

# Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a regular District Governing Board Meeting open to the public on May 15, 2012 beginning at 11:00 a.m. Further notice is given that the Board will hold a Public Hearing and Special Meeting open to the public beginning at 10:00 a.m. Additionally, notice is given that the Board will hold a Study Session open to the public beginning at 9:30 a.m. All sessions will be held at the Northland Pioneer College Painted Desert Campus, Tiponi Community Center meeting room, located at 2251 E. Navajo Blvd., Holbrook, Arizona.

One or more Board members may participate in the meeting by telephone if necessary.

The public is invited to check on addenda that may be posted up to 24 hours prior to the meetings. Copies of the meeting agenda may be obtained through the Office of the President, Northland Pioneer College, Painted Desert Campus, 2251 E. Navajo Blvd., Holbrook, AZ, telephone (928) 524-7418 or (800) 266-7845 Ext. 7418, at least 24 hours in advance of the meeting. If any disabled person needs any type of accommodation, please notify Kristin Thomas 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, Kristin Thomas, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on the 14th day of May at 9:30 a.m.

Kristin Thomas, Recording Secretary to the Board

## Notice Distribution

1. WHITE MOUNTAIN INDEPENDENT NEWSPAPER
2. TRIBUNE-NEWS & SNOWFLAKE HERALD NEWSPAPERS
3. NAVAJO TIMES
4. NAVAJO-HOPI OBSERVER
5. KINO RADIO
6. KNNB RADIO
7. KONOPNICKI COMMUNICATIONS [KQAZ/KTHQ/KNKI 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**

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# Governing Board Study Session Agenda

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

**Date:** May 15, 2012

**Time:** 9:30 a.m. (MST)

<b><u>Item</u></b>	<b><u>Description</u></b>	<b><u>Resource</u></b>
<b>1.</b>	<b>Request for Direction White Mountain Apache Tribe Miner Flat Dam Project (T2)..... (Information)</b>	<b>President Swarthout</b>
<b>2.</b>	<b>Higher Learning Commission Change Request (T3) ..... (Information)</b>	<b>Director Wasson</b>

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

The District Governing Board may take action to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President's Report.



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# Governing Board Meeting Public Hearing and Special Meeting Agenda

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

**Date:** May 15, 2012

**Time:** 10:00 a.m.

## Truth in Taxation Public Hearing – Notice of Tax Increase

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Truth in Taxation Publication (T5) -----	Vice President Hatch
3.	Presentation of Proposed 2012-2013 Primary Property Tax (T5) -----	Vice President Hatch
4.	Call for Public Comment -----	Chairman Jeffers
5.	Adjournment ----- (Action)	Chairman Jeffers

## 2012-2013 Proposed Budget Public Hearing

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Presentation of Proposed 2012-2013 Budget (T6) -----	Vice President Hatch
3.	Call for Public Comment -----	Chairman Jeffers
4.	Adjournment ----- (Action)	Chairman Jeffers

## Special Meeting

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order -----	Chairman Jeffers
2.	Request to Approve 2012-2013 Property Tax Increase (T7) ----- (Action)	Vice President Hatch
3.	Request to Adopt 2012-2013 Proposed Budget (T8) ----- (Action)	Vice President Hatch
4.	Request to Adopt 2012-2015 Proposed Capital Budget (T9) ----- (Action)	Vice President Hatch
5.	Adjournment ----- (Action)	Chairman Jeffers



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# Governing Board Meeting Agenda

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

Date: May 15, 2012

Time: 11:00 a.m. (MST)

<u>Item</u>	<u>Description</u>	<u>Resource</u>
1.	Call to Order and Pledge of Allegiance.....	Chairman Jeffers
2.	Adoption of the Agenda (T1) ..... (Action)	Chairman Jeffers
3.	Call for Public Comment.....	Chairman Jeffers
4.	<b>Reports:</b>	
	A. Financial Position (T19).....	Vice President Hatch
	B. CASO.....	Ina Sommers
	C. NPC Faculty Association.....	Brian Burson
	D. NPC Student Government Association.....	Melissa Luatua
	E. NPC Foundation.....	Lance Chugg
5.	Consent Agenda..... (Action)	Chairman Jeffers
	A. April 17, 2012 General Meeting Board Minutes (T4)	
	B. Intergovernmental Agreement Re: Northeastern Arizona Law Enforcement Training Academy between City of Show Low and Navajo County Community College District (T4)	
6.	<b>Old Business:</b> None.	
7.	<b>New Business:</b>	
	A. Request to Approve 2012-13 Adjunct Faculty Wage Increase (T10) .....(Action)	Vice President Hatch
	B. Request to Approve a Facility Lease for Automotive Instruction (T11).....(Action)	Vice President Hatch
	C. Request to Approve a Facility Lease for Welding and Cosmetology Instruction (T12) .....(Action)	Vice President Hatch
	D. Request to Award Contract for the Site Improvements at White Mountain Campus (T13) .....(Action)	Vice President Hatch
	E. Request to Accept the Audited Annual Budgeted Expenditure Limitation Report (T14)..... (Action)	Vice President Hatch
	F. Request to Accept 2011-12 Strategic Planning Annual Report (T15).....(Action)	President Swarhout
	G. 2012-15 Northland Pioneer College Strategic Plan (T16).....(First Read)	Director Bishop
	H. Enrollment Report (T17) .....(Information)	Vice President Vest
	I. President's Evaluation Process NPC Procedure 2045 Executive Session A.R.S. §38-431.03 (A) (3) (T18) .....(Action)	Chairman Jeffers
8.	<b>Standing Business:</b>	
	A. Strategic Planning and Accreditation Steering Committee Report.....	Director Bishop
	B. Human Resources Update (T20).....	Dan Watron
9.	Board Report/Summary of Current Events.....	Board Members
10.	Announcement of Next Regular Meeting ..... June 19, 2012	Chairman Jeffers
11.	Adjournment..... (Action)	Chairman Jeffers

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



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# Navajo County Community College District Governing Board Meeting Minutes

April 17, 2012 – 10:00 a.m.  
2251 East Navajo Boulevard, Holbrook, Arizona, 86025

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

**Staff Present:** Vice President, Blaine Hatch; Vice President, Mark Vest; Information Services Director, Eric Bishop; Director of Institutional Effectiveness, Leslie Wasson; Recording Secretary to the Board, Kristin Thomas.

**Others Present:** Everett Robinson, Ann Hess, Stuart Bishop, Fernanda Alekay, Rennie Crittenden, MiAnna Tyler, Brian Burson, Dr. Micheal Solomonson, Debra Fisher, Julie Neish, Maderia Ellison, Jason Whiting, Lance Chugg, Eric Duthie, Cynthia Hutton, Bonnie Adams, Terrie Shevat, Jake Hinton, Dan Wattron, Beulah Bob-Pennypacker, Peggy Belknap, Ina Sommers, Janet Hunter, Teri Walker, Dave Roberts, Melissa Luatua, Larry Matyas, Sandra Johnson, Jonathan Nez, Tracy Mancuso

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

Chairman Jeffers called the meeting to order at 10:02 am and Mr. Peaches led the Pledge of Allegiance.

## **Agenda Item 2: Adoption of Agenda**

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

## **Agenda Item 3: Call for Public Comment**

None

## **Agenda Item 4: Reports**

### **4.A. – Financial Position – Vice President Hatch**

Mr. Hatch presented standard financials of fiscal budget period with 67% expired. Mr. Hatch reports the primary property tax levy for February is on target at 65%. Mr. Hatch stated all areas are on target. Revenues are 74% and expenditures are 60% in general fund. Mr. Hatch stated the restricted fund is balanced at 85% for both revenues and expenditures with a transfer of \$178,905. Mr. Hatch reported the auxiliary fund is balanced at 53% for both revenues and expenditures with a transfer of \$85,288. Mr. Hatch reports all items on the lower portion of the report are on target. Mr. Hatch stated net cash, year-to-date, for all activities is \$4,780,292.

### **4.B. – NPC CASO – Ina Sommers**

Ms. Sommers stated the non-food commodities drive takes place during the NPC picnic on April 27, 2012; it will benefit The Hope House in Whiteriver where the unemployment rate is 80%. Ms. Sommers reported the NPC Shared Governance process is appreciated and garnered positive feedback and results in respect to salary and wage discussions.

### **4.C. – NPC Faculty Association – Brian Burson**

Brian Burson reported the Faculty Salary Increase Resolution passed on February 17, 2012. Please read attached resolution with archived material.

### **4.D. – NPC Student Government Association- Melissa Luatua**

Ms. Luatua introduced Student Government Vice President, Fernanda Alekay. Ms. Alekay stated the SGA Talent Show was a success with a full house. Ms. Alekay reported the SGA is hosting the University Road Trip, April 27-



29; approximately 30 NPC students will visit NAU, ASU and U of A. Ms. Alekay reported SGA will plant a tree in honor of Earth Day dedicated to, Vanessa Powell, former NPC student.

#### **4.E. – NPC Foundation- Lance Chugg**

No report.

#### **Agenda Item 5: Consent Agenda**

Ms. Nahsonhoya moved to approve the Consent Agenda, as presented. Ms. Handorf seconded the motion.

***The vote was unanimous in the affirmative.***

#### **Consent Agenda (Action):**

- A. March 20, 2012 Study Session Meeting Minutes (T2)
- B. March 20, 2012 Executive Session Meeting Minutes (T2)
- C. March 20, 2012 General Meeting Minutes (T2)

#### **Agenda Item 6: Old Business**

None.

