems Analyst/Programmer*  
Donna Soseman  
Tad Spader  
Jeanne Swarthout (*and 2011*) *President*  
MiAnna Tyler (*and 2011*) *Campus Manager*  
Amanda Urcia  
John Velat  
Mark Vest (*and 2011*) *Vice President for Student Services*  
Bobette Welch (*and 2011*) *Executive Secretary to the Dean of Arts and Sciences*  
Mira White  
Kristin Williams  
Rebekah Wilson  
Krystal Yellelin

Our 2011 visit also included the following staff:

*Jessica Amos, Bursar/Cashier*

*Eric Bishop, Director of Information Services*

*John Bremer, Controller*

*Kimberly Crossland, Financial Aid Advisor/Technician*

*Barbara Dixson, Records/Registration Clerk*

*Eric Henderson, Dean of Arts and Sciences*

*Ann Hess, Director of Marketing and Recruitment*

*Wei Ma, Faculty, Education Technology*

*Sue Ann Montejano, Human Resources Specialist II*

*Debra Myers, Institutional Research Analyst*

*Everett Robinson, Media Relations Coordinator*

*Bobbi Sample, Human Resources Specialist*

*Lauren Sedillo, GL Accountant*

## 3. Assessment Details

### 1.1 General Issues

#### A. Overview

The President identified Institutional Research reporting as the highest priority. With the assistance of a consultant, the college is revamping the IR department including the hiring of new staff. Federal and state reporting, the development of dashboard reporting for management use, the need for taking snapshots of data for longitudinal reporting, and departmental reporting have all been identified as significant needs.

The College had attempted to use Cognos 7 as its reporting tool; unfortunately, it did not meet the college's needs. The reasons for this included the lack of staffing to support the tool, the complexity of the product, and a limited number of licenses. Recently (*as of 2008*), the college dropped its maintenance of the Cognos 7 software.

*The College has been without a report writing tool since 2008. Most reports that are written are either prepared using SQL (a programming language) directly or to dump data to Excel or Access where the data is manipulated and formatted into the desired report.*

*Because of severe funding issues for Arizona state-run schools the President is looking for any way to increase efficiency and lower costs. As noted earlier specific targets in these areas include being able to provide more distance learning courses, streamlining administrative office procedures--particularly in the Financial Aid Office and the Business Office, and to strengthen institutional effectiveness reporting.*

*It should be noted that the state does not fund community colleges based upon enrollment. The President indicated that raising tuition is not an option because of the financial condition of the area that the College serves. This past year has seen a decline in enrollment.*

#### B. Issues and Recommendations

##### **Issue 1: Staffing for reporting support.**

We do not believe that Information Services is staffed appropriately to be able to support a viable reporting infrastructure for both end-users and IS report creation. Dedicated IS resources are needed to set up and maintain the needed infrastructure – for example the data dictionary, Web publication of reports with its associated security, and training. Such support is needed to

enable knowledgeable end-users to create their own reports without having to wait for IS, to provide sufficient resources so that IS can create the needed complex reports, and to provide managers with Web access to graphical reports (e.g., dashboards and graphs) – the types of reports most useful to them in their decision making.

### Recommendations

1. As part of the IR department makeover, hire a staff person dedicated to supporting a viable reporting infrastructure for the entire college. This person will train and support end-users in writing their own reports where appropriate and also write and publish reports to the Web where the reports are complex or users are unable to develop the reports (e.g., for understaffed departments and for managers).
2. Purchase Cognos 8 to replace the Cognos 7 reporting tool. The Cognos 8 reporting tool is a totally new (but proven) product that is much more user friendly than the older product and requires less IS support. It is the premier product on the market today to meet most, if not all, of Northland's management, IR, and departmental reporting needs. Request an estimate from your Jenzabar Account Manager for the purchase of, and training on, the third party Cognos 8 product.

### Issue 2: Not using the latest software.

The specific software that is not up-to-date is: CX Web for Student has been replaced by CRM Student (CRM stands for Constituent Relationship Module); CX Web for Faculty has been replaced by CRM Faculty; CX Web Admissions has been replaced by CRM Candidate; the user interfaces that college is currently using (character-based and Quick Mate) have been replaced by CX 8.1; the combination of the Visual Basic version of HR and Payroll combined with some old CX screens has been replaced with the CX 8.1 version of HR and Payroll. The only replacement software that you do not currently own is the CRM Candidate. We have provided specific departmental recommendations below for the replacement of CX Web for Student, CX Web Faculty, CX Web Admissions, and the old HR and Payroll modules.

### Recommendation

The current user interfaces should be replaced with the CX 8.1 interface. The IS department has installed CX 8.1 and has done some testing of the new interface. For all of the screens that have been customized by or for the college, there is some processing that has to occur to convert these screens to CX 8.1 screens. It is recommended that the college contract with Jenzabar to do this conversion work. We have provided what we feel are reasonable estimates for budgeting for consultant effort to resolving a number of issues; these estimates are based upon our experience and our, admittedly, limited contact with the college. Jenzabar, other consultants and the college may need to revise these estimates based upon more detailed information in the future.

*Because of the demands of new software from IBM, Northland's computer hardware will no longer support the current Jenzabar software. Northland will need to work with Jenzabar to look at new*

*hardware requirements, operating system options (Unix vs. Linux) and the cost effectiveness of having its system hosted by a third party (such as Jenzabar) outside of your computer center.*

### **Issue 3. IS staffing**

The IS organization is very small for what it is charged to do. During the past few years, the demands have grown significantly on the IS department to support an increasingly complex set of technology. The college is increasingly dependent on technology for its success. To survive in the future, either the IS organization needs to have additional staff or it needs to outsource more activities (such as customizations).

#### **Recommendations**

- a. Northland Pioneer needs to be very clear on the goals for IS and staff the department appropriately. We recognize that it is difficult to hire skilled IS professionals at a school of the size and location of Northland Pioneer; therefore, we tend to lean on the side of a small, highly competent IS department that outsources many activities and manages them well. For example, the IS department currently does all of the upgrades to the college software. An increasing number of smaller schools are outsourcing these upgrades.
- b. We also feel that IS must find a way to minimize the interruptions to its limited resources that occur daily when users are calling IS staff directly with their problems and requests. Some schools have success with routing all calls to IS through its Help Desk where calls get logged and then IS management reviews them for priority and assignment. We recognize that it is difficult to implement something like this successfully in an environment like that at Northland Pioneer, but it is vital that Northland Pioneer find some way to stop interruptions to IS staff and to better manage its requests for service.
- c. At least two (total) IS staff need to be trained by Jenzabar. This is particularly vital if they are going to understand and/or take on some of the work for customizing or adding CX 8.1 screens and portlets to augment JICS and CRM functionality. There is a course that covers CX 8.1, and for JICS portlets there are two courses (the second building on the first). Request an estimate from your Jenzabar Account Manager for this training.

*The IS department has made progress in having users call the Support Center with problems rather than calling IS staff directly. The Support Center uses third party software to log and track trouble calls. Few customizations are done by IS staff; typically Jenzabar is contracted to develop custom solutions.*

### **Issue 4: Needed central organization to discuss system related issues**

Many of the issues that were discussed during our meetings were issues that should be discussed on a regular basis within the college. How does what one group wants to do with the system affect others using the system? What impact will proposed policy and procedure changes have on the use of the system? What impact will proposed customizations have on



each department? What new enhancements are coming from Jenzabar that might be of use to the college? How can we improve our processes to eliminate paper and spreadsheets? All of these are topics for discussion in a central system user group that meets on a regular basis.

### **Recommendation**

Establish a central user group with key representatives from every department to discuss issues related to the college's computer systems. We recommend that the group meet once a month and always have a specific agenda (to promote success of the group). We recommend that IS be the group that sets the agenda with input from all of the departments.

## **1.2 Human Resources and Payroll**

### **A. Overview**

The college is using the Jenzabar CX HR and Payroll modules in a minimal way to produce payroll. The CX system is supplemented with spreadsheets where the information is duplicated; the same information has been entered into CX. The staff appropriately use a single position (such as Administrative Assistant) to which they assign multiple jobs for each of the individuals holding the single position title. *Staff who have multiple positions (for example an administrator who is an adjunct professor) is appropriately placed in two positions in the system.* The hiring process is handled entirely outside of CX; once a person is hired, HR enters minimal hiring information and Payroll enters leave and benefit information.

Staff is concerned that they are entering terminations as events and that process does not automatically terminate payroll. They are not sure if they are using a new job record for an individual that is re-hired after a termination event. Staff needs a report that alerts them to the number of hours that temporary employees are accruing (they are keeping track of these hours manually in a spreadsheet).

There is a single payroll (*there are approximately 200 full time employees*) - bi-monthly. The College processes extra payrolls before the end of the fiscal year for faculty who have a nine-month contract but elect to be paid over a 12 month period, then distribute the checks through the summer. This process allows the College to charge the contract in the correct fiscal year and accommodate the desire of faculty to be paid over 12 months. *This procedure is in accordance with the State requirements and approved by their auditors.* They have issues with the system correctly handling life time and annual maximums for accruals. They are also having trouble with the system allowing them to enter sick leave that overdraws sick leave (below zero); as a result they are maintaining a separate spreadsheet to keep track of sick leave.

They would like to have time reporting to be on the Web, but they do not want to implement the time reporting available in CRM Staff until it includes the capability for review and

approval by supervisors. They are interested in going from a payroll cycle of twice a month to once every two weeks; they are interested in how much work that conversion would take.

Payroll has a procedure document that needs updating. HR does not have procedure documentation.

*The primary difference from 2008 is that the department has upgraded to the current CX 8.1 version of the HR/Payroll software. Unfortunately most of the operational issues still exist. The CRM Staff has been installed but is not being used.*

*Managing the paper-based time sheets was identified as the most time consuming activity that they have to deal with. They maintain a spreadsheet for temporary employees to keep track of their hours and whether they go over 40 hours in a time period (when overtime pay is required). This is complicated by the fact that temporary employees may have multiple jobs contributing to the hour total. Leave slips are submitted at the same time as time sheets. They are interested in how other schools are handling leave slips because they are often receiving leave slips several weeks or months after the fact.*

*They frequently receive calls from employees about information found on their pay stubs. Payroll staff would like to be able to see what the employees are seeing.*

*They are having a difficult time managing faculty overloads and the associated compensation. They would like to have a report that provides them with information on contract salaries and overload compensation for any given period of time.*

## **B. Issues and Recommendations**

### **Issue 1: Minimal system use; use of duplicative spreadsheets**

There is a new version of HR and Payroll (CX 8.1) available from Jenzabar (no charge) that eliminates the need for staff to switch between two different screen sets and also provides other advantages over the current system. The college already has the new version installed in a test mode.

#### **Recommendation**

- a. Implement the CX 8.1 version of HR and Payroll. We recommend that this be done in conjunction with consulting from Jenzabar that reviews the HR and Payroll procedures and spreadsheets, assists with implementing best practices with the goal of eliminating all spreadsheets used in the offices, resolves the issues (including those mentioned above) that staff are having with the current system, and train staff where appropriate on the current functionality of the modules.
- b. As part of the consulting project, the HR department should consider implementing Applicant Tracking available in the CX HR module.

- c. As a result of this consulting project, the departments should make sure that their procedure documentation is up-to-date.
- d. The department should work with IS to develop needed reports using Cognos 8 (including the temporary employee report mentioned above).

*As noted above the College has implemented the CX 8.1 version of the HR and Payroll software. The remainder of the recommendation stands, particularly the recommendation for consulting help from Jenzabar to address and resolve the issues that HR and Payroll have. In addition, we recommend that:*

- e. A review be done of whether/how the school is using the faculty overload capability that is part of CX, that it be implemented as necessary, and a report be developed to enable Payroll to manage contract salaries and overload compensation.*
- f. In conjunction with the implementation of CRM Staff, that Payroll obtain the ability to see pay stub information in the same format as employees.*

### **1.3 Finance**

#### **A. Overview**

*In 2008, the Business Office was in the process of implementing the Requisition, Purchasing and Accounts Payable process (RPA). That effort was not completed because of staff limitations. Purchasing is generally a centralized, but it is a paper-bound process. They create a paper PO if a PO is required by the vendor. Where no PO is prepared, they handle invoices using the CX Quick Invoice process. They do not use P-cards and only limited credit cards. They are not using Fixed Assets; rather they keep a spreadsheet for this purpose. The entire process is fraught with delays. They are interested in fully implementing RPA but feel that they need substantial assistance to do so.*

They have the need for a variety of reports. They would like to do reports themselves rather than be dependent on IS for reports. (Reporting is addressed in the [1.1 General Issues](#) section above.) There is no procedure documentation in this area.