#### **Agenda Item 7: New Business**

##### **7.A. –Initiate President's Evaluation Process NPC Procedure 2045- (Information) – Chairman Jeffers**

Mr. Vest stated according to NPC Procedure 2045 at the May District Governing Board Meeting of each year a formal review of the college President's performance is evaluated. The review includes an evaluation of the President's just ended year and preliminarily approves proposed President's goals and priorities for the coming year. All District Governing Board members participate in this process. Each even numbered year the entire college staff is encouraged to confidentially participate in this evaluation process. Mr. Jeffers assured entire college staff anonymity during this process and strongly encouraged all to participate. *Please refer to Northland Pioneer College Procedure 2045 to review process in more detail.*

##### **7.B. – Consideration of NPC Foundation (Action) – Vice President Hatch**

Based on a request from the NPC Foundation Board of Directors Mr. Jeffers asked NPC Foundation President Bonnie Adams to address the NPC District Governing Board in reference to the decision on March 20, 2012 regarding the severance of Foundation and College relationship on April 20, 2012. Ms. Adams requested the NPC District Governing Board consider rescinding the vote to sever ties with the NPC Foundation. Ms. Adams stated there had been a miscommunication. Ms. Adams reported the Foundation only investigated the possibility of not doing an audit. Ms. Adams reported since the Foundation has learned there will be repercussions of not performing an audit the Foundation will continue to perform an audit to comply with reporting regulations and not hinder the College. Ms. Adams stated that the Foundation and the college share a common goal that is to help the students get their education. Ms. Adams introduced Foundation director, Lance Chugg and other Foundation board members present: Jason Whiting, Larry Matyas and Rennie Crittenden. Ms. Adams stated the need for more Foundation board members to represent all areas of Navajo and Apache County. Mr. Jeffers asked Ms. Adams if the Foundation understands why the district governing board took action to sever ties; Ms. Adams confirmed understanding. Mr. Crittenden stated the Foundation is willing to make changes in whatever way necessary to continue to help the students of Navajo and Apache County. Ms. Nahsonhoya asked how the Foundation proposed to invite members of the Hopi and Navajo communities to be Foundation board members. Ms. Adams responded she plans to visit areas in question; she asked the NPC District Governing Board for recommendations of individuals with an interest to serve on the Foundation board from respective areas. Mr. Crittenden reported the Foundation has visited the White Mountain Apache Tribal offices and school offices to request recommendation of individuals to serve on Foundation board. Mr. Crittenden commented that some tribal scholarships have not been awarded in multiple years because there have been no applicants who meet the criteria. Mr. Chugg noted that 15 communities are represented in foundation scholarship awards of years previous i.e. Polacca, Keams Canyon and Kayenta. Mr. Jeffers requested the recommendation of staff in regard to Foundation. Mr. Hatch stated staff recommends the District Governing Board rescind the decision to sever ties with the Foundation with the agreement that the Foundation regularly submits an

Navajo Community College District Governing Board Meeting – 4/17/12 – Page 2 of 5



# Northland Pioneer College

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audit as a component unit of College. Ms. Handorf made a motion to rescind the previous decision of the District Governing Board and re-state collective goals and objectives of Northland Pioneer College and Northland Pioneer College Foundation to meet the needs of student scholarships for education. Ms. Nahsonhoya seconded the motion. Mr. Peaches asked if legal issues have been addressed and resolved. Mr. Jeffers and Mr. Hatch confirmed. Ms. Handorf requested a NPC Foundation report be provided regularly as the monthly DGB agenda reflects. ***The vote was unanimous in the affirmative.***

***7.C. – Adjustment to Fiscal Year 2010-11 Adopted Budget (Action)- Vice President Hatch***

Mr. Hatch stated the Annual Budgeted Expenditure Limitation Report (ABELR) for fiscal year ending 2011 incorporates adjustments to reconcile the budgeted expenditures with the actual expenditures. The 2011 ABELR is under final review by the Office of the Auditor General; audited report will be provided at the regular May District Governing Board meeting. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

***7.D. –Primary Property Tax Levy (First Read)- Vice President Hatch***

Mr. Hatch presented a first read of Primary Property Tax Levy in conjunction with requested approval of preliminary capital budget 2012-13 as indicated on budget calendar. Mr. Hatch stated the preliminary budget includes a two percent (2%) increase in the primary property tax levy for FY 2012-13; this is the maximum levy. Mr. Hatch reports the Levy Limit figure is \$13,167,562. This is an increase of \$456,802 over current levy. Mr. Hatch stated a Truth in Taxation Hearing along with publication notices on specific dates will be required if this amount is approved in preliminary budget. Mr. Hatch recommends continuing to levy at the maximum level to demonstrate a local willingness to support operation of the District given the heavy reliance on State Equalization funding. Mr. Hatch noted a recent visit with a representative from the Governors office reconfirmed it is favorable from their perspective for the District to levy at the maximum level to demonstrate local support of College operations, which directly impacts the District's equalization funding from the state. Mr. Hatch reported multiple graphs and worksheets attached represent the result of reduced net assessed valuation.

***7.E. –2012-13 Wage and Salary Recommendation (Action)- Vice President Hatch***

Mr. Hatch referenced first read and staff recommendation during April District Governing Board meeting in regard to 2012-13 wage and salary increase of three percent (3%) at all employee levels; which is the amount included in 2012-13 preliminary capital budget request. Mr. Hatch stated today the faculty association presented a wage and salary increase with a step and three percent (3%) which is equal to a total of six percent (6%) increase because there is a three percent (3%) differential between steps. Mr. Hatch reported \$200,000 is included in current preliminary budget request to address salary schedule compression. Mr. Hatch stated the faculty proposal of a six percent (6%) increase is not included in 2012-13 preliminary budget request. Mr. Hatch stated if board approves faculty proposal, staff recommends the adjusted increase be extended to all college employees. Mr. Hatch reported the additional funds will reduce the contingency budget line in the amount of \$133,000 per each percentage increase; at a six percent (6%) increase approximately \$400,000 additional funds are needed. Mr. Hatch reviewed health plan changes. Mr. Jeffers asked staff to confirm faculty wage comparison data. Mr. Hatch reported the staff wage comparison data is contrary to the faculty wage comparison data; in fact competitive wage comparison data is an integral component of budget development. Mr. Jeffers asked staff if compensation discussion through shared governance was effective. Mr. Hatch responded the compensation discussion process has room for improvement. Mr. Jeffers stated he is in favor of an additional increase between one and four percent (4%). Ms. Handorf moved to approve the wage and salary increase college wide at a step plus three percent (3%) for a total of a six percent (6%) increase. Mr. Hatch noted the three wage and salary schedules with title *Faculty Proposal* reflect Ms. Handorf's motion; not the salary schedules included in current preliminary budget request. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

***7.F. –Request to Approve the 2012-2013 Preliminary Budget (Action)- Vice President Hatch***

Mr. Hatch reviewed the first read details of budget discussions and executive budget hearings conducted to reach the presented 2012-13 Preliminary Budget. Mr. Hatch reported the expenditure assumptions are linked to the NPC Strategic Plan. Mr. Hatch reported continued concern in respect to equalization formula funding changes. Mr. Hatch stated changes in based on today's action of the board to increase wages at a six percent 6%; the additional 3% will reduce the contingency line by approximately \$400,000. Mr. Hatch reported statutory expenditure limit is not expected to limit expenditures. Mr. Hatch reviewed the approved budget calendar and official budget forms which will be posted on NPC website and published. Mr. Hatch reported the 33% total budget increase is primarily related to moving forward with capital projects. Mr. Jeffers asked staff to confirm that each capital project will be presented for individual review and approval. Mr. Hatch confirmed. Mr. Hatch addressed the current general fund expenditures budget details. Mr. Hatch reviewed six new positions added to the general fund budget. Mr. Hatch stated the recommendation of staff is for approval of preliminary budget as presented with the changes made today of additional 3% increase to wages. *Please see agenda item 7.E.* with an unchanged bottom line. Ms. Nahsonhoya moved to approve the request as presented. Ms. Handorf seconded the motion. ***The vote was unanimous in the affirmative.***

***7.G. – Request to Approve the 2012-2015 Preliminary Capital Budget (Action)- Vice President Hatch***

Mr. Hatch reviewed summary of three-year plan which matches approved 2012-13 preliminary capital budget. Mr. Hatch noted funding has been identified as a combination of current fund balances with a designation for the Board reserving the fund balances for future purposes and from ongoing general fund operating revenues. Mr. Hatch reiterated staff does not anticipate the return of state capital aid to fund future capital needs. Ms. Handorf moved to approve the request as presented. Mr. Peaches seconded the motion. ***The vote was unanimous in the affirmative.***

***7.H. –NPC Outstanding Alumnus Fall 2011 Jonathan Nez (Information)- Ann Hess***

Ms. Hess recognized Navajo County District 1 Supervisor, Jonathan Nez as the NPC Outstanding Alumnus for Fall 2011. Ms. Hess stated his nominator as NPC Kayenta Center Adviser, Myrtle Dayzie-Grey. Ms. Dayzie-Grey said "Supervisor Nez is a true civil servant for his people in both Navajo County and Navajo Nation". Mr. Nez accepted his award and stated he is grateful to serve. Mr. Nez noted this awards belongs to his NPC mentors Ms. Dayzie-Grey and Ms. Benally; who both strongly encouraged him and who help many Navajo students achieve their educational goals when life sometimes seems unbearable. Mr. Peaches recognized Supervisor Nez for his outstanding service; even with an increased service area.

***7.I. –Small Business Development Center (SBDC) (Information)- Tracy Mancuso***

Ms. Mancuso recognized Susan and Dave Mann as the owners, K-Bar RV Resort 2012 SBDC Success Awards winners. Ms. Mancuso highlighted several reasons why the Mann's were selected as the winners including: common sense management, community beautification and area relocation prospecting. Mr. Mann extended gratitude to AZSBDC network; especially Ms. Mancuso for her guiding role in securing favorable long-term financing for K-Bar RV resort. Mr. Mann noted the gateway opportunity to experience the White Mountains via affordable K-Bar RV resort vacationing; many eventually buy a house.

**Agenda Item 8: Standing Business**

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

Mr. Bishop reported eight members of NPC attended the 2012 HLC Annual Conference in Chicago recently. The new approved criteria model for accreditation, Open Pathways, was shared and will be effective January 2013. Mr. Bishop stated new Priority One team has met; their critical focus is to monitor and measure progress of student success and completion.

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

Mr. Wattron reports two position were filled and there are eight positions open. March Employee of the month: Ryan Rademacher, Faculty in English on the Silver Creek Campus.

**Agenda Item 9: Quarterly Reports –**



**9.A. Institutional Effectiveness Report- Director Wasson**

Dr. Wasson reported based on the selection committee results that Qualtrics has been selected to serve as the new survey software for the college. Dr. Wasson stated with significant assistance from the Dean of Students and staff National Student Clearinghouse data will be provided at zero cost to assist with reporting measures to Carl Perkins Grant and Gainful Employment program. Dr. Wasson reported a change request for HLC will be drafted to comply with a distance learning program accreditation review. Dr. Wasson stated Course Evaluation Content Committee will convert selected course evaluation instruments to an online administration medium as a pilot effort in Fall 2012. The summer goals of Institutional Effectiveness include economic impact measures and retention models.