They have a number of General Ledger issues. They use a fund 00 which does not appear on some of the canned CX reports. They are concerned that inactive dates on inactive accounts do not seem to take effect in all processes. Their nightly audit reports consist of many pages of errors (many old errors) which makes it difficult to identify recent errors. They have made progress in improving year end processing based upon custom scripts that IS runs for them; it only takes them a couple of days to complete year end processing. Their federal and state year-end reporting is functional, but most of that is done by cutting and pasting out of their annual financial report into Excel spreadsheets.

They have been using the Budget module for the last couple of years. Departmental budget managers are entering their own budgets during a couple of week period. This is followed by a central review and approval process. They would like to attach justifications for higher budget requests to the budget request right in the system. They tried some global adjustments to salaries but this did not work very well. They do budgeting for personnel on spreadsheets outside of the system.

They indicate that they have found that Accounts Receivable does not match their General Ledger. They have not had time to explore this problem yet. Students cannot pay for their tuition and fees on the Web (they are currently using Web for Student). Rather, they have two days after they register to make arrangements for payment of their tuition and fees. If they choose to set up an automatic payment plan or pay in full online, they can do so through a third party application that they can access through the JICS portal. Once the student has made payment arrangements this way, the office receives an email from the third-party vendor and staff manually flags the student accounts so that they do not get purged. They plan to develop a process to make this flagging of the student accounts automatic.

During the original implementation of CX, the college had Jenzabar develop a customization that creates a student account type (at the sub-A level). Based upon the discussion of this customization it is clear that this customization is causing some significant problems (for example, it is requiring a lot of manual updates to student account type as student circumstances change), and is not being used as it was originally intended because of the problems. *The primary purpose of this field appears to have been to try to provide the ability for the Business Office to generate reports of subsets of students.*

They have made strides in automating the refund check processing except for cash payments. However, the process is still manually intensive with a review process. This is due primarily to some scholarships being applied by the Business Office rather than through Financial Aid; because of this some financial aid is over-awarded. *As of 2011, scholarships are being applied by Financial Aid rather than the Business Office. Refunds are now handled through a third party vendor (NelNet); a Jenzabar developed batch interface is used to interface CX and NelNet.*

The purge process requires significant manual review of the purge list before the purge is run. The purge program does not contain accurate logic for creation of the purge list.

They are using third-party billing successfully but are having some problems with the third-party invoicing process; *e.g., they cannot reprint invoices.*

They have nearly 100 cashiers (they are quite spread out throughout the campuses and centers) and are concerned that they will run out of digits (only two allowed) for their cashier station codes. *The large number of cashiers appears to be related to the fact that cashiers are also registering students and to the fact that most students still do not register on the Web.* They have a procedure for daily cash drawer reconciliation and good documentation of the procedure.

Most of the holds are manual. There is an automated hold if a student owes more than \$10; they run the automated procedure manually – generally on a daily basis.

Operational reports seem to be satisfactory, but the Director of Financial Services has the need for a variety of reports including an AR aging report.

*The important issues identified in the 2008 assessment remain. In addition, the year-end processing is quite painful. It is very difficult for them to get college-wide reports.*

*Although they continue to use the CX Budget Module, they are having some problems with reports, and with updating their actual expenditures in the budget.*

*Although their Accounts Receivable still does not match their GL, the difference is smaller than a couple of years ago because they did a large number of write-offs.*

*They use a purge process; although their purge (drop) list is generated from the system, the account for every student on the list is reviewed manually because of the number of problems and exceptions that exist.*

*They now use e-Campus as their online bookstore, which ships books direct to students. They have a manual voucher process so that financial aid students can charge their books to the e-Campus bookstore.*

## **B. Issues and Recommendations**

### **Issue 1: The CX RPA module is not implemented**

#### **Recommendation**

The Requisition, Purchasing, and Accounts Payable (RPA) function in CX is workflow-oriented and can be an extremely important tool in managing the purchasing process and eliminating manual processes at any college. We recommend that the college contract with Jenzabar to assist with the implementation of the RPA module (including purchase requisitions and receiving). This would enable the office to implement the module using best practices in the shortest amount of time. We also suggest that they consider implementing Fixed Assets at this time. Update of the Fixed Assets data is a highly automated outcome the purchasing process; the Fixed Assets module provides automatic depreciation of the assets according to rules established by the school.

## Issue 2: General Ledger Issues

### Recommendation

We recommend that the college contract with Jenzabar for consulting to review and resolve the issues that the Business Office has identified in the General Ledger area (including the discrepancy between Accounts Receivable and General Ledger). This consulting review should include a review of year end processing with the goal of eliminating manual intervention in that process and year end reports.

## Issue 3: Financial Reporting

### Recommendation

The department is anxious to improve its management reporting and appears willing to invest resources to do so. We suggest that once the recommended Cognos 8 reporting tool is implemented, they work with IS to develop management reports and dashboards and to see if they can eliminate the manual cut and paste efforts needed for state and federal reports.

## Issue 4: Student type customization

It is the opinion of this reviewer that this customization was ill-advised and should be considered for removal. This will result in the elimination of a number of problems associated with student billing but it will also necessitate the re-engineering of some student billing processes and rewriting of some reports and procedures that depend on this data.

### Recommendation

We recommend that the college contract with Jenzabar for consulting to analyze the customization, the impact of the customization on reports and procedures, and to develop a strategy and work plan for eliminating the customization. We recommend that the college contract with Jenzabar to do the actual programming to eliminate the customization because of the already existing workload of the college IS department. The IS department may be able to take on the rewriting of necessary reports.

## Issue 5: The purge process is manual, intensive, and problematic

### Recommendation

Minimally, the logic in the purge program needs to be reviewed and adjusted to meet the purge policy of the college. It may contain some logic associated with the account type customization that needs to be reviewed. Normally, we recommend that the college IS department take on the responsibility for maintenance of the purge program to meet the changing local needs of the college. However, given the work load that IS department has,

it may be advisable to contract with Jenzabar to adjust this program. The goal here is to fully automate the purge process.

It may also be advisable to step back from the purge program and revisit what the college hopes to accomplish with the purge process and consider other policies or options.

## **Issue 6: Other student billing related issues**

### **Recommendations**

- a. We recommend that the college contract with Jenzabar for consulting time to review and resolve the issues associated with the large numbers of cashiers that the college has and the third-party billing problems. *Minimally, consideration should be given to installing computer access for students in key areas so that they can register themselves rather than depending on cashiers.*
- b. We recommend that IS review all of the holds that the college is using and determine which may be consolidated, eliminated or automated. For those that can be automated, IS should prepare the necessary code and then place the code into an appropriate scheduled job to run automatically. The current financial hold should also be scheduled to run frequently during the day so that students are not delayed in registering once the hold obligation has been removed. Should the IS office be unable to complete this task, the college should contract with Jenzabar for assistance.

## **Issue 7: Manual bookstore voucher process**

### **Recommendations**

*We recommend that the manual voucher process be automated. This could be done with internal IS staff or with Jenzabar consultants.*

## **Issue 8: Manual student account update from NelNet**

### **Recommendations**

*We recommend that the manual process be automated. We recommend that this process be developed by Jenzabar consultants.*

## 1.4 Financial Aid

### Attendees

Beulah Bob-Pennypacker, Maderia Ellison, Larry Romo, Mindy Neff, Cindy Hildebrand

### A. Overview

Although successfully using the system to package and award financial aid, the Financial Aid office is not using one of the most powerful tools in the system – auto-packaging. As a result, they have to use a number of manual, time-consuming and labor-intensive processes to package and award aid. The Director of Financial Aid is concerned that they may not be able to use auto-packaging because of certain data that may not be entered in the minimal admissions process that the college uses. They are currently determining Standards of Progress manually; *they feel that they could automate this function if they could count on having grades submitted by faculty in a timely fashion.* Their compliance tables are set up but they are not currently using them to determine compliance. They are successfully using Communication Management to support and help manage the financial aid process.

Currently, the dropping and adding of courses creates a lot of extra work for the FA office. This is primarily due to the fact that they are not using *auto-recalculation in conjunction with* auto-packaging which will automatically re-package awards for students whose load has changed. They have to manually identify who has dropped or added and then manually recalculate the award for each identified student.

Once awards are disbursed, they use the federal software to return funds.

They feel that their reporting is satisfactory. They have some procedure documentation for packaging, but no documentation for updates to packaging.

*The operation of the Financial Aid department is substantially the same as in 2008. However, the department has a goal to implement auto-packaging for the Fall 2011 term. They are now disbursing financial aid before classes start rather than after the drop-add period. This enables students to have refunds applied to their credit card through the NelNet service. Part of the impact of this change is that students who add classes after financial aid disbursement must pay for these classes on their own. However, students who wait to do their initial registration after disbursements will be processed for financial aid; in the fall 2010 registration approximately 400 students registered after classes started.*

*They manage work-study students using a spreadsheet. They review timesheets after the fact; they check manually to make sure that students are not working during their classes. This is a time consuming portion of their workload.*



*Although they have successfully used Communication Management in the past they need training to be able to set up more contacts automatically when ISIRs are downloaded and to eliminate old contacts that are still being generated.*

*Students can see their financial aid processing status on the Web (CX Web for Student).*

## **B. Issues and Recommendations**

### **Issue 1: Manual processing of financial aid awards**

#### **Recommendation**

- a. We would like to see the college move to more automated processing of financial aid awards. Auto-packaging expedites the award process and results in simplified and timely automated recalculation of financial aid when students drop below full time; this will be an improvement in service to the student and will also have the indirect benefit of allowing for less manual intervention in the Bursar's refund check process. Once the recommended change to move scholarship processing from the Business Office to the Financial Aid office is complete we recommend that the college contract with Jenzabar consulting service to determine if there is any missing admissions data that is preventing auto-packaging, to make any necessary recommendations, to review Financial Aid office processes, to recommend best practices, and to implement CX auto-packaging, standards of progress and compliance processing. *There also needs to be refresher training on Communications Management and support for adjusting the current ticklers and contacts.**
- b. The above consulting should be done in conjunction with the implementation of CRM Student and the ability of students to accept/change financial aid online.*

### **Issue 2: Calculation of return of federal funds**

#### **Recommendation**

Auto-packaging does support the calculation of the amount of federal funds to be returned. Whether this will be sufficient for Northland Pioneer should be investigated as part of the project recommended to resolve Issue 1.

### **Issue 3: Attempt to implement auto-packaging for the Fall 2011 term**

#### **Recommendation**

*For this goal to be met means that auto-packaging needs to be implemented this spring. Because of the effort that needs to go into this implementation, we recommend that the implementation be scheduled to begin later in 2011 for go-live in time for processing the Fall 2012 term.*

## Issue 4: Manual processing of work-study student time

### Recommendation

*A Jenzabar consultant should review this process and recommend how to automate it. This should be done in conjunction with the implementation of CRM Staff time reporting and, possibly, the development of a report to identify students whose work time conflicts with their class schedules.*

## 1.5 Admissions, Registration, Student Records

### A. Overview

Because Northland Pioneer College is a community college, there are minimal admissions requirements. As a result, there is little need for the CX Admissions module; the college has modified the CX walk-in registration screen to capture essential enrollment information and to create the program enrollment record necessary for the student to be able to register. There is an application form on the JICS student portal but it is not linked to the CX system in any way; the Registrar's office must key the application form data into the customized walk-in registration screen. *At the same time that the program enrollment record is created, we understand that a skeleton CX admissions record is also created. This is important because certain financial aid operations are dependent on the admissions record.*

*Recruiting is via traditional methods (e.g., high school fairs); data for prospects is entered into an Excel spreadsheet rather than CX. Mailings (and emails for those prospects that provided emails) are sent out using the data on the spreadsheet. They are considering using the CX Leads capability in conjunction with the CX Communication Management capability.*

When an applicant completes an application form, they are sent a letter. However, the college does not know for sure that it was sent; Communication Management is not being used in this department.

They have a simple and effective process for handling unsolicited transcripts (for which there is no enrollment form); because there are relatively few of these, they create ID and profile records and an education record for the transcript. They do not have a requirement for a transcript to be on record in order for the student to register. Transfer transcripts are evaluated using the system in an appropriate fashion.

The catalog is created in an appropriate fashion by rolling over the previous year's catalog and adjusting it as necessary. A semester schedule is created by rolling over the semester long sections (not alternate calendar sections) with complete detail from the most recent same semester (e.g., previous Fall to new Fall). A separate department does a fairly extensive entry/update of times and rooms using a manual process.

*There is a concern that the process to add new sections is cumbersome. Faculty submits info on new sections to this department for key entry; sometimes faculty members are slow to get the section information to Records. Although Records would like to de-centralize the entry of new sections to the departments, they are concerned that fee codes get entered correctly.*

*One of the campuses is currently short of classrooms making it difficult to schedule classes into classrooms.*

Web registration is available through the old Web for Student registration function, but only about 25% of the students actually register on the Web. Early registration is spread out over a three-to four-month period; there is no priority registration. They do not have a report that tells them the percentage of students using Web registration. Web registration is shut off at the first day of class; this is primarily due to the fact that after the first day of registration students that withdraw receive a 50% refund whereas it is the policy to have an even exchange when a dropped course is replaced with an equal credit course. Note that approximately 30% of registration occurs after the Web registration is stopped – all manually done. Now approximately 10-15% are lost because of late fee.

*They feel that if the degree audit was available on the Web, then they would be able to increase the number of students who register on the Web. Most students see their advisor where they prepare a paper version of a schedule; college staff (often cashiers) then key in the schedule information to register the student.*

It is a new policy that faculty are mandated to enter grades on the Web (using the old Web for Faculty application running under JICS). Grades are available to students as soon as faculty posts the grades. Faculty is slow to complete grades

Their degree audit is set up and being used in an appropriate fashion, but it is not available to students on the Web. Their graduation process uses the system in an appropriate fashion.

They would like some additional reports. Their procedure documentation is in good shape and available on line. They have not attended the Jenzabar Annual Meeting (JAM).

*Degree audit is still not available on the Web.*

*The student's fees appear on the Web via the CX SDS form; on the bottom of that form they have placed a link to NelNet which handles the actual payment from the student.*

*They are aware that their retention rate is low; they are not sure how many just stop out, but they are aware that finance is often a significant factor in students stopping out or dropping out.*

*The online form that is used for distance learning registration is not connected to CX. They would like to close some courses to late registration, but leave others open.*

*They are not using waitlist on the system; they keep track of waitlists on paper.*

*They are getting conflicting information on student residency (out-of-state students are charged at a higher rate than in-state students); sometimes the FAFSA state information is in disagreement with the information that Admissions obtains.*

*They have a small non-credit program that has to be self-supporting.*

## **B. Issues and Recommendations**

### **Issue 1: Processing of the enrollment form is not integrated into CX**

#### **Recommendation**

Currently the college owns the CX Web Admissions module which it is not using. As of this summer, this will no longer be a supported product. The replacement product is CRM Candidate which includes significant Web functionality for recruiting and admissions in addition to a Web based admissions application that can be customized to become the college's enrollment form. The recommended solution is for the college to purchase the CRM Candidate product.

### **Issue 2: Need for Communication Management training.**

#### **Recommendation**

The Registrar's office needs to be trained on the use of the powerful CX Communication Management capability to manage communication with prospects and students. Other departments (except HR/Payroll) would also benefit from this training.

### **Issue 3. Low percentage of students registering on the Web**

#### **Recommendations**

- a. We recommend that IS develop a report for the department to run that indicates the percentage of students that have registered on the Web in any given term.
- b. The department should set a goal for a percentage of students that register on the Web and work to achieve that goal. Given the particular circumstances with lack of availability of Web access in certain areas, we suggest that a goal of 70% Web registration may be possible for degree seeking students.
- c. The issue related to stopping Web registration on the first day of classes each term because of billing issues should be addressed in conjunction with consultation by a Jenzabar student billing consultant. This should be done as part of the recommended student billing consultation recommended for Issue 7 above for the Business Office. As

an example of a possible solution, many schools have a full refund policy for the drop-add period that occurs just after school starts and then implement a partial refund after the drop-add period. Such a solution would allow for Web registration to occur through the drop-add period when approximately 30% of the college's registrations occur.

#### **Issue 4. Use of the outdated Web for Student and Faculty applications.**

The main reason that the outdated CX Web for Student and Faculty applications are in continued use is that they have been heavily customized and these customizations have not been carried over to the CRMs for Student and Faculty (that the college already owns).

##### **Recommendations**

- a. The college should contract with Jenzabar for remote consulting to review the Web for Student and Faculty customizations and to develop a specific estimate and plan to customize the CRMs for Student and Faculty.
- b. As part of the plan developed in a, there should be a task for remote assistance from a Jenzabar consultant to assure that degree audit is available to students when the Student CRM is implemented.

*This issue provides a cautionary tale about how customizations often have negative impacts long after they have been implemented. We suggest that the above recommendation be used as an opportunity to review whether some of the current customizations are needed in the future. This ties in with the recommendation below (Web Issue 2) to review how the multiple site courses and other unusual courses are being set up in CX.*

#### **Issue 5. Not attending JAM**

##### **Recommendation**

We recommend that Registrar staff regularly participate in and consider giving presentations at JAM (when a user gives a presentation at JAM the registration fee is waived). Most departments have a history of attending JAM regularly; that needs to continue.

#### **Issue 6. Non-Web registration process is cumbersome**

*The focus should be on increasing the percentage of students who register on the Web as addressed in issue 3. However, some changes in the registration process for those who do not register on the Web will result in a significant decrease in demands on staff time until (and after) the majority of students move to Web registration.*

### **Recommendation**

*There are at least a couple of options to consider for students who do not register on the Web. First, when students visit their advisor, students could log into the Web on the advisor's computer and the registration could occur there rather than creating a paper form with the courses selected for the student. This would completely eliminate the need for the paper form for registration and the need for cashiers to register students.*

*If this approach is not feasible, then several PCs could be set up in a central location at each campus where the student could take the paper registration form prepared by their advisor and enter their registration on the Web. This would also eliminate the need for cashiers entering registrations.*

## **Issue 7. State residency needs to be confirmed**

### **Recommendation**

*Applicant confirmation of residency could be included in the application/enrollment form with validation of their residency on the Web being similar to an electronic signature.*

## **Issue 8. Recruiting support is manual intensive**

*The school is considering using the CX Leads capability to help support recruiting.*

### **Recommendation**

*The CX Leads capability was at one time a useful tool to support recruiting but for online inquiries it has been supplanted by the CRM Candidate and Admissions Officer capability which greatly enhances the ability to successfully recruit. It offers a combination of Web-based functionality and back office support; as a result we recommend that the school consider upgrading to these two CRMs rather than implementing the Leads functionality. However, if Northland desires to purchase leads, then the Leads application would be one option for managing prospects until they become applicants. Another option is to consider using a special Admissions/applicant status code of Inquiry for leads of this sort.*

## **Issue 9. The retention rate is low**

### **Recommendation**

*Northland Pioneer should consider the purchase of Jenzabar's Retention Management System (RMS). This module has been shown to pay for itself many times over in a very short amount of time because of the increase in retained students. Your Jenzabar Account Manager can arrange a demonstration of this highly-adaptable software.*

## Issue 10. The distance learning registration is not connected to CX

### Recommendation

*The distance-learning registration should be done through the regular CX registration. This has been successfully implemented in many schools. A Jenzabar Registration consultant can assist the school in making this transition and eliminate a significant manual workload.*

## Issue 11. NPC is not using the CX waitlist capability

### Recommendation

*With a minimal amount of remote consultation (a couple of hours on the phone), NPC could implement the CX waitlist capability. With this capability, students who register on the Web will automatically be placed into a waitlist, if they choose to do so, for any full section for which they attempt to register. The College can then manage the waitlist as they choose; typically, if an opening occurs, the College will notify the first student on the list and give them a deadline by which they can register for the section before moving onto the next student in the waitlist.*

## 1.6 Web Issues

### A. Overview

A number of Web-related issues were discussed during our visit. Some of the issues appear to relate to confusion caused by the fact that pieces of the old CX Web for Student and Faculty co-exist with new software underneath the JICS (Jenzabar Internet Campus Solution) portal. Some issues seem to relate to the fact that student record information prior to 2006 is available in the outdated CX Web for Student software and that post-2006 information is available under JICS. Some issues are related to the lack of training that has been available for students and faculty.

Some difficulties arise for faculty because of the way certain courses have been set up in the system. Certain tele-video courses are taught at one campus and taken at several different centers or campuses. Because the college wants to “give credit” to the campus where the course is viewed for those students taking the course there, a separate section is set up for each campus to be taken at the same time with the same faculty member. As a result, faculty sees several different rosters on the Web for what they perceive is a single course. There is a common lab set up for all of the courses (at the same time) that lists all of the students; this helps to some extent. However, they have other technical and management problems with these sections; for example, they load hand outs into one section and then they have to copy the hand outs to the other sections (which they have been having problems doing). Other courses are more like independent study courses (each with its own section number) that are set up for the same

instructor at the same time. The appearance of each of these sections with its own roster is also problematic for faculty.

*During the visit in 2011 it appears that the College is committing its learning management support resources to Moodle rather than the Jenzabar learning management system (e-Racer). Although we believe that this decision is costly to the College, there are enough other tasks to address at this time to improve administrative processes and services, that we are recommending at this time that the College implement the Jenzabar CX-Moodle interface to automate the update of information between the two systems.*

## **B. Issues and Recommendations**

### **Issue 1: Separate Web viewing area for student records prior to 2006**

We understand that this was a Jenzabar recommended solution because JICS performance suffered when student data for all students was uploaded to JICS. We do not know what the rationale for this recommendation was (possibly it was a hardware limitation that could not be overcome without additional expense), but we find the solution unacceptable.

#### **Recommendation**

We suggest that the college work with your Jenzabar Account Manager to review the reasons for this recommendation and plan a resolution. The solution may require additional hardware (and expense to the college), but we believe that it is necessary that all student data be accessed consistently in the same way without depending on outdated CX Web for Student.

### **Issue 2: Set up of tele-video and independent study courses causes problems for faculty**

#### **Recommendation**

We recommend that the college contract with a Jenzabar consultant to review the issues of how these courses have been set up in CX to determine whether there might be a better way to handle these courses. Questions such as how important it is to “give credit” to the other campuses for the tele-video courses need to be asked and considered carefully. A plan of action (e.g., re-doing how the courses are set up, eliminating the customizations associated with these course types, or customizing JICS and/or Faculty CRM, etc.) should be drawn up.



## 4. Conclusion

*This document serves as a record of the assessments conducted at Northland Pioneer College in late 2008 and early 2011. This document has suggested a number of activities that would be of significant benefit to the College in the future.*

*During our time with the College we sensed:*

- The College user community did not know the Jenzabar system
- The College user community did not recognize the extent of the NPC's customization of the Jenzabar system and how much effort was required the IS department to support the customized system.
- With the retirement of Larry Romo the risk to NPC of non-Jenzabar-supported and customized software is increased
- The College user community wants to understand the Jenzabar system
- The College user community is ready to become actively involved in making the Jenzabar system work for them to improve their business processes

*We feel that it essential to the success of the College that it work in partnership with Jenzabar to complete the suggested activities and maximize its use of its valuable automated resources. To that end we have identified a set of four projects to kick off joint activities that have a high chance of success, will result in visible, tangible positive results, and will enable the College and Jenzabar to develop a strong working relationship that will provide the basis for success in succeeding projects.*

*Those projects include:*

- 1.) Resolution of the complexities associated with sections that have multiple, limited access rooms and with multiple sections that are offered at the same time in a single classroom;
- 2.) Resolution of long standing general ledger issues
- 3.) Implementation of automated Financial Aid packaging; and
- 4.) Significant improvements in the operation of Human Resources and Payroll. Although the order we have placed these projects in is a recommended order, there is nothing that says that these projects could not be undertaken in any order it desires.