**9.B. Arizona REAL Corridor Report- Mr. Parsons, Eric Duthie**

Mr. Duthie reported in absence of Mr. Parsons. Mr. Duthie reported AZ REAL (Resource, Energy, Access, Lifestyle) Corridor is tiered membership facilitator in job creation for Navajo County and Apache County. Mr. Duthie stated there are voting members in all tiers consisting of public and private entities. Mr. Duthie stated that Mr. Parsons is the voting member who represents Northland Pioneer College.

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

Ms. Handorf reported the White Mountain Belles performed March 9 and March 10; the attendance was good.

**Agenda Item 11: Announcement of Next Regular Meeting:** Tuesday, May 15, 2012.

**Agenda Item 12: Adjournment**

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

Respectfully submitted,

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Kristin Thomas  
Recording Secretary to the Board

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Bill Jeffers  
Chairman

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Ginny Handorf  
Board Secretary



## ***Faculty Salary Increase Resolution***

Presented by the Faculty Senate President

Passed February 17<sup>th</sup>, 2012 (Modified April 10<sup>th</sup>, 2012)

### WHEREAS:

The Faculty Senate of Northland Pioneer College recognizes the following historic pattern regarding faculty salaries:

1. The salaries of Northland Pioneer College have not kept pace with the rate of inflation for the past five years. (During the academic years, 2007-2011, the total inflation rate was approximately 11.3 percent.)
2. Faculty salaries have not received step increases for the last three years. (Steps should have been given according to the current salary schedule for the academic years of 2009-2010, 2010-2011, and 2011-2012.)
3. The faculty of Northland Pioneer College has gone without pay raises in two of the past three years. (Faculty received no salary increase for the 2009-2010 and 2010-2011 academic years and the academic year of 2010-2011 was a pay reduction of 2 percent.)
4. Average salaries for Northland Pioneer College faculty is 28 percent lower than the Arizona average faculty compensation.
5. The cost of living, ~~including rising Arizona State Retirement (A.S.R.S.)~~ and medical insurance premiums, is increasing at the same time salaries are stagnant, thus, faculty experience an erosion in their salaries. (The inflation rate for 2011 consisted of a 3.4 percent increase, ~~a 0.42 percent A.S.R.S. increase for the 2012-2013 academic year~~ and an increase of 7-8 percent for insurance premiums for the 2012-2013 academic year.)
6. The Northland Pioneer College District Governing Board in the year 2011 committed itself to raising the salaries of faculty and staff based on projected revenues for the 2011-2012 academic year. (A 4 percent pay raise for the 2011-2012 academic year resulted in an overall 1.8 percent deficit which was based on the 2 percent pay cut of 2010-2011 and the inflation rate for 2011.)

### THEREFORE:

The Faculty Senate of Northland Pioneer College:

1. Endorses the Faculty Salary Compensation Committee's proposal for a raise consisting of ~~2~~ 1 steps and ~~6~~ 3 percent added to the base for college faculty for the 2012-2013 academic year.
2. ~~Endorses the Faculty Salary Compensation Committee's proposal to combine both sick days and personal days as personal leave time.~~
3. Urges the Administration of Northland Pioneer College to endorse and to vigorously support the principle of consistent and equitable annual salary increases for all college employees.
4. Urges The District Governing Board of Northland Pioneer College to provide leadership to assure consistent, equitable and fair annual salary increases for all college employees, including the commitment to raise college faculty salaries.

## INTERGOVERNMENTAL AGREEMENT REGARDING NORTHEASTERN ARIZONA LAW ENFORCEMENT TRAINING ACADEMY (NALETA)

This Intergovernmental Agreement ("Agreement") is made pursuant to Arizona Revised Statutes ("A.R.S.") § 11-952 among Navajo County Community College District ("District"); and the City of Show Low Police Department.

1. **Purpose.** The purpose of this Agreement is to provide Northeastern Arizona with a Police Academy hereby called NALETA ("Northeastern Arizona Law Enforcement Training Academy") that can provide certified AZPOST (Arizona Peace Officer Standards and Training) training to students who meet AZPOST qualifications and are sponsored by a Law Enforcement agency.
2. **Duties and Responsibilities of District.** District shall operate and administer NALETA. District's operational and administrative responsibilities shall include, but not be limited to, (a) developing and providing the AZPOST curriculum to be used at NALETA; (b) scheduling courses at the NALETA, registering students at NALETA and administering transcripts for students at NALETA; (c) assisting instructors at NALETA; and (d) obtaining adequate insurance to cover liabilities that might result from damage to persons or property arising out of the operation of NALETA.
3. **Duties and Responsibilities of Cities, Towns and Counties.** Law Enforcement agencies participating in NALETA shall provide qualified instructors for all classes given at NALETA. Any compensation to instructors shall be the responsibility of the city, town or county that employs the instructor, and the other parties to this Agreement shall have no responsibility to provide such compensation. District shall have no responsibility to conduct classes for which the participating cities and towns do not provide qualified instructors with all necessary certification.
4. **Manner of Financing the Agreement.** Except as otherwise specified in this Agreement, each party shall be responsible for whatever costs that party incurs in connection with this Agreement. The District shall charge the Student enrolled in NALETA a nonrefundable program fee of one hundred dollars (\$100.00) per semester and \$35 media fee for a total cost of two hundred dollars (\$270) to cover the cost of two semesters at NALETA. If a student requires additional semesters to complete this program, both fees will be charged each semester of enrollment. Any fees that are charged shall belong to District. Any reimbursement received from AZPOST for the successful completion of NALETA shall belong to the District
5. **Enrollment of Students.** The participating cities, towns and counties shall be entitled to enroll employees in NALETA to the extent that the employees are qualified for enrollment as set forth by AZPOST Rules and Procedures Manual as set under the State of Arizona Rules of Authority ARS 41-1821 through 41-1828.01 and Arizona Administrative Code, Title 13-4-101 through 13-4-118 and that NALETA has the capacity to train those employees. District shall not be required to accept any employee for enrollment unless the city, town or county responsible for that employee has conducted a sufficient background check on the employee at its own expense as set forth by AZPOST regulations.



6. **Term and termination.** This Agreement shall expire on July 31, 2015. Any party may terminate the Agreement as of the end of any fiscal year by providing at least thirty (30) days' prior written notice of its intention to do so to the other parties. Such early termination shall be effective only at the end of the fiscal year in which such notice is given. Upon termination of this Agreement, each party shall retain its own property.

7. **Scrutinized business operations.** As required by A.R.S. §§ 35-391.06 and 35-393.06, each party certifies that it does not have a scrutinized business operation in either Sudan or Iran.

8. **Immigration compliance.** As required by A.R.S. § 41-4401, each party certifies that it and all of its subcontractors, if any, are in compliance with federal immigration laws and regulations that relate to their employees and with A.R.S. § 23-214(A). A breach of this warranty shall be deemed a material breach of this Agreement and shall be subject to penalties up to and including termination of this Agreement. Each party shall have the right to inspect the papers of the other party and of any subcontractors to ensure that this warranty is being complied with.

9. **Conflicts of interest.** As required by A.R.S. § 38-511, each party gives notice as follows that it may, within three years after its execution, cancel this Agreement, without penalty or further obligation, if any person significantly involved in initiating, negotiating, securing, drafting or creating the Agreement on behalf of the party is, at any time while the Agreement or any extension of the Agreement is in effect, an employee or agent of any other party to the Agreement in any capacity or a consultant to any other party of the Agreement with respect to the subject matter of the Agreement.

10. **Entire Agreement; Amendments.** This Agreement represents the entire Agreement of the Parties with respect to its subject matter. This Agreement shall not be changed, modified, or rescinded, except through a writing signed by all parties.

11. **Governing Law, Forum.** This Agreement will be governed by the laws of the State of Arizona, both as to interpretation and performance. Any judicial proceeding for the enforcement of this Agreement or any provision thereof shall be instituted only the courts of Navajo County, State of Arizona.

NAVAJO COUNTY COMMUNITY  
COLLEGE DISTRICT

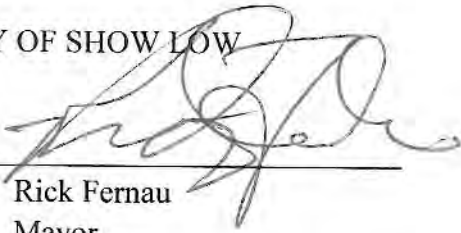
By:

Print Name:

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

CITY OF SHOW LOW

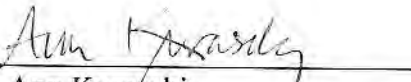
By



\_\_\_\_\_  
Rick Fernau  
Mayor

ATTEST:

By



\_\_\_\_\_  
Ann Kurasaki  
City Clerk

## ATTORNEY CERTIFICATION

The undersigned certify that they have reviewed the foregoing Agreement and that said Agreement is in proper form and is within the powers and authority granted to the public body represented by the respective attorneys.



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Donald M. Peters  
Attorney for Navajo County  
Community College District



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F. Morgan Brown  
Attorney for City of Show Low

# Request for Direction White Mountain Apache Tribe Miner Flat Dam Project

## **Recommendation:**

The staff requests direction from the District Governing Board in the matter of the request from the White Mountain Apache Tribe (WMAT) to partner in order to develop, establish and/or enhance NPC programs in order to train Tribal members in preparation for the construction of the Miner Flat Dam Project.

## **Summary:**

Beginning in October, 2011 and ending mid-December, the executive staff of the college was frequently requested to participate in planning new programs and facilities for the Miner Flat Dam Project on the WMAT Reservation. The requests for meetings came from two distinctly different and obviously competing entities of the WMAT. The staff was unable to identify which WMAT entity had the authority to request these meetings, though we attended some held by each entity. In December, 2011, it became clear to the staff that the WMAT project was the center of competing agendas and power struggles. At that point, no further contact with WMAT took place.

On April 28, 2012, the president of the college received a request from Chairman Lupe of WMAT to reopen these discussions. The staff can only assume that the political competition to control the dam project and the monies associated with it has been resolved.

In the previous meetings, the WMAT representatives indicated very little monetary investment in training and certification of Tribal members but extremely high demands of the college, including the possible addition of a skill center located in Whiteriver.

The staff seeks direction in future meetings with the WMAT representatives.



**Northland Pioneer College**

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

## Substantive Change Application

### Distance Delivery

## Background Information on Distance Delivery<sup>1</sup>

Higher Learning Commission (HLC) policies outline when institutions need to notify the Commission about distance-delivered instruction and when they need to seek approval. (See policy 3.2(a) and the information below.)

This document defines the characteristics of distance delivery, specifies when institutions must notify the Commission or seek approval for distance delivery, and provides the form for seeking approval.