### Next Steps – Recommended Strategy

*It is most important to the success of these projects and subsequent projects that they be conducted with the rigors of a disciplined project management approach. Because of the importance of proper project management, the first task is to institute a proper project management structure.*

*Working in partnership with Jenzabar the College has an opportunity to increase its efficiency and the delivery of service to its constituents by leveraging the College's software investment. Jenzabar is ready to demonstrate its commitment by investing in this project.*

*As part of the initial task to set priorities and to establish the proper environment for success, Jenzabar proposes to do a 2 day on-site visit to meet and work with the President, the Executive Team, and the user community. Jenzabar's work with the user community will help assure that that this report accurately reflects the college's needs and will promote "buy in" to the proposed projects.*

### **Draft Project plan (for budgeting purposes)**

*The first column of each project table describes high level tasks that need to be accomplished to complete the project. The second column indicates who has primary responsibility for completing the task. The third column indicates an estimate of hours of Jenzabar consulting to successfully complete the tasks. We have not estimated the number of hours required for NPC staff to complete tasks. Jenzabar consulting time is charged on an "as used" basis, so these the estimated hours numbers are provided for the purpose of budgeting the overall project. As with all work plans, the estimates will continue to be refined as the work plan evolves throughout the life of the overall project. In some cases it is impossible to estimate the number of hours that are needed for a task at this time; in these cases, the number of hours listed should be considered an allowance against which work can be applied until enough analysis has been done to better determine a better estimate.*

*In this and subsequent projects, a task in bold (e.g. "**Develop detailed Statement of Work**" below) implies a summary task with subtasks indented below it.*

## 1. Establish Project Management Organization

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Name NPC Project Manager (NPC PM)	NPC DIS (Director of Information Services), Senior Management	
<b>Develop detailed Statement of Work (SOW) with the NPC staff and User Community</b>		
Provide Statement of Work (SOW) model	JPM	4
Define project organization, IS team, communication plan, change management approach . Jenzabar shall provide Project Management workshop as a component on this effort	JPM, NPC PM	24
Identify project teams (a project team for each project)	NPC PM, JPM, Executive Steering Committee	
Do risk assessment, risk remediation steps	NPC PM, JPM	16
Develop contingency budget based upon risk assessment	NPC PM,	
Review draft SOW with IS, Steering Committee, Project teams	JPM, NPC PM	
Adjust SOW based upon input	NPC PM, JPM	4
Approve Statement of Work, Project organization, Project process and authority	Executive Steering Committee	
Review, adjust, refine project work plan (continuous throughout the project)	JPM, NPC PM, Steering Committee	
<b>Develop detailed work plan (workshop environment with users)</b>	JPM, NPC PM, Jenzabar, IS, Project teams	24
Communicate to Executive Steering	JPM, NPC PM	

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Committee and User Community		
Weekly project meetings (contract administration)	JPM, NPC PM	2 per week X 72 weeks = 144
Project Management hours for entire project	JPM % OF TOTAL FOR EACH PROJECT	168
Quarterly Account Review with Executive team and Senior Jenzabar Account Team	JOM, JSAM, CIO, NPM, NPC Executive Team	0
	PM Hours Sub-Total	384

## 2. Address Classroom and Schedule Customizations

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Install latest version of Student CRM, Faculty CRM, Candidate CRM, Admissions Officer CRM	IS, Jenzabar	16
<b>Resolve multiple room per section/multiple section per room issues</b>	Jenzabar, Student team	16
Adjust/remove associated customs in CX, CRMs as appropriate	Jenzabar	80
Test	Student team	
Train end-users, faculty as needed	Student team	
Celebrate end of Phase 1	Student team	
	Allowance Hours Sub- Total	112

### 3. Address Finance Issues

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Train Finance team on project responsibilities	NPC PM	
Review operation of Finance office in detail	Jenzabar, Finance team	32
<b>Jenzabar consultant to address Finance issues</b>	Jenzabar	
1. Fund 00 and blank account (develop complete new account structure ) Is estimate is almost an unknown in many ways – thus is at best an allowance		100
2. Discrepancy between Accounts Receivable and General Ledger		32
3. Year end processing		16
4. Student type custom (eliminate/replace with reports)	Jenzabar, IS (reports)	24
5. Improve/eliminate purge process	Jenzabar, IS, Finance team	40
6. Third party billing problem	Jenzabar	16
7. Fix and automate purge process if purge is necessary	Jenzabar, IS, NPC Department	8
IS/IR to address Finance reporting issues	IS, Finance team	
	Allowance Hours Sub-Total	268

#### 4. Financial Aid business process re-engineering

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Train FA project team on project responsibilities	NPC PM	
Review operation of FA office in detail	Jenzabar	32
<b>Develop and execute plan of action</b>	Jenzabar, FA team	96
Procedures and office workflow		
Auto-packaging, auto recalc		
Missing admissions data?		
Participate in Communication Management training	FA team, Jenzabar	
Calculation of return of federal funds		
Automate work-study student time reporting		
Timing of disbursement of FA		
Aid for students adding courses after start of term?		
Standards of Progress; compliance		
Make FA status available on Web		
Additional reports	IS, FA team	
	Allowance Hours Sub-Total	128

## 5. Address HR/Payroll Issues

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Train HR/Payroll project team on project responsibilities	NPC PM	
Review HR/Payroll processes	Jenzabar	24
<b>Develop &amp; execute plan of action to re-engineer processes</b>	Jenzabar, HR/Payroll team	64
Consider applicant tracking	HR/Payroll team	
Proper termination of employees	Jenzabar, HR/Payroll	
Resolve accrual and sick leave issues	Jenzabar, HR/Payroll team	
New bi-weekly payroll?	HR/Payroll team	
Faculty load/overload	HR/Payroll team	
Ability to see employee stub info	Jenzabar	
Implement & integrate CRM Staff		
Test new procedures in Train	HR/Payroll team	
Update procedure documentation	HR/Payroll team	
New reports	HR/Payroll team, IS	
	Allowance Hours Sub-Total	88

## 6. Admissions, Registration & Student Records business process re-engineering

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Train Student team on project responsibilities	NPC PM	
<b>Phase 1 - Re-engineer registration process</b>	Student team, Jenzabar, IS, Finance team	
Review degree audit set up	Jenzabar	8
Make degree audit available on Student CRM	Jenzabar	8
<b>Work with Finance Team to establish registration workstations and eliminate cashiers as registration assistants</b>	Student Team, Jenzabar	16
Install Web access in key campus/center locations	IS	
Re-engineer registration process	Jenzabar, Student team, Finance team	
Make distance learning registration portal-based as part of JICS, CRM Student & Faculty	Student Team, Jenzabar	20
Establish full refund during drop-add		
Implement CX waitlist capability		
Develop reports to track Web registration percentages	IS	
Document and disseminate new registration procedures	Student team	
<b>Phase 2 - Re-engineer Recruiting, Admissions &amp; Marketing</b>	Student team, Jenzabar	
Review recruiting and admissions Process	Jenzabar	16
Provide overview/training to team on Candidate CRM, Admissions Officer CRM, (& Student CRM and CX Admissions as needed) functionality	Jenzabar	16
Provide Communications Management Training (to other departments as well)	Jenzabar	40
<b>Design new Recruiting and Admissions processes (best practices).</b>	Student team, Jenzabar	40



<b>Tasks</b>	<b>Resource Responsibility</b>	<b>Jenzabar consulting hour estimate</b>
All admissions applications on portal integrated with CX (CRM Candidate)		
Include state residency confirmation on portal application		
Set up software tables, macros, etc. in Train to best support new processes	Student team, Jenzabar	
Test new processes	Student team	
Prepare needed reports	IS, Student team	
Prepare operational/training documentation	Student team	
Provide any end-users training	Student team	
Go live with new recruiting/admissions processes	Student team, Jenzabar	16
Celebrate end of Phases 1-2	Student team	
	Allowance Hours Sub-Total	180

## 7. Implement Moodle interface

<b>Tasks</b>	<b>Resource Responsibility</b>	<b>Jenzabar consulting hour estimate</b>
Implement Moodle interface	Jenzabar, IS, User community, Steering Committee	16
	Allowance Hours Sub-Total	16

## 8. Address training needs

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
<b>Jenzabar system overview training</b>	Jenz0abar	
NPC Executives briefing		
Establish continuing training plan (including time table)	DIS, IS, Jenzabar	
Determine options available on Jenzabar University	Jenzabar, NPC	
Define internal training resource	NPC	4
Establish training re-enforcement model	NPC, Jenzabar	4
Establish training effectiveness evaluation model	NPC, Jenzabar	
Individual departments develop training – required annually	NPC	
Business analyst/business process re-engineering training for IS	NPC	
	Allowance Hours Sub-Total	8

## 9. IS to catch up installing/implementing of current versions of software

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Identify list of needed software upgrades	Jenzabar	4
<b>Develop catch up and roll out plan for each application</b>	Jenzabar, NPC PM, Steering Committee	8
JICS portal		
Convert from Web for Student to Student CRM	IS, Jenzabar	16
Convert from Web for Faculty to Faculty	IS, Jenzabar	16

<b>Tasks</b>	<b>Resource Responsibility</b>	<b>Jenzabar consulting hour estimate</b>
CRM		
<b>CX 8.1 user interface</b>		
JBOSS	Jenzabar	\$3000
Upgrade one module	Jenzabar	40
Enable all students prior to 2006 to view records on JICS and CRM Student (requires upgraded hardware)		
<b>Execute catch up plan</b>	Jenzabar, IS	120
Implement in TRAIN database initially		
Users test		
Implement CRM Candidate		Fixed cost
Implement CRM Admissions Officer		Fixed cost
Implement CRM Staff		Fixed cost
Form Builder Class	Jenzabar	16
	Allowance Hours Sub- Total	220

#### 10. IS to review customizations and eliminate unnecessary ones

<b>Tasks</b>	<b>Resource Responsibility</b>	<b>Jenzabar consulting hour estimate</b>
Install SMOs in TRAIN	IS, Jenzabar staff	8
Determine each custom affected by the SMO - Run Diff develop process for Identifying , evaluating and replacing Customs	IS, Jenzabar staff	24
Analyze and document the logic of the customization and the differences with baseline CX	IS NPC Departments	
Allowance for consulting with Jenzabar to assist in backing out unnecessary customs	IS, Jenzabar staff	Unknown
Determine any impact of the customization on any other customizations	IS, NPC Departments	

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Review the customization and the logic with appropriate end-users	IS, NPC Departments	
<b>Determine whether the customization can be eliminated</b>	End-users, Steering Committee, IS	
Review with Steering Committee as necessary		
<b>Eliminate the customization if possible</b>	IS	
Notify affected end-users		
Determine roll out/training strategy as necessary		
Repeat above process with each succeeding SMO		
<b>This total does not include the unknown factor for change all customs</b>	Allowance Hours Sub-Total	32

## 11. Retention Management

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Review Retention Management System (RMS) functionality	Student Team, Jenzabar	123
Acquire RMS if appropriate	ESC	
Implement RMS (fixed cost)	Student Team, Jenzabar	
Go live with RMS	Student Team	
Celebrate go live of Retention Management	Student Team	
	Allowance Hours Sub-Total	123

## 12. Implement Linux

<b>Tasks</b>	<b>Resource Responsibility</b>	<b>Jenzabar consulting hour estimate</b>
Hardware	IS, Executive Management	
Migrate to Linux	Jenzabar	
Java Classes for IS	Jenzabar	
Testing with Jenzabar	IS	40
Go live!	IS	
	Allowance Hours Sub-Total	40

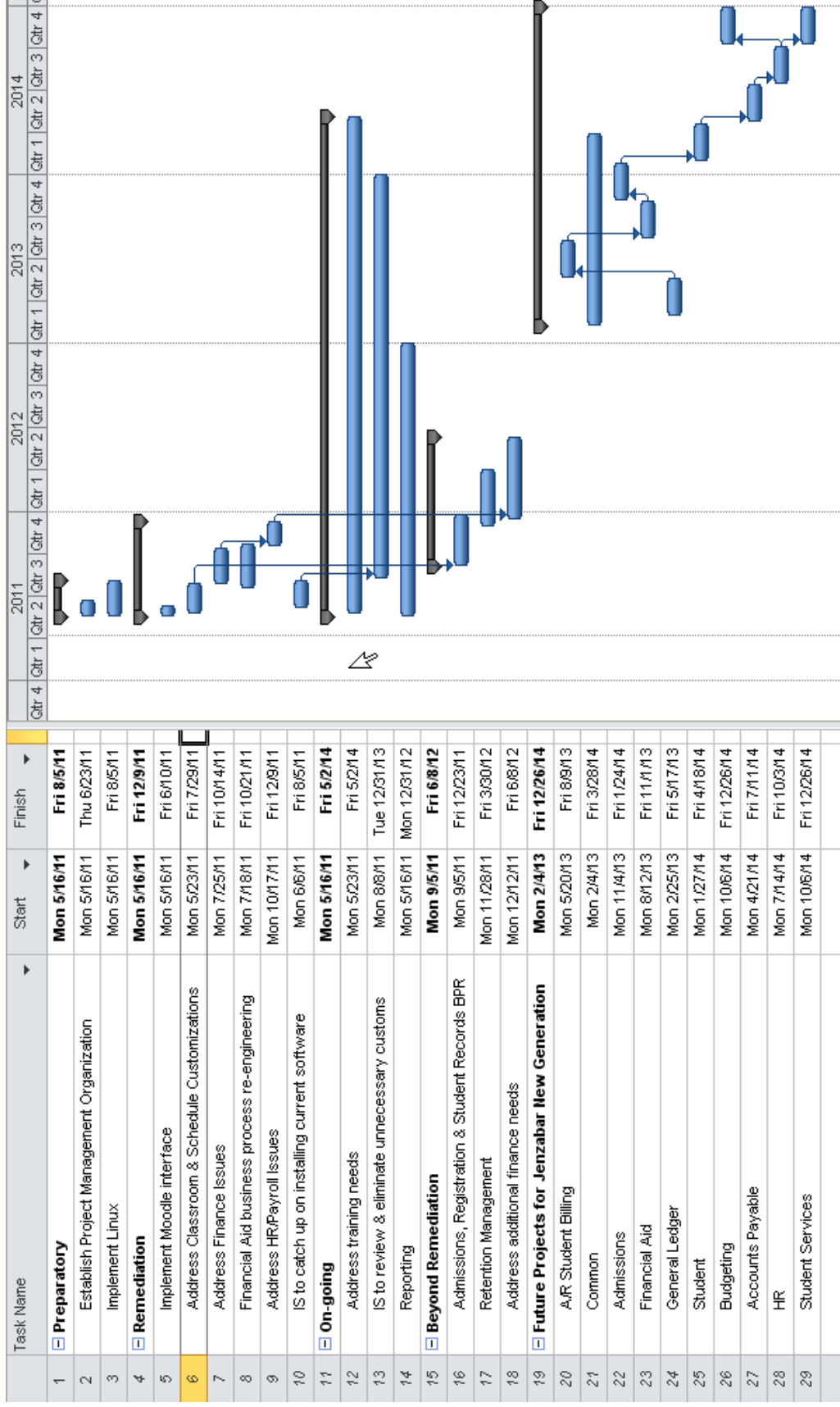
## 13. Address additional finance needs

<b>Tasks</b>	<b>Resource Responsibility</b>	<b>Jenzabar consulting hour estimate</b>
Automate bookstore voucher process	Jenzabar	120
Automate update of student accounts from NelNet (defer until new Jenzabar student billing)	Jenzabar	200
Implement automated Requisition, Purchasing, and Accounts Payable	Jenzabar, Finance team	96
	Allowance Hours Sub-Total	416

## 14. Reporting

Tasks	Resource Responsibility	Jenzabar consulting hour estimate
Implement COGNOS 8 – 10. <i>IBM has announced COGNOS 10 – Jenzabar is testing COGNOS 10 – so implementation may be on COGNOS 10</i>		72
Identify IR/IS primary support person	DIS	
Install COGNOS	Jenzabar	
Training on COGNOS	Jenzabar	
IS training of end-users	IS	
IS establish COGNOS User Group – additional training	IS	32
Establish Central User Group	IS	
	Allowance Hours Sub- Total	104

# Jenzabar's Preliminary Project Plan for Northland Pioneer College





**CONSULTING POOL ORDER**

By signing this Order, Client is purchasing the Professional Services identified below. This Order and the Professional Services to be provided shall be governed by either (i) the Client's Master Agreement with Jenzabar if the Client has an agreement on file with Jenzabar or (ii) Jenzabar's Services Terms and Conditions located at [www.myjenzabar.net](http://www.myjenzabar.net). Jenzabar is not bound by the pricing and terms of this Order unless this Order has been signed by Jenzabar.

**Client Name: Northland Pioneer College**  
**Client Address: 103 1st Avenue At Hopi Boulevard**  
**City, State, Zip: Holbrook, AZ 86025-2996**

<b>C-Pool Hours</b>
By signing this Order, Client is purchasing the total block of hours of Professional Services at the rates identified below (such total consulting pool hours referred to as the "C-Pool Hours").

Description	Quantity:	Type:	Rate:	Fee:
Project Management	384	Hours	\$175	\$67,200.00
Consulting	1716	Hours	\$165	\$283,140.00
<b>Total Block of C-Pool Hours</b>		<b>Consulting Pool Fee:</b>		<b>\$350,340.00</b>

Client Contact Information		Jenzabar Contact Information	
Representative:	Eric Bishop	Consultant:	TBD
Phone No.:	928- 524-7400	Phone No.:	
Email:	ebishop@npc.edu	Email:	

<b>Payment Terms</b>
The Consulting Pool Fee due is listed above. Such fee is nonrefundable. The Client agrees to pay such fee as follows:
50% due on 7/31/2011..... <b>\$175,170.00</b>
33% due on 12/31/2011..... <b>\$ 58,390.00</b>
33% due on 3/31/2012..... <b>\$ 58,390.00</b>
33% due on 7/31/2012..... <b>\$ 58,390.00</b>
If the C-Pool Hours are used by the Client in their entirety prior to the payment due dates listed above, then all of remaining payments shall be paid by Client upon receipt of an invoice from Jenzabar.

<b>Use of C-Pool Hours</b>	Client is purchasing the C-Pool Hours to be used for any Professional Services that Jenzabar provides. To use the C-Pool Hours, the Client must sign and submit to Jenzabar for Jenzabar's approval a C-Pool Hours Usage Form for the particular project for which the Client will apply such C-Pool Hours in whole or in part. The C-Pool Hours may not be used for any Professional Services rendered by a third party Jenzabar provider or partner.
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The below services are proposed for use with this consulting pool. Project Manager will work with the Client to develop C-Pool Hours Usage forms for projects.
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Project	Estimated Hours
Establish Project Management Organization	384
Budget to review Classroom and Schedule Customizations	96
Budget to review and Address Finance Issues	268
Financial Aid Business Process Re-engineering	128
Budget to review and address HR/Payroll Issues	88
Recruiting/Admissions , Registration & Student Records business process re-engineering	202
Review and Plan Training Plan Needs over 5 years	8
Budget to upgrade software CX 8.1, SMO's and JICS.	464
Install CX 8.1 Infrastructure	18
Review customizations and eliminate unnecessary ones. This total does not include the unknown factor for change all customs	128
Linux Migration	60
Linux Migration Custom Assistance	40
Budget to review and address additional finance needs	216
Total Project Management Hours	384
Total Consulting Hours	1716

35 Trips are estimated for the project. Travel Time and Expenses are not included in the proposal.

Hours have not been budgeted for report writing as Client has decided to use a non Jenzabar product for reporting. If the Client would like assistance in reporting at a future date, it would be estimated at the current consulting rate.

<b>Use Period</b>	The C-Pool Hours must be used by the Client within twelve (24) months from the Effective Date (such period referred to as the "Use Period"). If the C-Pool Hours are not used prior to the end of the Use Period, Client may, within a period of ninety (180) days following the Use Period (such 180 day period referred to as the "Grace Period"), apply the dollar value of any unused C-Pool Hours towards (i) a purchase of Professional Services at the then-current rates pursuant to a separate statement of work or a secondary services order, (ii) a purchase of select Jenzabar software licenses (excluding any third party software) pursuant to a software order, or (iii) the purchase of select Jenzabar support and maintenance services pursuant to a maintenance order. If not used within the Use Period or during the Grace Period either for Professional Services or as a credit, all unused C-Pool Hours will be forfeited and no longer able to be used by Client either for Professional Services or as a credit.
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<b>Fixed Price Offerings</b>	During the Use Period, Client may use the C-Pool Hours towards select additional fixed-price services that Jenzabar offers provided that the Client will be billed for the applicable number of hours that equals the fixed price fee. For example, a fixed price service of \$5,000 would result in 30.30 C-Pool Hours being deducted from, and billed against this Consulting Pool Order (\$5,000 divided by \$165.00/hour).
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<b>Travel Time and Travel Expenses</b>	Any travel time and travel expenses incurred by Jenzabar related to the use of the C-Pool Hours are not included in the Consulting Pool Fee and will be billed separately. For any travel time and expenses associated with using the C-Pool Hours, all such travel time and expenses will be payable upon receipt of an invoice. The travel time rate is One Hundred Dollars (\$100) per hour for time spent traveling to Client's location, with an eight (8) hour maximum charge per trip. Travel expenses including, but not limited to, meals, communications expenses and lodging are the responsibility of the Client. Jenzabar will use reasonable efforts to minimize billable travel expenditures.
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<b>Cancellation Fees</b>	If Client cancels or reschedules any confirmed Professional Services engagement less than seven (7) business days in advance and Jenzabar is unable to reschedule the assigned resource to another billable project for the entire cancellation period, Jenzabar will bill Client a late-cancellation penalty of One Thousand Six Hundred Dollars (\$1,600). Client will also be billed for any non-refundable travel expenses associated with the cancellation of the scheduled visit, regardless of resource rescheduling efforts. Future rescheduling of the Professional Services may be contingent upon the full payment of any cancellation fees.
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**Support and Maintenance**

For any Jenzabar software that is delivered or customized by Jenzabar, Jenzabar will only offer to provide support and maintenance pursuant to a separate support and maintenance agreement.

This Consulting Pool Order has been executed on behalf of the parties by their duly authorized representatives. The Effective Date is the date that Jenzabar executes this Order.

**JENZABAR, INC.**

**CLIENT**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_  
("Effective Date")

Date: \_\_\_\_\_

Once signed by Client, please return this Order via email to [servicesorders@jenzabar.net](mailto:servicesorders@jenzabar.net) or via fax to 860.760.6345, attention Secondary Services Department.



**ORDER FOR SOFTWARE AND SERVICES**

Client Name: Northland Pioneer College	Primary Contact Name: Eric Bishop
Client Address: 103 1st Avenue At Hopi Boulevard, P.O. Box 610	Primary Contact Phone #: 928-524-7400
City, State & Zip: Holbrook, AZ 86025	Support Representative(s):

This Order is placed pursuant to the Master Agreement between Jenzabar and Client dated: December 27, 2006.  
All prices shown on this Order are valid through **June 30, 2011**.