### Commission Definitions for Distance-Delivered Courses and Programs

The Higher Learning Commission uses the following definitions for the purpose of applying its policy on distance delivery to its accredited and candidate institutions:

- Distance-delivered **courses** are those in which all or the vast majority (typically 75% or more) of the instruction and interaction occurs via electronic communication, correspondence, or equivalent mechanisms, with the faculty and students physically separated from each other.
- Distance-delivered **programs** are those certificate or degree programs in which 50% or more of the required courses may be taken as distance-delivered **courses**.

### Reporting and Seeking Approval for Distance-Delivered Offerings

The chart below identifies the Percentage Brackets for determining the scope of distance delivery by an institution. The Commission determines the appropriate Percentage Bracket for each institution. Such determination is based on information provided by the institution in its Annual Institutional Data Update to the Commission or when it seeks and receives approval of a proposed change.

Percentage Bracket	Percentage of Distance-Delivered Offerings (calculations are based on degree programs, not certificates)
3	Up to 100% of total degree programs
2	Up to 20% of total degree programs
1	Initiation of distance-delivered offerings up to 5% of total degree programs
0	No degree programs or more than four certificate programs (Commission policy does permit the institution to offer up to four certificate programs as well as a limited number of courses leading to degree programs through distance education or correspondence education without seeking prior approval.)

Higher Learning Commission policy requires an institution to seek the Commission’s prior approval if the institution plans to **initiate** or **expand** its distance-delivered offerings as described below. When initiation or expansion is anticipated, an institution must submit a substantive change request using the forms contained in this document.



**Initiation** occurs and a review is required when the institution:

- plans to initiate its first distance education degree program, even when it has been approved to offer distance education certificates or correspondence education degree programs or certificates;
- plans to initiate its first correspondence education degree program, even when it has been approved to offer correspondence education certificates or distance education degree programs or certificates;
- has initiated four distance education certificates and plans to initiate a fifth, unless the institution has already been reviewed and approved to offer one or more distance education degree programs; or
- has initiated four correspondence education certificates and plans to initiate a fifth, unless the institution has already been reviewed and approved to offer one or more correspondence education degree programs.

**Expansion** occurs and a review is required when the institution:

- plans to increase its current activity in distance education degree programs or its current activity in correspondence education degree programs to a higher Percentage Bracket.

In addition, the Commission may require a substantive change evaluation if the institution:

- has never had a focused review of distance or correspondence degree or certificate programs and is offering one or more programs or five or more certificates; or
- has a significant annual increase in enrollment.

In addition to reviewing distance-delivered courses and programs through its substantive change processes, the Commission evaluates delivery whenever it comprehensively reviews an institution. In these comprehensive reviews, the Commission examines the institution's capacity to provide education to its students and the quality of its performance in doing so, whether via distance delivery or traditional face-to-face modes. Comprehensive reviews examine curriculum, staffing, support services, access to appropriate laboratory and library resources, and all other facets of quality higher education.

## Questions

For general questions on approval of distance-delivered programs, send an e-mail to [changerequests@hlcommission.org](mailto:changerequests@hlcommission.org) or call 800-621-7440 x137. For institution-specific questions, contact the Commission staff liaison assigned to the institution by calling 800-621-7440 and asking to be transferred to the liaison.

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<sup>1</sup> Wherever distance delivery is mentioned throughout this document it means distance or correspondence delivery. The following are the Federal definitions (2009) of distance and correspondence education:

Correspondence education means:

- (1) Education provided through one or more courses by an institution under which the institution provides instructional materials, by mail or electronic transmission, including examinations on the materials, to students who are separated from the instructor.
- (2) Interaction between the instructor and the student is limited, is not regular and substantive, and is primarily initiated by the student.
- (3) Correspondence courses are typically self-paced.
- (4) Correspondence education is not distance education.

Distance Education means education that uses one or more of the technologies listed in paragraphs (1) through (4) to deliver instruction to students who are separated from the instructor and to support regular and substantive interaction between the students and the instructor, either synchronously or asynchronously. The technologies may include:

- (1) The internet;
- (2) One-way and two-way transmissions through open broadcast, closed circuit, cable, microwave, broadband lines,

- fiber optics, satellite, or wireless communications devices;
- (3) Audio conferencing; or
  - (4) Video cassettes, DVDs, and CD-ROMs, if the cassettes, DVDs, or CD-ROMs are used in a course in conjunction with any of the technologies listed in paragraphs (1) through (3).

**Substantive Change Application, Part 1: General Questions**  
**Distance Delivery**

*Note: Wherever distance delivery is mentioned it means distance or correspondence delivery.*

**Institution:** Northland Pioneer College      **City, State:** Holbrook AZ

**Name of person completing this application:** Leslie Wasson      **Date Submitted:** 4/30/2012

**Title:** Director of Institutional Effectiveness      **Phone:** 928-532-6148      **Email:** [leslie.wasson@npc.edu](mailto:leslie.wasson@npc.edu)

The questions are designed to elicit brief, succinct, detailed information, rather than a narrative or references to extensive supporting documents. Do not attach other documents unless they are specifically requested in the questions.

The total submission should be no more than 10-12 pages on a single classification of change. The submission should be no more than 20 pages total on an application addressing multiple change requests.

Submit the completed application as a single electronic document (in Adobe PDF format) emailed to [changerequests@hlcommission.org](mailto:changerequests@hlcommission.org).

**Requested Change(s).** *Concisely describe the change for which the institution seeks approval.*

Please Note: If submitting a change request for a new program *and* distance offerings or a new program *and* location, the institution should submit the New Program Application. Otherwise an institution submitting more than one change request should complete multiple applications, one for each type of change.

*NPC has been asked to submit a change request for existing distance learning programs because, although these programs have been successfully evaluated for accreditation on multiple occasions, we have never submitted a change request in the past. New HLC regulations require that we do so at this time.*

**Classification of Change Request.** Check all boxes that apply to the change.

*Note: not every institutional change requires prior review and approval. Review the [“Overview of Commission Policies and Procedures for Institutional Changes Requiring Commission Notification or Approval”](#) to make certain that current HLC policy requires the institution to seek approval.*

**Change in mission or student body:**

- change in mission
- change in student body
- change in HLC requirements

**New academic program(s) requiring HLC approval:**

- certificate       bachelor's
- diploma       master's/specialist
- associate's       doctorate

<p><b>New additional locations:</b></p> <p><input type="checkbox"/> in home state</p> <p><input type="checkbox"/> in other state(s) or in other country(ies)</p> <p><b>New branch campus:</b></p> <p><input type="checkbox"/> new or additional campus(es)</p>	<p><b>Distance Delivery:</b></p> <p><input type="checkbox"/> Initiation of distance education</p> <p><input type="checkbox"/> Expansion of distance education</p> <p><input type="checkbox"/> Initiation of correspondence education</p> <p><input type="checkbox"/> Expansion of correspondence education</p>
<p><b>Consortial or contractual arrangement:</b></p> <p><input type="checkbox"/> Consortial arrangement</p> <p><input type="checkbox"/> Contractual arrangement</p> <p><input type="checkbox"/> The institution has completed the Screening Form for Contractual Arrangements and has been advised that approval is required. (If not, see the Substantive Change Screening Form for Contractual Arrangements)</p>	<p><b>Other:</b></p> <p><input type="checkbox"/> Substantially changing the clock or credit hours required for a program</p> <hr/> <p><input checked="" type="checkbox"/> New HLC requirements</p>

**Institutional Context for Substantive Change Review.** *In 1-2 paragraphs, describe the key dynamics — institutional mission and internal or external forces — that stimulated and shaped the change.*

NPC serves a two-county area of Northeastern Arizona the size of the state of West Virginia, with 4 campuses, 5 educational locations, and multiple recently approved new instructional sites for which we have applied for approval of PELL funding. We are highly dependent on technologies of distance delivery to make higher education accessible to our far-flung students in commitment to our mission.

**Special conditions.** *Underline YES or NO attesting to whether any of the conditions identified below fit the institution. If YES, explain the situation in the box provided.*

<p>Is the institution, in its relations with other regional, specialized, or national accrediting agencies, currently under or recommended for a negative status or action (e.g., withdrawal, probation, sanction, warning, show-cause, etc.)?</p>	<p>YES</p> <p><u>NO</u></p>	
<p>Is the institution now undergoing or facing substantial monitoring, special review, or financial restrictions from the U.S. Dept. of Education or other federal or state government agencies?</p>	<p>YES</p> <p><u>NO</u></p>	
<p>Has the institution's senior leadership or board membership experienced substantial resignations or removals in the past year?</p>	<p>YES</p> <p><u>NO</u></p>	

Is the institution experiencing financial difficulty through such conditions as a currently declared state of exigency, a deficit of 10% or more, a default or failure to make payroll during the past year, or consecutive deficits in the two most recent years?	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	
Is the institution experiencing other pressures that might affect its ability to carry out the proposal (e.g., a collective bargaining dispute or a significant lawsuit)?	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	

**Approvals.** Check the approvals that are required prior to implementing the proposed change and include documentation of the approvals to the request.

- Internal (faculty, board) approvals
  - System approvals (for an institution that is part of a system)
  - State approval(s) for requests other than for Distance Delivery
  - For Distance Delivery only: process in place to ascertain and secure state approval(s) as required
  - Foreign country(ies) approvals (for an overseas program or site)
  - No approval required
- 

**Specialized Accreditation – N / A**

Complete this section only if specialized accreditation is required for licensure or practice in program(s) covered by this change application.

- The institution has already obtained the appropriate specialized accreditation. Attach a copy of the letter from the agency granting accreditation.
  - The institution has begun the process of seeking or plans to seek specialized accreditation. Specify the name of the agency and the timeline for completing the process. (If approval is a multi-stage process, the institution should contact the HLC staff liaison to discuss the timeline before submitting this change application form.)
  - The institution does not plan to seek specialized accreditation. Provide a rationale for not seeking this accreditation.
- 

**Changes Requiring Visits – N / A**

Complete this section only if the institution is already aware that the proposed change will need to be reviewed through a visit. (If the institution is unsure whether a visit is required, the Commission will advise the institution based on the information provided in the change application.)

- Request to schedule a Change Visit.  
If a Change Visit has already been planned in consultation with Commission staff, specify the date set for the visit: \_\_\_\_\_
  - Request to add a proposed change to an already scheduled visit. Specify type of visit and date scheduled: \_\_\_\_\_
-

Whether the change will be reviewed through a separate Change Visit or embedded in an already scheduled visit, the following schedule will apply.