Software and Professional Services	Source Code	Support & Maintenance	List Price	Purchase Price
<b>Internet Campus Solution for CX</b>				
Moodle Integration	Partial*	Y	\$12,690	\$6,345
CRM Admissions Officer	Partial*	Y	\$76,779	\$38,390
CRM Candidate	Partial*	Y	\$73,008	\$36,504
JICS Go	Partial*	Y	\$8,307	\$1
<b>Software Total</b>				<b>\$81,240</b>
<b>Professional Services: SOW (dated 5.25.11)</b>				<b>\$13,700</b>
<b>JICS Go Maintenance</b>				<b>\$1,495</b>
<b>Maintenance (Initial 1-Year Term for modules listed in table below)</b>				<b>\$109,491</b>
<b>Support and Maintenance Credit**</b>				<b>(\$110,986)</b>
<b>Payment Terms:</b>			<b>Total Purchase Price</b>	<b>\$94,940</b>
100% of Software due net-30 days .....	\$81,240			
Services due as rendered .....	\$13,700			

<b>Source Code</b>	*Client will receive a portion of the source code necessary for Client to make permitted modifications to the Software.
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<b>Special Terms</b>	<b>**Support and Maintenance Credit:</b> Client has a credit of \$272,507 from previous payment of the support and maintenance services for the software modules listed on that certain Order for Support and Maintenance dated as of September 17, 2008 (the "Support and Maintenance Credit"). The Support and Maintenance Credit has been applied to this Order leaving a balance of \$161,521 (the "Remaining Credit"). Client may apply the Remaining Credit to a purchase of Jenzabar's support and maintenance services. Once applied, the Remaining Credit will be reflected on Client's invoice.
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	Start Date	Renewal Date																							
	July 1, 2011	June 30, 2012																							
<b>Support and Maintenance</b>	<p><b>Matrix Discount for Jenzabar Software:</b> By purchasing (i) licenses and support and maintenance services for the Jenzabar Software modules listed above on this Order, excluding JICS Go, and (ii) support and maintenance services for the Jenzabar Software modules listed on that certain Order for Support and Maintenance dated as of September 17, 2008, the Client is receiving a Matrix Discount of 61.39% off the then-current List Price for support and maintenance for the two (2) annual terms commencing on July 1, 2011 for the Jenzabar Software modules as set forth in the table below. Client understands that to be eligible for the Matrix Discount in the annual support and maintenance term commencing on July 1, 2012, the Client must continue support and maintenance services for the required number of modules for such Matrix Discount consistent with Jenzabar's discounting policies. If the Client decreases the number of modules for the support and maintenance services, the support and maintenance fee for that particular year will be calibrated accordingly.</p>																								
	<p><b>Matrix Discount Applied to the Following Modules:</b></p>																								
	<table border="1"> <thead> <tr> <th data-bbox="284 556 738 598">CX Software System</th> </tr> </thead> <tbody> <tr><td data-bbox="284 598 738 630">Academic Records</td></tr> <tr><td data-bbox="284 630 738 661">Admissions</td></tr> <tr><td data-bbox="284 661 738 693">Budgeting</td></tr> <tr><td data-bbox="284 693 738 724">Common</td></tr> <tr><td data-bbox="284 724 738 756">Degree Audit</td></tr> <tr><td data-bbox="284 756 738 787">Financial Aid</td></tr> <tr><td data-bbox="284 787 738 819">General Ledger</td></tr> <tr><td data-bbox="284 819 738 850">HR-Administration</td></tr> <tr><td data-bbox="284 850 738 882">HR-Payroll</td></tr> <tr><td data-bbox="284 882 738 913">HR-Position Control</td></tr> <tr><td data-bbox="284 913 738 945">Purchasing/Accounts Payable</td></tr> <tr><td data-bbox="284 945 738 976">Student Affairs</td></tr> <tr><td data-bbox="284 976 738 1008">Student Financials</td></tr> <tr> <th data-bbox="284 1008 738 1039">Internet Campus Solution for CX</th> </tr> <tr><td data-bbox="284 1039 738 1071">Internet Campus Base</td></tr> <tr><td data-bbox="284 1071 738 1102">CRM Faculty</td></tr> <tr><td data-bbox="284 1102 738 1134">CRM Student</td></tr> <tr><td data-bbox="284 1134 738 1165">CRM Staff</td></tr> <tr><td data-bbox="284 1165 738 1197">CRM-Admissions Officer</td></tr> <tr><td data-bbox="284 1197 738 1228">CRM-Candidate</td></tr> <tr><td data-bbox="284 1228 738 1260">e-Racer</td></tr> <tr><td data-bbox="284 1260 738 1291">Moodle Integration</td></tr> </tbody> </table>		CX Software System	Academic Records	Admissions	Budgeting	Common	Degree Audit	Financial Aid	General Ledger	HR-Administration	HR-Payroll	HR-Position Control	Purchasing/Accounts Payable	Student Affairs	Student Financials	Internet Campus Solution for CX	Internet Campus Base	CRM Faculty	CRM Student	CRM Staff	CRM-Admissions Officer	CRM-Candidate	e-Racer	Moodle Integration
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CRM-Candidate																									
e-Racer																									
Moodle Integration																									
<p><b>Adjustments for Tier Level Increases:</b> In the event that the Client's tier level increases, Client's annual support and maintenance fee shall be adjusted based on the new tier level and applicable discounts.</p>																									

**JENZABAR, INC.**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

("Effective Date")

**CLIENT**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_



PROFESSIONAL SERVICES STATEMENT OF WORK

Date Prepared: May 25, 2011

This Statement of Work describes Professional Services which Jenzabar, Inc. agrees to undertake or make available to Client. This Statement of Work is attached to and made a part of the Master Agreement between Jenzabar, Inc. and Client. The General Terms and Conditions of the Master Agreement, and the terms of Addendum C (Professional Services) apply to this Statement of Work. This Statement of Work relates only to the Order to which it is attached, and is not valid unless signed by an authorized representative of Jenzabar and Client.

1. Professional Services. Jenzabar will use commercially reasonable efforts to perform the Professional Services listed below in the Implementation and Training Package.

2. Services Invoicing. This Statement of Work represents Jenzabar's estimate of the time needed for the Professional Services ordered by Client. Except as otherwise indicated in the Order for Software and Services, the Professional Services will be either (i) billed on a time and materials basis for Professional Services provided by the hour or by the day or (ii) billed, if provided on a fixed pricing basis, by deliverables or upon completion.

3. Expenses for Professional Services. All expenses for on-site work by Jenzabar associates (travel, meals, and lodging) are the responsibility of the Client. Jenzabar will use commercially reasonable efforts to minimize billable travel expenditures.

4. Travel Time & Expenses. Travel time and expenses are not included in the estimate in this Statement of Work and will be billed monthly as incurred. Jenzabar will use commercially reasonable efforts to ensure travel time and expenses are kept to a minimum whenever possible. Jenzabar will bill Client separately at One Hundred Dollars (\$100) per hour for time spent traveling to Client's location to perform the Professional Services in this Statement of Work. The maximum charge for any trip to perform the Professional Services will be limited to eight (8) hours for the entire trip (four (4) hours each way).

5. Cancellation Fees. If Client cancels or reschedules any confirmed Professional Services engagement less than seven (7) business days in advance and Jenzabar is unable to reschedule the assigned resource to another billable project for the entire cancellation period, Jenzabar will bill Client a late-cancellation penalty of One Thousand Six Hundred Dollars (\$1,600). Client will also be billed for any non-refundable travel expenses associated with the cancellation of the scheduled visit, regardless of resource rescheduling efforts. Future rescheduling of the Professional Services may be contingent upon the full payment of any cancellation fees.

6. Change Orders. Any requested changes or additions to the scope of the Professional Services including, without limitation, a change in scope of the data to be converted, will be considered a change order and will be priced at then-current rates and addressed in a change order to this Statement of Work.

7. Exclusions. The following items are excluded from Jenzabar's provision of the Professional Services:
- Jenzabar does not perform data entry as part of installation, conversion, or training.
- Client workstation operating system, web server operating system, office productivity products, database, and backup software. Clients must purchase the appropriate type and number (quantity) of licenses for the indicated products. Most Microsoft products are available at significant higher education discounts.
- Modifications to the standard Software applications are not covered in this Statement of Work. Client may engage Jenzabar to perform such modifications under a separate Statement of Work for Professional Services.

8. Additional Professional Services. Client may engage Jenzabar for additional Professional Services that are not listed on this Statement of Work with a separate Statement of Work priced at then-current rates.

JENZABAR, INC.

CLIENT

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

("Effective Date")

**Northland Pioneer College  
Implementation & Training Package**

<b>JICS &amp; Portal Services</b>				
<b>Description</b>	<b>Quantity</b>	<b>Rate Type</b>	<b>Unit Cost</b>	<b>Total Cost</b>
<b>CRM Services</b>				
<i>Remote Configuration, Setup &amp; Overview Training</i>				
CRM Admissions Officer	1	Fixed Price	\$2,500	\$2,500
CRM Candidate	1	Fixed Price	\$2,500	\$2,500
<i>Onsite Training Services</i>				
CRM Admissions Officer & CRM Candidate	24	Hourly	\$200	\$4,800
<b>Moodle Integration</b>	1	Fixed Price	\$3,000	\$3,000
<b>Project Management</b>				
CRM Project Management	4	Hourly	\$225	\$900
<b>Subtotal JICS &amp; Portal Services</b>				<b>\$13,700</b>

**Total Services Package:** **\$13,700**

**ADDITIONAL NOTES**

1. **CRM Configuration & Setup Services.** Flat fee CRM Configuration & Setup of \$2,500 includes Remote Setup and Basic Configuration of CRM Software and Preparation for Onsite CRM Training Trip for each CRM. CRM Customizations are not included in the pricing above and any customization work will be addressed with a separate Statement of Work. CRM Candidate & Admissions Officer training will be held on the same trip, resulting in one, three-day joint training session versus two separate, two-day training classes for each CRM. Should Client be unable to schedule the appropriate staff for joint CRM training sessions, then the affected CRM training trips will be broken up into separate, two-day training trips and additional training days will be added to the scope as needed.

2. **Moodle Integration Installation & Basic Configuration.** Flat fee Moodle Integration Installation & Basic Configuration of \$3,000 includes the following services:

- Remote Moodle Integration Installation & Basic Set Up Configuration;
- Remote Overview Training (1-2 Hours);
- Remote Follow-up Consulting as needed (within 30 days of installation); and
- Moodle Integration Project Management.
- Testing of integration with a Jenzabar approved remote hosting provider \*

\* In the event the JICS / Moodle solution requires integration with a Moodle remote hosting provider with whom Jenzabar does not have a current working relationship, or for whom the integration requires modification of the relevant code and/or extensive testing, additional services may be required and will be addressed under a separate services order priced at then-current rates.



**SECONDARY SERVICES ORDER (the "Order")**

**Order Date: May 26, 2011**

By signing this Order, Client is purchasing the Secondary Services (fixed price) identified below (such services referred to as the "Project"). This Order and the Secondary Services to be provided shall be governed by either (i) the Client's Master Agreement with Jenzabar if the Client has an agreement on file with Jenzabar or (ii) Jenzabar's Secondary Services Terms and Conditions located at [www.myjenzabar.net](http://www.myjenzabar.net). This Order expires if not signed by Client within fifteen (15) days of the Order Date. Jenzabar is not bound by the pricing and terms of this Order unless this Order has been signed by Jenzabar.

Client			
Client Name:	Northland Pioneer	Client Representative:	Eric Bishop
Client Address:	103 1st Avenue At Hopi Boulevard	Client Phone No.:	928-524-7400
City, State, Zip:	Holbrook, Az 86025	Client Email:	<a href="mailto:Eric.bishop@npc.edu">Eric.bishop@npc.edu</a>

Jenzabar Project Contact Information			
Consultant:	Jeff Elliot	Project Manager:	<a href="mailto:Jeff.elliott@jenzabar.net">Jeff.elliott@jenzabar.net</a>
Phone No.:	540) 574-7385	Phone No.:	
Email:		Email:	
Account Manager:	Carl Pohrte Jr	Acct. Manager Email:	<a href="mailto:carl.pohrte@jenzabar.net">carl.pohrte@jenzabar.net</a>
Phone No.:	815-378-3787		

Project	
<b>Fixed Price Service</b>	<b>Subtotal</b>
Project: <i>Jenzabar University Training Plan</i>	\$50,000
Other:	\$
<b>Total Fixed Price Services Fee (exclusive of travel times, costs &amp; expenses)</b>	<b>\$50,000</b>

Special Billing Instructions

Project Scope	
Project Description: JU Training Plan	Project Schedule Date:
<p>Project Specifics:</p> <p><b>Five Year JU Training Plan:</b> Value = \$60,000. Client is receiving a \$10,000 (17%) discount for volume and prepayment. Total cost to Client: \$50,000.00. Training is to be provided through Jenzabar University. Credits purchased under this contract may only be utilized towards Jenzabar University sessions ("<i>JU Credits</i>").</p> <ul style="list-style-type: none"> <li>• Full Classes: Online or at a Jenzabar Learning Center location</li> <li>• Impact Seminars</li> <li>• eLearning Cohorts</li> </ul> <p><u>Notes:</u></p> <ol style="list-style-type: none"> <li>1) Jenzabar University may schedule its learning center classes to be held at a Jenzabar learning center location or taught remotely online. Dates, locations and availability of Learning Center classes are updated regularly on the Jenzabar University tab of the MyJenzabar.Net website <a href="https://www.myjenzabar.net/ics/Jenzabar_University">https://www.myjenzabar.net/ics/Jenzabar_University</a></li> <li>2) Client must use a minimum of \$10,000 annually.</li> <li>3) <b>*Important Note*:</b> Client needs to notify Jenzabar University staff of all enrollments in billable sections to be applied toward this contract</li> <li>4) All terms and conditions related to the learning center classes below (including late cancellation policy) are listed on the Jenzabar University website.</li> <li>5) All Jenzabar eLearning Cohorts are delivered remotely and will be scheduled directly with the Jenzabar University staff.</li> <li>6) eLearning Cohorts may either be private cohorts (one institution) or shared cohorts (up to three institutions). <ol style="list-style-type: none"> <li>a) Shared eLearning Cohorts can have up to a maximum of <b>8</b> students per institution enroll in the cohort</li> <li>b) Private eLearning Cohorts can have up to a maximum of <b>12</b> students enrolled in the cohort.</li> </ol> </li> </ol>	

<p><b>Payment Terms</b></p>	<p>The Secondary Services shall be billed on a fixed price basis. Client agrees to pay for the Secondary Services as follows:</p> <p>\$12,500 – Due on <u>07/31/11</u>  \$12,500 – Due on <u>07/31/12</u>  \$12,500 – Due on <u>07/31/13</u>  \$12,500 – Due on <u>07/31/14</u></p> <p><b>Usage of JU Credits More Than Expected:</b> Notwithstanding the payment schedule listed above, if the Client uses more than 25% per year in any year (i.e. \$12,500), then the Client shall pay Jenzabar upon receipt of an invoice for such additional JU Credits used and any additional payments according to the payment schedule listed above will be adjusted accordingly.</p> <p><b>Usage of JU Credits In Their Entirety:</b> Notwithstanding the payment schedule above, if the Client uses the JU Credits in their entirety prior to the payment due dates listed above, then all of remaining payments according to the payment schedule listed above shall be paid by Client upon receipt of an invoice from Jenzabar.</p>
<p><b>Fixed Fee Services</b></p>	<p>This Order is to purchase a fixed price offering meaning that Jenzabar will spend sufficient time to perform the Professional Services described above, and Client will pay the fixed price services fee set forth above. In making this offering, it is understood that Jenzabar estimated the amount of work needed to be completed for the Project based on the information that Client provided to Jenzabar. Any requested changes or additions to the Project will be considered a change order and will be priced at then-current rates and addressed in a change order to this Order. All pricing terms are based on the Project description.</p>
<p><b>Use Period</b></p>	<p>The Secondary Services listed on this Order expire if not used by the Client within Sixty (60) months from the Order Date (such period referred to as the “<i>Use Period</i>”). If the JU Credits are not used prior to the end of the Use Period, Client may, within a period of twelve (12) months following the Use Period (such 12 month period referred to as the “<i>Grace Period</i>”), apply the dollar value of any unused JU Credits towards (i) a purchase of Professional Services at the then-current rates pursuant to a separate statement of work or a secondary services order, (ii) a purchase of select Jenzabar software licenses (excluding any third party software) pursuant to a software order, or (iii) the purchase of select Jenzabar support and maintenance services pursuant to a maintenance order. If not used within the Use Period or during the Grace Period either for Professional Services or as a credit, all unused JU Credits will be forfeited and no longer able to be used by Client either for Professional Services or as a credit.</p>
<p><b>Travel Time and Travel Expenses</b></p>	<p>Any travel time and travel expenses incurred by Jenzabar related to the Project are not included in the Fixed Price Services Fee listed above and will be billed separately. For any travel time and expenses associated with the Project, all such travel time and expenses will be payable upon receipt of an invoice. The travel time rate is One Hundred Dollars (\$100) per hour for time spent traveling to Client’s location, with an eight (8) hour maximum charge per trip. Travel expenses including, but not limited to, meals, communications expenses and lodging are the responsibility of the Client. Jenzabar will use reasonable efforts to minimize billable travel expenditures.</p>
<p><b>Cancellation Policy</b></p>	<p>Cancellations must be submitted to Jenzabar via email no later than <b>ten (10) business days</b> prior to the start date of the eLearning Cohort. Cancellations made upon <b>six (6) to ten (10) business days</b> notice will be subject to a fee of <b>twenty-five percent (25%)</b> of the regular non-adjusted private eLearning Cohort fee. Cancellations made upon <b>five (5) or less business days</b> notice will be subject to a fee of <b>fifty percent (50%)</b> of the regular non-adjusted private eLearning Cohort fee. Cancellations made on the day of or without prior notification are subject to a fee of <b>one hundred percent (100%)</b> of the regular non-adjusted private eLearning Cohort fee.</p>
<p><b>Support and Maintenance</b></p>	<p>For any Jenzabar software that is delivered or customized by Jenzabar, Jenzabar will only offer to provide support and maintenance pursuant to a separate support and maintenance agreement.</p>

This Order has been executed on behalf of the parties by their duly authorized representatives. By signing this Order, the Client agrees that the Order and the Secondary Services to be provided shall be governed by either (i) the Client’s Master Agreement with Jenzabar if the Client has an agreement on file with Jenzabar or (ii) Jenzabar’s Secondary Services Terms and Conditions located at [www.myjenzabar.net](http://www.myjenzabar.net) and that the Client has reviewed such applicable terms in either the Master Agreement or Jenzabar’s Secondary Services Terms and Conditions.



**JENZABAR, INC.**

**CLIENT**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Once signed by Client, please return this Order via email to [servicesorders@jenzabar.net](mailto:servicesorders@jenzabar.net) or via fax to 860.760.6345, attention Secondary Services Department.



## Instructions for Contract Processing

Dear Valued Client:

All of us here at Jenzabar appreciate your business and look forward to a long and successful partnership. To ensure that your contract is processed efficiently and properly, please sign and fax a copy to (617) 830-9862, Attn: Legal Department. Or you may e-mail a signed electronic copy (i.e., PDF) to our contract administrator, Brayden Burroughs, at [brayden.burroughs@jenzabar.net](mailto:brayden.burroughs@jenzabar.net).

After we've received your signed contract via fax or e-mail, we will return a fully-executed copy to you for your files by fax or e-mail as well.

If you have any questions, please do not hesitate to contact Brayden Burroughs, at [brayden.burroughs@jenzabar.net](mailto:brayden.burroughs@jenzabar.net) or at (617) 492-9099 ext. 244. Thank you!

Sincerely,

The Legal Department  
JENZABAR, Inc.

# Request to Approve the Purchase of a Replacement Telephone System

## **Recommendation:**

Staff recommends approval to purchase services and products associated with replacing NPC's current phone system. The recommended solution will be presented at the District Governing Board meeting on June 21<sup>st</sup> 2011.

## **Summary:**

Staff issued a Request for Proposals on May 5<sup>th</sup> 2011 detailing the need to replace NPC's current phone system with a newer and more reliable solution. The bidding process ended on June 9<sup>th</sup> 2011 and responses were received from nine different solution providers. A summary sheet of the responses is attached.

The existing phone system is very dated, not capable of expansion, does not provide needed features, and has been presenting signs of failure over the last few months. A newer system will provide new features, allow NPC to expand distance-learning opportunities, reduce long-term maintenance costs, and provide stability for communications within the college.



## Northland Pioneer College

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# RFP SUMMARY

## IP TELEPHONY SYSTEM

AS #11-02

Issue Date: May 5, 2011

Due Date: June 9, 2011, 3:00 p.m. MST

### Vendor Requesting Proposal

### Bid Submitted

Vendor Requesting Proposal	Bid Submitted
<b>1.</b> <a href="mailto:Alex.nahoolewa@netsian.net">Alex.nahoolewa@netsian.net</a> Netsian Technologies Group Tempe, AZ	One time cost: <b>\$245,652.19 plus tax</b> Recurring costs/year: <b>\$7,656.46 plus tax (first year)</b> <i>Optional SIP Trunking Srves: \$240.00/ trunk &amp; license plus tax</i>
<b>2.</b> <a href="mailto:tims@r-t-networks.com">tims@r-t-networks.com</a> Real Time Networks Chandler, AZ	One time cost: <b>\$303,697.34</b> Recurring costs/year: <b>\$40,312.88</b> <i>Optional SIP Trunking Srves: TBD</i>
<b>3.</b> <a href="mailto:sales@fultoncommunications.com">sales@fultoncommunications.com</a> Fulton Communications, Inc. Phoenix, AZ	One time cost: <b>\$273,516.76 plus tax @ 9.1%</b> Recurring costs/year: <b>\$21,881.34 plus tax @ 9.1%</b> <i>Optional SIP Trunking Srves: Available</i>
<b>4.</b> <a href="mailto:jradetich@copper-state.com">jradetich@copper-state.com</a> Copper State Communications Phoenix, AZ	One time cost: <b>\$358,168.44</b> Recurring costs/year: <b>\$36,054.00</b> <i>Optional SIP Trunking Srves: \$2370 + \$480 labor</i>
<b>5.</b> <a href="mailto:connie.eitel@qwest.com">connie.eitel@qwest.com</a> Qwest Communications Company Phoenix, AZ	One time cost: <b>\$255,132.24</b> Recurring costs/year: <b>Multiple options given</b> <i>Optional SIP Trunking Srves:</i>
<b>6.</b> <a href="mailto:jeadkins@cisco.com">jeadkins@cisco.com</a>	No Bid Submitted
<b>7.</b> <a href="mailto:zgarcia@chromis.com">zgarcia@chromis.com</a> Chromis Technology Gilbert, AZ	One time cost: <b>\$297,276.19</b> Recurring costs/year: <b>\$25,640.00</b> <i>Optional SIP Trunking Srves:</i>
<b>8.</b> <a href="mailto:mark.ward@blackbox-vs.com">mark.ward@blackbox-vs.com</a>	No Bid Submitted
<b>9.</b> <a href="mailto:contact@twns.com">contact@twns.com</a>	No Bid Submitted
<b>10.</b> <a href="mailto:rickpiorkows@avaya.com">rickpiorkows@avaya.com</a>	No Bid Submitted

<p><b>11.sales@nicweb.com</b>  Network Infrastructure corp  Tempe, AZ</p>	<p>One time cost: <b>\$281,209.41</b>  Recurring costs/year: <b>\$18,603.90</b>  <i>Optional SIP Trunking Srvcs: N/A</i></p>
<p><b>12.Bryan.baker@ftr.com</b>  Frontier Communications  Lakeside, AZ</p>	<p>One time cost: <b>\$228,005.00</b>  Recurring costs/year: <b>\$8,812.00</b>  <i>Optional SIP Trunking Srvcs: Not available</i></p>
<p><b>13.bbillings@vds.com</b></p>	<p>No Bid Submitted</p>
<p><b>14.dcrain@nxlevel.net</b>  Next Level Solutions  Scottsdale, AZ</p>	<p>No Bid Submitted</p>
<p><b>15.sales@sonoranintegrations.com</b>  Sonoran Integrations  Phoenix, AZ</p>	<p>One time cost: <b>\$299,440.20</b>  Recurring costs/year: <b>Multiple options given</b>  <i>Optional SIP Trunking Srvcs: Estimated at \$13,125.00</i></p>

Fifteen (15) vendors requested AS#11-02. Nine (9) vendors submitted bid packet by due date.