1. The institution files Part 1 of this change form at least 4 months before the visit. If the visit has not already been scheduled, this filing will initiate the process of scheduling the visit.
2. The institution files Part 2 of this change form at least 2 months before the scheduled visit. If the change will be embedded in an already scheduled visit, the form should be filed as an attachment to the report prepared for that visit.

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*Please note: The Commission plans to update the change forms annually, on or about September 1 of each year. However, if a Change Application form was accessed more than 90 days prior to filing, it is recommended that the institution visit <http://www.ncahlc.org/change> to ensure that there have been no changes in the application form in the intervening time.*

Substantive Change Application, Part 2: Topic-Specific Questions  
**Distance Delivery**

**Submitting a Substantive Change Request**

Attach the “Substantive Change Application–General Questions” as page one of this application. That completed form and the answers to the questions below will constitute the request for approval of a substantive change. It will be provided to future HLC review processes.

Name of Institution: [Northland Pioneer College](#)

**Part 1. Characteristics of the Change Requested**

1. Briefly describe the planned initiation or expansion of distance delivery the institution is requesting permission to operate.

[NPC has been offering distance learning opportunities across its service area for approximately twenty years. We were recently informed that we would be grandfathered in to the revised standards and not have to submit a change request; however, it appears we have never previously filed one for distance programs. This request is intended to fulfill the new requirements and close the gap in our archival documents with the Commission.](#)

2. Include a list of all proposed certificate and degree programs planned in the initiation or expansion of distance delivery. For each degree program or certificate:
  - a. Indicate the Classification of Instructional Programs [CIP codes, program name, and additional description (optional)]. CIP codes are established by the U.S. Department of Education’s National Center for Education Statistics. More information is available at <http://nces.ed.gov/ipeds/cipcode/>.
  - b. Specify the program level.
  - c. Specify if it is **distance education** or **correspondence education**.
  - d. Specify all modalities of delivery.
 

<input type="checkbox"/> _X_ Audio conferencing <input type="checkbox"/> __ Broadband lines <input type="checkbox"/> __ cable <input checked="" type="checkbox"/> _X_ closed circuit (ITV) <input type="checkbox"/> __ correspondence <input type="checkbox"/> __ fiber optics	<input checked="" type="checkbox"/> _X_ internet <input checked="" type="checkbox"/> _X_ microwave <input type="checkbox"/> __ open broadcast <input type="checkbox"/> __ satellite <input type="checkbox"/> __ videocassettes, dvds, and cd-roms <input type="checkbox"/> __ wireless communication devices
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  - e. Identify date the offerings ~~will be~~ [have been](#) launched (MM/DD/YYYY).

CIP Code	Program Name	Level	Distance (D) or Correspondence (C)	Modalities of Delivery	Launch Date
430107	Administration of Criminal	Associates	(D)	Closed circuit video	1/11/1999

Substantive Change Application: Distance Delivery

	Justice (ACJ)				
220301, 510705, 510708, 510801, 520204, 520401, 520405, 520407, 520408	Administrative Information Services (AIS)	Associates	(D) [merging into BUS in Fall 2012]	Internet	6/14/2002
240102	Anthropology (ANT)	Associates	(D)	Closed circuit video	8/24/1998
240102	Art (ART)	Associates	(D)	Closed circuit video, audio	6/14/2002
240102	Biology (BIO)	Associates	(D)	Internet, Hybrid, Closed circuit video, audio	12/12/2003
520201	Business (BUS)	Associates	(D)	Internet, Closed circuit video	6/14/2002
240102	Chemistry (CHM)	Associates	(D)	Closed circuit video	8/24/1998
110101, 110301, 110801, 110803, 110901	Computer Information Systems (CIS)	Associates	(D)	Internet, audio	6/14/2002
190709, 131210	Early Childhood Development (ECD)	Associates	(D)	Internet, Closed circuit video, audio	8/24/1998
240102	Education (EDU)	Associates	(D)	Internet, Closed circuit video, audio	9/13/2002
240102	English (ENL)	Associates	(D)	Internet, Closed circuit video, audio	11/14/2003
430203	Fire Science (FRS)	Associates	(D)	Internet	9/9/2005
240102	Geography (GEO)	Associates	(D)	Internet, audio	10/10/2003
240102	Geology (GLG)	Associates	(D)	Closed circuit video, audio	8/23/1999
510705, 510708, 510801, 510904, 513801	Health Science (HES)	Associates	(D)	Closed circuit video	4/8/2005
240102	History (HIS)	Associates	(D)	Closed circuit video, audio	9/13/2002
240102	Honors (HON)	Associates	(D)	Closed circuit video	8/24/1998
240102	Humanities (HUM)	Associates	(D)	Internet, Closed circuit video	11/14/2003
240102	Human Services (HUS)	Associates	(D) [inactive program]	Closed circuit video, audio	1/10/2005
150404,	Industrial	Associates	(D)	Internet	8/26/2002

Substantive Change Application: Distance Delivery

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150499, 150506, 150612, 470303	Maintenance & Operations (ITP/IMO)				
240102	Language (LAN)	Associates	(D)	Internet	6/14/2002
250101	Library Media Technology/ Library Services (LIB)	Associates	(D) [inactive program]	Internet	4/4/2003
240102	Math (MAT)	Associates	(D)	Internet, Closed circuit video, audio	6/14/2002
240102	Music (MUS)	Associates	(D)	Closed circuit video	1/14/2005
240102	Nursing Assistant (NAT)	Associates	(D)	Closed circuit video	8/23/1999
	Nursing (NUR)	RN/LPN	(D)	Internet	10/10/03
240102	Philosophy (PHL)	Associates	(D)	Closed circuit video, audio	8/24/1998
240102	Political Science (POS)	Associates	(D)	Internet, Closed circuit video, audio	11/14/2003
240102	Psychology (PSY)	Associates	(D)	Internet, Closed circuit video, audio	6/14/2002
520703	Small Business Management (SBM)	Associates	(D) [inactive program]	Internet	8/24/1998
240102	Sociology (SOC)	Associates	(D)	Closed circuit video, audio	8/24/1998
240102	Spanish (SPA)	Associates	(D)	Closed circuit video	8/24/1998
240102	Speech, Theater & Film (SPT)	Associates	(D)	Internet, Closed circuit video	6/14/2002
320101	The Learning Center (TLC)	Associates	(D)	Internet, audio	6/12/2011

3. What organizational structures are in place to ensure effective oversight, implementation, and management of the institution's distance-delivered offerings?

We have had the opportunity to implement our distance education offerings slowly and deliberately, and they go through the same processes of approval for content and delivery as face-to-face classes. The college has distance education guidelines posted for the development and quality control process. All new courses require IC approval. All modality changes require IC approval. All modality changes to online format and all new online courses require both LTC review using the Quality Matters rubric and IC review. The Learning Technologies Committee, the IS Helpdesk and the Faculty in Educational Technology are all resources for the instructors and the college to assure consistency of quality for distance media classes.

In addition to traditional classrooms, NPC has been adding video, audio, and model technology classroom facilities as funds allow. All campuses have these; the additional educational locations are on the development horizon for the coming 1-2 years.

4. Does the institution have a separately identified organizational unit for providing or marketing the distance-delivered offerings? ( ) Yes ( X ) No

If yes, please explain how this separate unit coordinates with other academic and administrative units across the institution to ensure the consistency and quality of offerings.



N / A

5. If the institution is planning any involvement by external organizations (other than accredited higher education institutions) in key operations as identified below, provide the information requested for each planned involvement. (Note that such involvement by a parent company or by one of its subsidiaries external to the institution in any of these operations should be reported.)

Type of involvement	Name(s) of external organization(s)	% of Involvement
A. Recruitment and admission of students	N / A	
B. Course placement and advising of students	N / A	
C. Design and oversight of curriculum	N / A	
D. Direct instruction and oversight	N / A	
E. Other Support for delivery of instruction	N / A	

6. If the institution is planning any involvement with other accredited higher education institutions in key operations identified above, provide the name(s) of the other institutions and the nature of the involvement.

N / A

7. Operational Data (estimated)

Operational Data	Last year - 2010 (actual tallies)	This year - 2011 (estimate)	Next year - 2012 (projected)
A. Total number of academic programs (i.e., counting different majors at all levels). Do not include certificates.	47	42	44
B. Total number of programs in item A above available via distance delivery (i.e., 50% or more of courses available as distance-delivered courses)	38	36	36
C. Percentage of programs available via distance delivery (100 x B/A)	80.85%	85.71%	81.82%

\* NPC does not schedule delivery media by program, but rather by student demand at specific locations for particular classes which need wide availability.

## **Part 2. Institution's History with Distance-Delivered Offerings**

8. Briefly describe the institution's experience with distance-delivered offerings.

NPC was an early adopter (< 1998) of distance learning technologies because of their clear fit with our mission and our geographic challenges. Since there was broad agreement of the importance of alternative delivery modalities to serving our mission in our far-flung communities, distance learning classes are subject to the same standards of content quality as any NPC classes, with the additional evaluation of their delivery effectiveness in their specific media.

9. If the Higher Learning Commission approves the institution's initiation or expansion of distance delivery, what future growth does the institution anticipate (e.g., in the next six months, three years, 10-20 years)?

Over the next six months we plan to use our Title III funds and our existing strategic initiatives to establish more technology, system redundancy, increased bandwidth and course hybridization as recommended by the faculty and voted by the Instructional Council. Over the coming three years, we anticipate increased coursework on online conferencing software, and possibly serving our course selections in our various modalities on demand. Additional capacity may be added depending on the availability of resources. In our shifting technological society, it is difficult for us to predict what technologies will make higher education more affordable and accessible to our student populations. We will continue to seek out the optimization of access and quality.

In the short term, we expect about 25% course availability in distance delivery. In the middle term we may approach 50% availability. Over the longer term, and depending on technological innovations, we may evaluate the market for distance learning to merit greater percentages of our participation in distance delivery.

10. How does the institution plan to manage this growth?

The college has a clearly defined and documented set of policy and procedures to manage change and growth in academic programs of every medium. We strive to maintain the availability of all courses needed by our student populations to reach their goals, in whatever medium will allow us to continue to offer courses meeting the minimum enrollment floor.

## **Part 3. Institutional Planning for Distance-Delivered Offerings**

11. What impact might the proposed initiation or expansion of distance-delivered offering(s) have on challenges identified as part of or subsequent to the last comprehensive visit or reaffirmation panel and how has the institution addressed the challenge(s)?

Challenges affecting distance learning delivery and content may be related to course quality, faculty training, student preparedness, or technology infrastructure. The college has addressed feedback related to the availability of electronic resources and distance learning coverage in several ways. We hired a faculty member in Educational Technology, who serves as an expert resource for development and delivery, and reviews new course delivery media proposals. We applied for, and received, a Title III grant, which we are using to build model classrooms to expand our distance capabilities. We have also added significant bandwidth and redundancy to our technology infrastructure to maintain connectivity to our remote locations for reliable course delivery.

12. How does the institution determine the need to expand or initiate a distance-delivered offering? If the institution offers a traditional program now, how does it decide whether to start offering this program via distance delivery?

We use enrollment data to drive decisions about what classes need to be expanded to additional delivery

modes. We try to offer as much as we can in face-to-face classes; however, with our far-flung populations it is not always possible to meet minimum enrollments at each location. When this happens we are likely to begin development of a class for wider offering through distance delivery.

13. How does the institution plan for changes and future expansion of the role distance delivery plays in the institution? Who is involved? How do new ideas and initiatives originate, and how are they examined and evaluated?

We use a shared governance model that relies on a set of committees at various locations, significant collaboration on projects, and documented processes for recommendations and decision making about new initiatives and program developments. While final decision authority may rest with the Board or the administration, significant review and consideration has been given to the feedback from the stakeholders before we bring agenda items to the District Governing Board for their vote.

14. How does the institution ensure that financial planning and budgeting for distance-delivered offerings are realistic? What are the institution's projected revenues and expenses?

Our strategic planning processes drive our budget developments. Both of these are widely shared throughout the organization and updated annually before the full budget is reviewed and approved by our governing board. Distance education is built in to our general delivery method and tech/institutional support. It is therefore very difficult to separate out specific expenses for it. Additionally, distance delivery is primarily noted in our term schedule, not marketed as such separately from the other classes.

15. How does the institution assure that promotion, marketing, and enrollment of its distance-delivered offerings stay in balance with its actual resources and technical capabilities?

Once the strategic plan and the budget are set and approved, the departments and programs begin their planning toward goals and objectives in full knowledge of their resources for the planning cycle. Capital investments, in particular, are planned on a three year cycle, while operating budgets are updated annually. Each unit has its own budget codes, and budget performance is included in assessments and evaluations. As noted above, marketing and schedule communications contain classes in every medium and location. This gives the most flexibility to the students to choose a location or medium that best suits their educational needs at the time. Our term schedules are available online, by phone, and are mailed in paper form throughout our service area.

16. What controls are in place to ensure that the information presented to students in advertising, brochures, and other communications will be accurate?

ACRES is the official curriculum approval and documentation system. Marketing uses the Instructional Council-approved information posted in ACRES for final incorporation. After the faculty have developed their new initiatives and forwarded them through the comprehensive review and approval processes, the final information is given to the Marketing office for incorporation and update. New updates or publications are sent back to the generating departments for review prior to deployment.

#### **Part 4. Curriculum and Instructional Design**

17. How does the institution assure good instructional design in its distance-delivered offerings? How are the institution's faculty and quality control mechanisms involved in the instructional design process?

There are clear and formal policies and procedures for the development of every class at NPC, regardless of the medium of delivery. The Instructional Council reviews all new classes and changes to curriculum. In addition, classes offered in alternative delivery media are reviewed by the Faculty in Educational Technology and appropriate division deans and department chairs to assure they meet the needs of students at remote locations in the media in which they are offered. The following web locations offer additional information about the distance learning guidelines, our online course approval software package used by the Instructional Council, and our disability access policies:

<http://eresource.npc.edu/distance/curriculum/index.html>  
<http://eresource.npc.edu/ACRES/index.html>  
<http://eresource.npc.edu/ada/index.html>

For online courses – the Learning Technology Subcommittee reviews all online courses using the nationally recognized Quality Matters Rubric (Standard 5 addresses learner interaction and engagement), making sure that the course design meets the rubric standards. Instructional Effectiveness administers student course evaluations for all NPC courses to obtain student feedback on the course delivery.

18. What processes and procedures will the institution use for technology maintenance, upgrades, back up, remote services, and for communicating changes in software, hardware or technical systems to students and faculty?

We are currently working on creating some official processes and procedures related to this issue. In general, we will use a variety of solutions such as Moodle, JICS e-Racer, Adobe Connect, Nefsis, Polycom, etc. to power our distance learning environments.

We will have scheduled maintenance windows that are announced to faculty and students, upgrades will take place during this time and we will perform upgrades on a test server and observing the change before we implement the upgrades in the production environment. Backups will be done on a routine basis with daily, weekly, and monthly backup to tape. We are working towards having redundant systems in geographically separated data centers to ensure high availability and address business continuity issues. Communications as far as changes will be addressed on TechWeb, by email, and as messages in the appropriate LMS.

19. How does the institution assure that it provides convenient, reliable, and timely services to students or faculty needing technical assistance, and how does it communicate information about these services?

Our Information Systems office maintains a dedicated helpdesk staff, who are available through a variety of media. Also, they have a TechWeb blog and send email updates for any new upgrades or outages. The following services are also available through the Instructional Division:

<http://eresource.npc.edu/distance/index.html>  
<http://eresource.npc.edu/distance/orientation/index.html>  
<http://eresource.npc.edu/distance/ICT/ict.html>

20. What is the institution's experience, if any, in collaborating with other institutions or organizations to provide distance-delivered education?

Our prior Title III grant was collaborative with Coconino Community College, and Northern Arizona University is on site at our White Mountain Campus location. We have some arrangements with Navajo and Apache counties to locate equipment and share resources for system redundancy & backup.

21. If the institution is planning partnerships or agreements with external organizations or institutions as identified in Questions 5 and 6, how will the institution ensure that students can use these services effectively?

N / A

## **Part 5. Institutional Staffing and Faculty Support**

22. How does the institution staff distance-delivered programs? How does this differ from the institution's processes for staffing traditional programs?

Our distance programs are staffed the same way as all our programs, as part of the normal teaching load

expectations in the departments.

23. What is the institution's process for selecting, training, and orienting faculty for distance delivery? What special professional development, support, or released time does the institution provide for faculty who teach distance-delivered offerings?

In addition to the regular set of faculty development activities offered by the college, online and distance faculty have a set of web resources to support their curriculum and course development efforts at: <http://eresource.npc.edu/forum/index.html>. This site is updated regularly by the Faculty in Educational Technology with tips, resources, and new information about the field and its best practices.

24. How does the institution assure copyright compliance and keep distance delivery faculty aware of institutional policies on using others' intellectual property?

In addition to curricular review and coaching at the department and dean level, NPC posts the following policy information: <http://eresource.npc.edu/distance/Copyright/copyright.html>. There are also similar statements available in class sites for the students.

## **Part 6. Student Support**

25. How does the institution assure that distance delivery students have access to necessary student and support services (e.g., institutional information, application for admission, registration, tutoring or academic support, advising, financial aid, tuition payment, career counseling and placement, library resources, complaint processes)? How does the institution provide them information about using these services, and how does it monitor and evaluate their use of these services?

NPC students have access at a distance to library and archival resources through our comprehensive library web site: <http://www.npc.edu/library>.

General Institutional Information may be found at the college's main web page, including a Frequently Asked Questions feature that provides answers to student inquiries: <http://www.npc.edu>. The student will be provided with information of student and support services from the following sites:

- Online Class FAQ: <http://www.npc.edu/FAQ-Internet-Classes>
- Online Class Registration: <http://www.npc.edu/degrees-courses/online-classes>
- Distance Learner Orientation Page: <http://eresource.npc.edu/distance/orientation/index.html>
- Library Support: <http://www.npc.edu/academics/library/services/distance-learners>
- General Student Info: <http://mynpc.npc.edu>

NPC's Distance Education Guidelines can be accessed here: [http://eresource.npc.edu/distance/assets/DE\\_Guidelines\\_final.pdf](http://eresource.npc.edu/distance/assets/DE_Guidelines_final.pdf).

We also have an Online Student Readiness Program to assist students with getting acclimated to the online learning environment (ICT): <http://eresource.npc.edu/distance/ICT/ict.html>. This new learning support design is being rolled out in pilot phase this fall and evaluated for effectiveness and improvement.

We are currently evaluating the potential need to revisit these sites and have them updated, interlinked, combined and streamlined along with the upcoming Moodle-Jenzabar integration later this year.

26. How does the institution measure and promote interactions among distance delivery students and faculty (e.g., email, online chats, discussion groups, phone or streaming audio, "office hours," cyber buddies/mentors and tutors)?

Depending on the medium of instruction, classes may employ any or all of the above methods for communicating with students about their distance learning needs and experiences. Faculty are expected to hold regular office hours and to respond in timely fashion to student inquiries.

27. How does the institution assure that the distance delivery students it enrolls and to whom it awards credit and credentials are the same ones who did the work and achieved the institution's learning goals (student authentication)?

For online students, valid user ID and password are required to log into the NPC-supported learning management system. Additional authentication methods include student online activity tracking and IP monitoring through an automated logging system.

In video and audio class, synchronous monitoring and recording of the class session are methods of assuring that the identity of students is known. In addition, face-to-face proctored exam services are available for video, audio and Internet classes and are administered through sanctioned testing centers at NPC libraries and other institutions.

Official communication with students is completed utilizing college-generated email accounts or via information provided by the student during the registration and enrollment process.

Our Code of Conduct already bans identity fraud and distance education academic misconduct, with penalties up to expulsion for violators. The Code also specifically (Article III, Section B.15.a) bans unauthorized use of another's identification and password.

28. How does the institution protect student identity and personal information?

For online students, our current learning management system Moodle has addressed FERPA: <http://docs.moodle.org/22/en/FERPA>

We have recommended instructors to require a password for their online courses and encourage students to use their NPC-issued email address. The upcoming in-house hosting of Moodle, Moodle-Jenzabar integration and Moodle 2.0 upgrade will better protect student identity and personal information while simplifying the online course registration process.

## **Part 7. Evaluation and Assessment**

29. How does the institution assess, review, and evaluate quality in distance-delivered offerings?

At the point of origin, the course designs are guided by a set of criteria for their academic content and also a set for their distance delivery. They are reviewed on both sets of criteria before they are ever offered to students. Subsequent to their implementation, they are evaluated by the Learning Technology Committee (a subcommittee of the Instructional Council) on a revolving basis, and evaluated on their academic effectiveness during the regular assessment processes. An iteration of the class that meets the evaluation criteria may also be evaluated with student course evaluation forms. The web resources for the evaluation materials are located here: <http://eresource.npc.edu/distance/evaluation/evaluation.html>.