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2010 to April 30, 2011

Budget Period Expired

83%

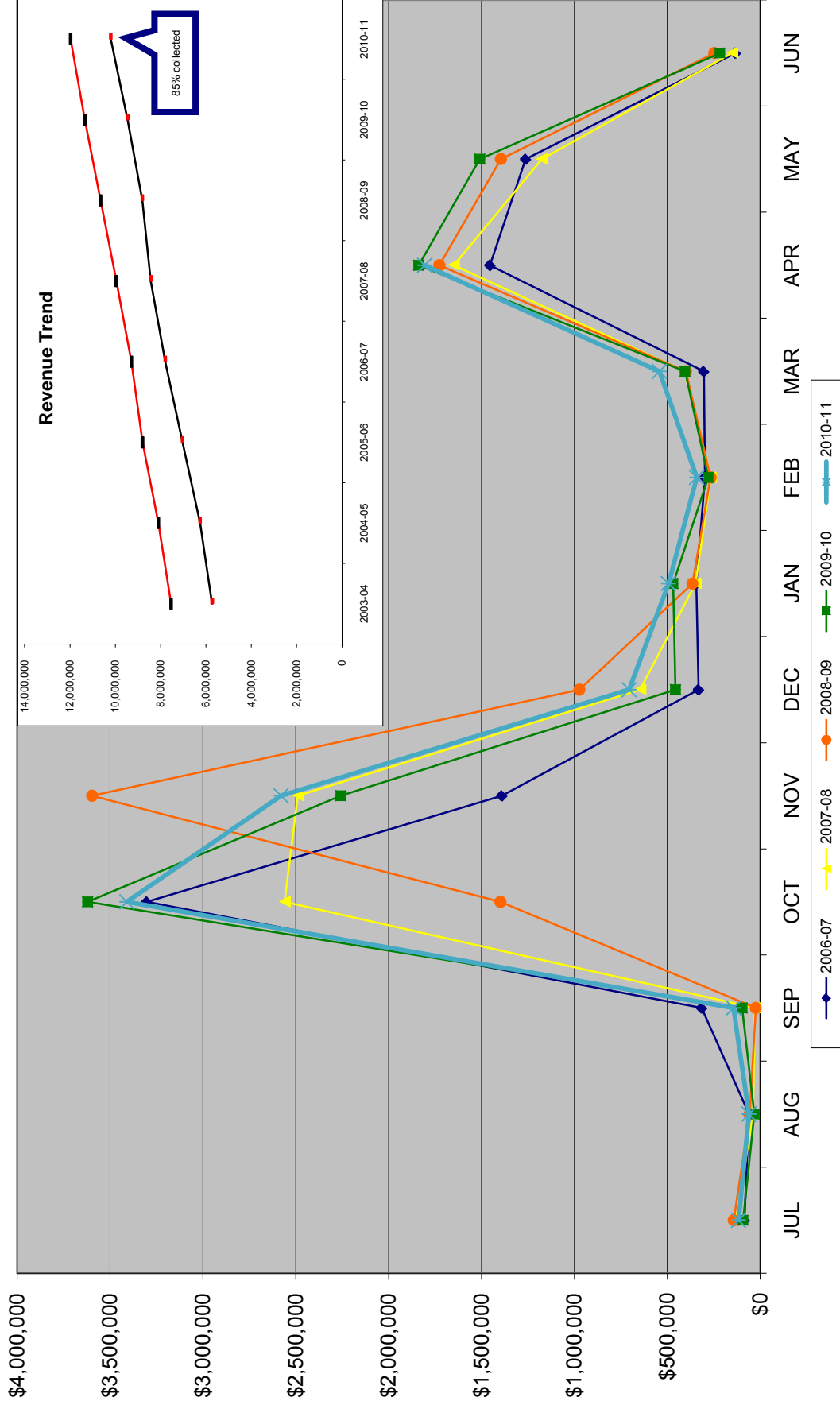
Tax Supported Funds

	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 %
<b>REVENUES</b>									
Primary Tax Levy	11,975,227	1,806,345	10,175,479						
State Aid:									
Maintenance and Operations Capital	3,590,000	897,500	3,590,000						
Equalization	6,624,000	1,656,000	6,624,000						
Out of County reimbursement		389,396	778,792						
Tuition and Fees	4,635,000	167,072	3,210,900						
Investment earnings	100,000	8,341	91,449	10,000	834	9,147			91%
Grants and Contracts	750,000		603,842						
Other Miscellaneous	63,380	16,749	176,871						
Transfers:	(3,300,000)	(212,500)	(2,593,777)	2,550,000	212,500	2,125,000			83%
<b>TOTAL REVENUES</b>	<b>\$24,437,607</b>	<b>\$4,728,903</b>	<b>\$22,657,556</b>	<b>\$2,560,000</b>	<b>\$213,334</b>	<b>\$2,134,147</b>			<b>83%</b>
<b>EXPENDITURES</b>									
Salaries and Wages	15,328,773	1,195,673	10,848,603						
Operating Expenditures	5,773,460	246,892	3,117,350	2,560,000	18,237	373,382		0	0
Capital Expenditures	530,200	-	42,628						
<b>TOTAL EXPENDITURES</b>	<b>\$21,632,433</b>	<b>\$1,442,565</b>	<b>\$14,008,581</b>	<b>\$2,560,000</b>	<b>\$18,237</b>	<b>\$373,382</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

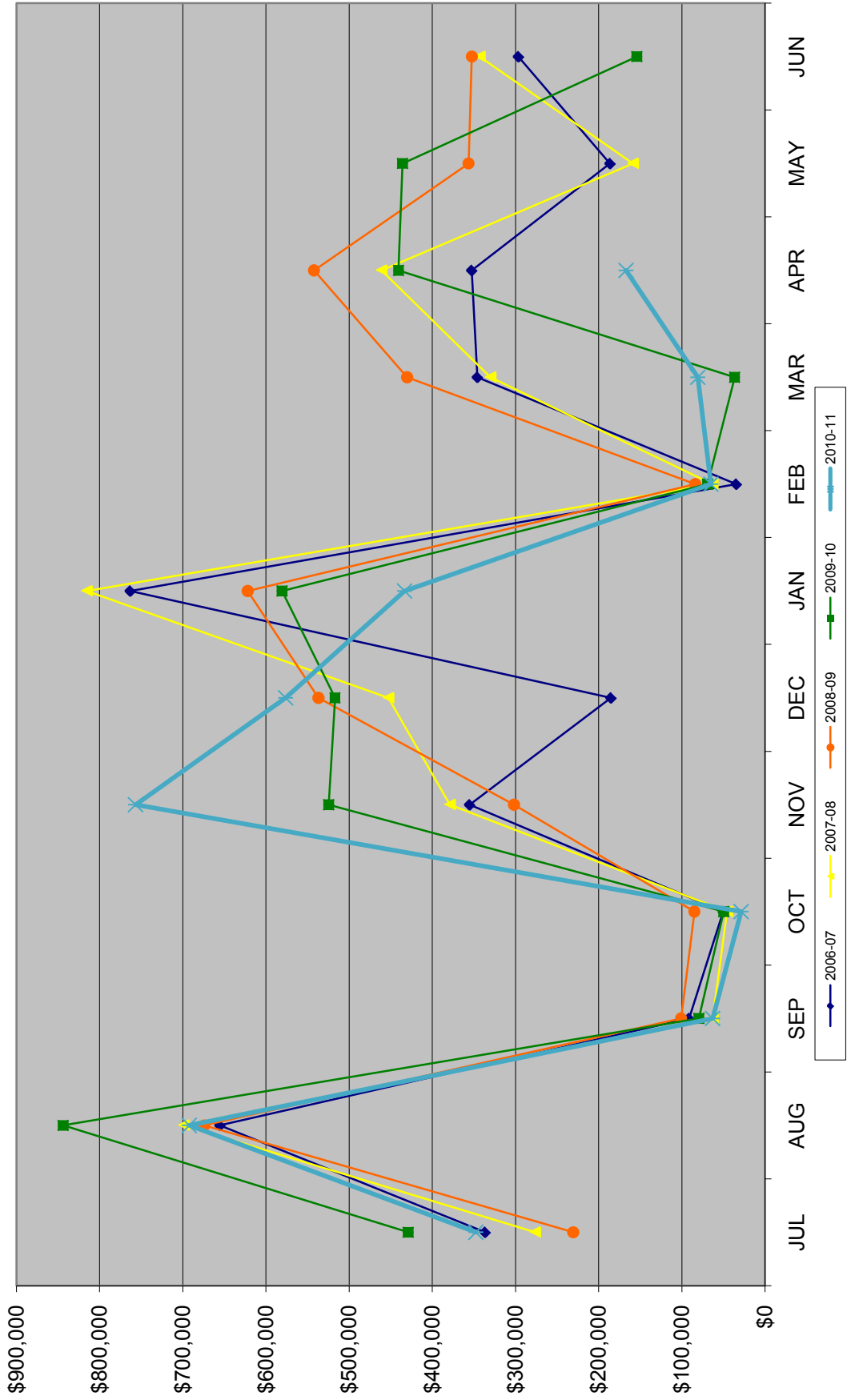
Restricted, Auxiliary and Agency Funds

	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 %
<b>REVENUES</b>									
Grants and Contracts	5,150,000	143,590	4,544,873						
Sales and Services				150,000		70,578			47%
Bookstore				70,000	13,917	215,883			308%
Other							0	263	2,504
Investment Earnings									
Donations									
Board Designated Donation	400,000		463,006	350,000		5,771			2%
Transfers:									
<b>TOTAL REVENUES</b>	<b>\$5,550,000</b>	<b>\$143,590</b>	<b>\$5,007,879</b>	<b>\$570,000</b>	<b>\$13,917</b>	<b>\$292,232</b>	<b>\$0</b>	<b>\$263</b>	<b>\$2,504</b>
<b>EXPENDITURES</b>									
Salaries and Wages	899,442	75,968	500,399	377,340	17,604	154,870			41%
Operating Expenditures	4,200,558	40,542	4,235,292	192,660	812	127,687		0	261
Capital Expenditures	450,000	26,951	172,789						
<b>TOTAL EXPENDITURES</b>	<b>\$5,550,000</b>	<b>\$143,461</b>	<b>\$4,908,480</b>	<b>\$570,000</b>	<b>\$18,416</b>	<b>\$282,557</b>	<b>\$0</b>	<b>\$261</b>	<b>\$2,649</b>

# Monthly Primary Property Tax Receipts



# Monthly Tuition and Fee Receipts





## Human Resources Update June 21, 2011

### FILLED:

1. Whiteriver Center Manager – A.J. Taylor (internal) Starts 8-1-11
2. Faculty in Biology (1 year) – Patricia Lopez (adjunct) Starts 8-19-11
3. Faculty in Foreign Languages (Spanish) – Dr. Ana Bausset (external) – B.A., M.A. –Brigham Young University; Ph.D.-University of Utah; Starts 8-19-11
4. Course Records Specialist – Barbara Dixson (internal) Starts 7/1/11
5. IS Support Technician I (2 positions) – Jared Turley (internal) starts 7-1-11; Dane Smith (external) starts 6/20/11
6. Lead Technician for Technical Services – Steve Peck (internal) starts 7-1-11
7. Administrative Assistant for Student Services – Colleen Readel (internal) starts 7-1-11

### PENDING:

1. Faculty in Music – Closed 5-27-11. 26 applicants.
2. Faculty in Art (Two dimensional) – Closed 5-18-11. 22 applicants.
3. Assistant to the President – Closed 5-20-11. 17 applicants.
4. Records and Registration Clerk – Closed 5-26-11. 16 applicants.

### OPEN:

1. Systems Analyst/Programmer – Closes 6-30-11. 7 applicants.
2. Director of Institutional Effectiveness – Closes 7-1-11. 17 applicants.
3. Center Assistant/Monitor St. Johns – Closes 6-17-11. 6 applicants.
4. Financial Aid Specialist – Closes 6-30-11. 4 applicant.

### ADJUNCT FACULTY OPEN:

1. A+, N+ CIS Adjunct Faculty
2. Early Childhood Development
3. Nursing and Allied Health

### MAY EMPLOYEE OF THE MONTH AWARD



# Northland Pioneer College

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