30. How are the measures and techniques the institution uses for distance-delivered offerings equivalent to those used to assess and evaluate traditional face-to-face offerings? If there are differences, why are these differences appropriate?

Distance education course may have an additional layer of evaluation on top of the evaluation that is regularly done of all NPC classes. Here is the web site for the matrix we use to evaluate the online/internet classes, for example: <http://www.qmprogram.org/>. The Quality Matters rubric is already validated and allows comparisons with other institutions of the quality of our offerings.

31. How does the institution assess the learning of the students it educates in its distance-delivered offerings to ensure that they achieve the levels of performance that the institution expects and that its stakeholders require?

Distance delivery classes follow the same academic assessment processes and criteria as face-to-face classes in their same disciplines. Additionally, these classes may get evaluated for quality of course design using the Quality Matters rubric as previously described.

32. How does the institution encourage and ensure continuous improvement of its distance-delivered offerings?

NPC has an active, broad-based, and ongoing cycle of strategic planning, implementation, assessment, feedback, and improvement for all courses, programs, and offices.

Academic Assessment is kicked off by the Assessment Committee with a Planning Day early in the year, at which the various academic units present their disciplinary assessment plans and their general education assessment plans where appropriate to the GE outcomes for the college. In the middle of the academic year, they host a Report Day, on which committee members and department assessors meet to go over progress on assessment plans to date and work around any barriers to completion. The final celebratory gathering at the end of the academic year is Dialog Day, when everyone gathers again to share results, lessons learned, improvements implemented from the results and best practices for the next cycle. Assessment committee members are available throughout the year to coach and encourage. Additionally, for the past three years we have participated in the Higher Learning Commission's Assessment Academy.

The Instructional Council supports continuous improvement by holding consistent and high standards for course development and changes, reviewing curriculum proposals, and voting to approve or disapprove implementations. They are supported by the Learning Technology Committee and the Faculty for Educational Technology. There is also a regular program of student course evaluations shared back to the deans every term.

## Truth in Taxation Public Hearing – Notice of Tax Increase

### Summary

Prior to the May 15, 2012 District Governing Board special meeting, a public hearing will be held to review the Truth in Taxation notice associated with the proposed budget for fiscal year 2012-13.

Truth in Taxation notices were published on April 27 and May 4, 2012 in the Tribune-News and in the White Mountain Independent. State Statute requires the notice be “published twice in a newspaper of general circulation”. The College has posted the Truth in Taxation notice in these two newspapers for several years.

A news release concerning the Truth in Taxation hearing and the budget hearing was also issued after the April 17, 2012 Board meeting and details were posted on the NPC website. A copy of each of these items is included. A third publication of the Truth in Taxation notice was published on May 8, 2011 in the White Mountain Independent and on May 9, 2011 in the Tribune-News.

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

With a reduction in overall valuation the 2% levy increase will cause upward movement on the property tax rate. However, the proposed rate is comparable with prior year’s combined rate levels. A graph showing the property tax rates from FYE 2003 to present is included and will be discussed. The total average property tax burden in Navajo County is expected to continue in the bottom half compared to other Arizona counties. NPC’s tax rate is also in the bottom half compared to other community college districts and is below the average rate for primary property taxes.



**Northland Pioneer College**

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# Truth in Taxation Hearing

## Notice of Tax Increase

In compliance with section 15-1461.01, Arizona Revised Statutes, Navajo County Community College District is notifying its property taxpayers of Navajo County Community College District's intention to raise its primary property taxes over last year's level. The Navajo County Community College District is proposing an increase in primary property taxes of **\$258,592** or **2.0%**.

For example, the proposed tax increase will cause Navajo County Community College District's primary property taxes on a \$100,000 home to increase from **\$132.50** (total taxes that would be owed without the proposed tax increase) to **\$135.15** (total proposed taxes including the tax increase).

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

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held **Tuesday, May 15, 2012** at 10:00 A.M. (M.S.T.) at the Holbrook – Painted Desert Campus Tiponi Community Center, 2251 E. Navajo Blvd., Holbrook, Arizona.



**Northland Pioneer College**

*Quality* education you can *afford*.

# News Release

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

Everett Robinson, Media Relations Coordinator

• 928.532.6174 • [everett.robinson@npc.edu](mailto:everett.robinson@npc.edu)

Prepared Wednesday, April 18, 2012 7:06 AM MST

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## **NPC schedules truth in taxation, budget hearings, May 15**

The Navajo County Community College District Governing Board will conduct Truth in Taxation and budget adoption public hearings on the 2012-13 Northland Pioneer College budget and district primary property tax levy on Tuesday, May 15, starting at 10 A.M. (M.S.T.) in the Painted Desert Campus Tiponi Community Center Eagle's Nest Conference Room, 2251 E. Navajo Blvd. in Holbrook.

The proposed budget reflects an increase in the primary property tax rate. Under the state's Truth in Taxation statutes, the rate increases from \$1.32.50 to \$1.3515 per \$100 net assessed valuation, or 2 percent.

The primary property tax for an owner-occupied residence with an assessed valuation of \$100,000 would increase \$2.65 per year, from \$132.50 to \$135.15. For the fourth year, NPC does not have a secondary tax rate, used to repay voter-approved capital improvement bonds.

Northland's proposed tax levy is at the maximum allowable under a proposition approved by voters in 2006. The primary property tax levy will generate \$13,167,562. The 3.67 percent increase in the primary tax levy will raise an additional \$258,592 in revenue beyond the \$198,210 increase due to new construction. After the public hearings the governing board can decrease or accept the budget from the preliminary figures adopted on April 17.

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

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

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

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## Taxation & Budget Hearings



Like

April 18, 2012 by Anonymous



The Navajo County Community [College](#) District Governing Board will conduct **Truth in Taxation** and **budget adoption public hearings** on the 2012–13 Northland Pioneer College budget and district primary [property tax](#) levy on Tuesday, **May 15**, starting at 10 a.m. (M.S.T.) in the Painted Desert [Campus](#) Tiptoni Community Center Eagle's Nest Conference Room, 2251 E. Navajo Blvd. in **Holbrook**.

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

# PROPERTY TAX OVERSIGHT COMMISSION

Arizona Department of Revenue Building



April 30, 2012

Janice K. Brewer  
Governor

John A. Greene  
Chairman

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

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

RE: Truth in Taxation Hearing

Dear Mr. Hatch:

Attached is the 2012 levy limit worksheet with net assessed values certified on February 10, 2012 by the County Assessor. Per A.R.S. § 42-17052(A), these values cannot be changed after February 10 without the approval of the Property Tax Oversight Commission. Therefore, the net assessed values of \$974,292,390 noted in Section C must be used when adopting a primary property tax levy and tax rate. Please note the maximum allowable tax rate and levy limit in Section D of the levy limit worksheet.

Per A.R.S. § 42-17107(A), if the proposed tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied in the preceding tax year, a truth in taxation hearing must be held. If Northland Pioneer College intends to levy a tax rate greater than \$1.3250, a truth in taxation hearing must be held (truth in taxation rate = prior year actual levy of \$12,710,760 ÷ current year value of last year's property of \$9,593,327). If a truth in taxation hearing is required, forward to my attention a copy of the published truth in taxation notice, the Affidavit of Publication, and the result of the governing body's roll call to consider a motion to levy the increased property taxes.

If you have any questions regarding the 2012 Levy Limit Worksheet or the Truth in Taxation hearing requirements, please feel free to contact me at (602) 716-6436 or [dteller@azdor.gov](mailto:dteller@azdor.gov).

Thank you for your cooperation with the Commission.

Sincerely,

Darlene Teller  
PTOC Staff

cc: James Menlove, Finance Director, Navajo County

## 2012 LEVY LIMIT WORKSHEET

<b>NAVAJO COUNTY - NORTHLAND PIONEER COLLEGE</b>
--

<b>MAXIMUM LEVY</b>	<b>2011</b>
A.1. Maximum Allowable Primary Tax Levy	\$12,710,760
A.2. A.1 multiplied by 1.02	\$12,964,975

<b>CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR</b>	<b>2012</b>
B.1. Centrally Assessed	\$261,103,974
B.2. Locally Assessed Real Property	\$677,641,565
B.3. Locally Assessed Personal Property	\$20,587,141
B.4. Total Assessed Value (B.1 through B.3)	\$959,332,680
B.5. B.4. divided by 100	\$9,593,327

<b>CURRENT YEAR NET ASSESSED VALUES</b>	<b>2012</b>
C.1. Centrally Assessed	\$270,501,880
C.2. Locally Assessed Real Property	\$683,203,369
C.3. Locally Assessed Personal Property	\$20,587,141
C.4. Total Assessed Value (C.1 through C.3)	\$974,292,390
C.5. C.4. divided by 100	\$9,742,924

<b>LEVY LIMIT CALCULATION</b>	<b>2012</b>
D.1. LINE A.2	\$12,964,975
D.2. LINE B.5	\$9,593,327
<b>D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)</b>	<b>1.3515</b>
D.4. LINE C.5	\$9,742,924
<b>D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT</b>	<b>\$13,167,562</b>
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
<b>D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)</b>	<b>\$13,167,562</b>

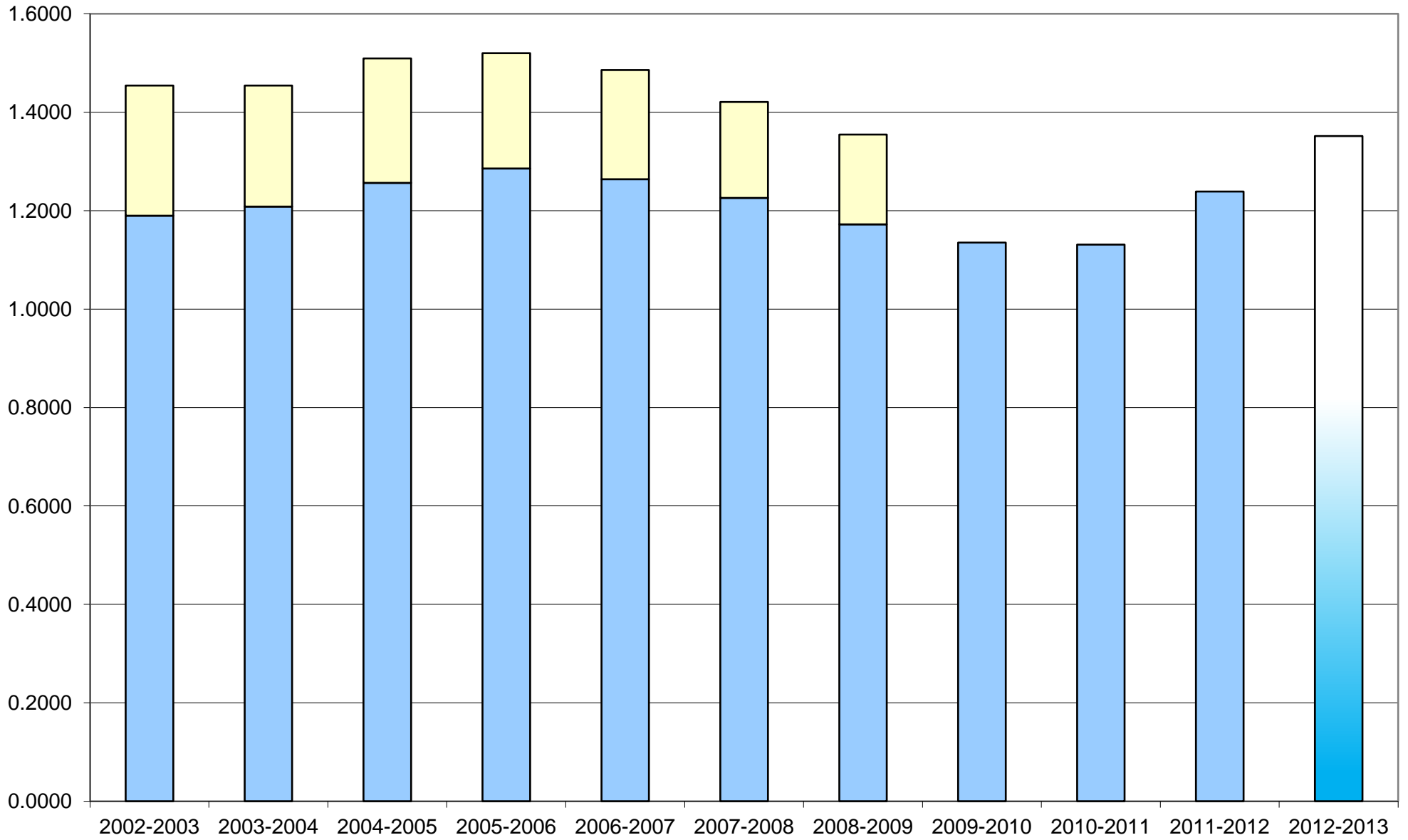
<i>Prior year actual levy (from line F.1 of the 2011 worksheet)</i>	\$12,710,760
<i>Divided by current values excluding new construction per line B.5</i>	\$9,593,327
<b>Truth in Taxation Rate</b>	<b>1.3250</b>

*If the tax rate a political subdivision intends to levy is greater than the Truth in Taxation Rate noted above, a truth in taxation hearing must be held. (A.R.S. § 42-17107.A)*

**Note: Per A.R.S. § 42-17051.A, the values certified by the County Assessor cannot be changed after February 10 without the approval of the Property Tax Oversight Commission. Therefore, the total net assessed values per line C.4 must be used when adopting a primary property tax levy and tax rate.**

*If you have any questions regarding the Levy Limit Worksheet or the Truth in Taxation hearing requirements, contact Darlene Teller at (602) 716-6436 or dteller@azdor.gov.*

# Property Tax Rates (MAX)



Primary Secondary

**Arizona Community Colleges  
Comparative Property Tax Rates**

<u>DISTRICT</u>	2010 - 2011				2011- 2012			
	Primary	Secondary	Total	At Max	Primary	Secondary	Total	At Max
Cochise	\$ 1.5984	\$ -	\$ 1.5984	Yes	\$ 1.6657	\$ -	\$ 1.6657	Yes
Coconino	\$ 0.3352	\$ 0.0942	\$ 0.4294	Yes	\$ 0.3649	\$ 0.1085	\$ 0.4734	Yes
Gila	\$ 0.5978	\$ -	\$ 0.5978	Provisional	\$ 0.6833		\$ 0.6833	Provisional
Graham	\$ 2.1373	\$ -	\$ 2.1373	Yes	\$ 2.1445	\$ -	\$ 2.1445	Yes
Maricopa	\$ 0.7926	\$ 0.1802	\$ 0.9728	No	\$ 1.0123	\$ 0.1959	\$ 1.2082	No
Mohave	\$ 0.7866	\$ -	\$ 0.7866	Yes	\$ 0.9779	\$ -	\$ 0.9779	Yes
Navajo	\$ 1.1308	\$ -	\$ 1.1308	Yes	\$ 1.2387	\$ -	\$ 1.2387	Yes
Pima	\$ 0.9755	\$ 0.1093	\$ 1.0848	Yes	\$ 1.0846	\$ 0.0248	\$ 1.1094	Yes
Pinal	\$ 1.4700	\$ 0.1154	\$ 1.5854	Yes	\$ 1.6070	\$ 0.2459	\$ 1.8529	Yes
Santa Cruz	\$ 0.0690	\$ -	\$ 0.0690	Provisional	\$ 0.0690		\$ 0.0690	Provisional
Yavapai	\$ 1.2050	\$ 0.1560	\$ 1.3610	Yes	\$ 1.4270	\$ 0.1900	\$ 1.6170	Yes
Yuma/La Paz	\$ 1.5000	\$ 0.3043	\$ 1.8043	Yes	\$ 1.6164	\$ 0.3287	\$ 1.9451	Yes
<b>Average*</b>	<b>\$ 1.1931</b>	<b>\$ 0.1599</b>	<b>\$ 1.3530</b>		<b>\$ 1.3139</b>	<b>\$ 0.1823</b>	<b>\$ 1.4962</b>	

\* Primary average does not include provisionals  
Secondary average for districts with secondary assessment

## Public Hearing for 2012-2013 Proposed Budget

### Summary:

The preliminary budget was posted on the NPC website following the April 17 Board meeting and published on May 9, 2012 along with a notice of the budget hearing according to statutory requirements. The Truth in Taxation notice was published on April 27, May 4 and May 9 in the Tribune News and April 27, May 4 and May 8 in the White Mountain Independent. A notice of the hearings scheduled for May 15 was also published, sent as a news release to all area media outlets and posted on the NPC website. The notices and news release are included.

Schedule D of the 2012-13 published budget documents were altered to reflect the board decision to increase wages by six percent, however, the totals were not changed. No other alterations were made to the preliminary budget as presented.

The attached budget is aligned with the NPC 2011-2014 Strategic Plan approved by the District Governing Board. Extensive involvement at the department and executive level resulted in the proposed budget.

Staff anticipates the expenditure limit will not be breached in FYE 2013.

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



**Northland Pioneer College**

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**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
Budget for Fiscal Year 2012-13**

**Date of Public Hearing and Special Board Meeting for Final Adoption**

**CERTIFICATE OF ADOPTION**

The proposed budget was approved by local Governing Board action and was published as specified by law for presentation to taxpayers of the District for final adoption after the public hearing. This is the Adopted Budget as presented to the District taxpayers and adopted at the special board meeting following the public hearing held on May 15, 2012.

\_\_\_\_\_  
Bill Jeffers, Chairman Governing Board

\_\_\_\_\_  
Date

\_\_\_\_\_  
Jeanne Swarthout Ph.D., President

\_\_\_\_\_  
Date

**DISTRICT GOVERNING BOARD**

<b>SIGNATURE</b>	<b>TITLE</b>	<b>EXPIRATION OF TERM</b>
_____	Secretary	_____
_____	Member	_____
_____	Member	_____
_____	Member	_____

**CHIEF FISCAL OFFICER**

\_\_\_\_\_ V. Blaine Hatch

\_\_\_\_\_  
Vice President for Administrative Services

**OFFICIAL BUDGET FORMS  
NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
FISCAL YEAR 2012-13**

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2012-13  
SUMMARY OF BUDGET DATA**

	<b>Budget 2011-12</b>	<b>Budget 2012-13</b>	<b>Increase/(Decrease) From Budget 2011-12 To Budget 2012-13</b>	
			<b>Amount</b>	<b>%</b>
<b>I. CURRENT GENERAL AND PLANT FUNDS</b>				
<b>A. Expenditures:</b>				
Current General Fund	\$ 22,107,760	\$ 24,199,362	\$ 2,091,602	9.5%
Unexpended Plant Fund	4,400,000	11,085,000	6,685,000	151.9%
Retirement of Indebtedness Plant Fund				
<b>TOTAL</b>	<b>\$ 26,507,760</b>	<b>\$ 35,284,362</b>	<b>\$ 8,776,602</b>	<b>33.1%</b>
<b>B. Expenditures Per FTSE:</b>				
Current General Fund	\$ 10,049 /FTSE	\$ 10,071 /FTSE	\$ 22 /FTSE	0.2%
Unexpended Plant Fund	\$ 2,000 /FTSE	\$ 4,583 /FTSE	\$ 2,583 /FTSE	129.2%
<b>II. EXPENDITURE LIMITATIONS</b>			FISCAL YEAR 2011-12	\$ 16,251,916
			FISCAL YEAR 2012-13	\$ 15,978,265
<b>III. AMOUNT RECEIVED FROM PRIMARY PROPERTY TAXES IN FISCAL YEAR 2011-12 IN EXCESS OF THE MAXIMUM ALLOWABLE AMOUNT AS CALCULATED PURSUANT TO A.R.S. §42-17051</b>				\$ _____
<b>IV. MAXIMUM ALLOWABLE PRIMARY PROPERTY TAX LEVY FOR FISCAL YEAR 2012-13 PURSUANT TO A.R.S. §42-17051</b>				\$ 13,167,562
<b>V. SUMMARY OF PRIMARY AND SECONDARY PROPERTY TAX LEVIES AND RATES:</b>				
	<b>Budget 2011-12</b>	<b>Budget 2012-13</b>	<b>Increase/(Decrease) From Budget 2011-12 To Budget 2012-13</b>	
			<b>Amount</b>	<b>%</b>
<b>A. Amount Levied:</b>				
Primary Tax Levy	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
Secondary Tax Levy				
<b>TOTAL PROPERTY TAX LEVY</b>	<b>\$ 12,710,760</b>	<b>\$ 13,167,562</b>	<b>\$ 456,802</b>	<b>3.6%</b>
<b>B. Rates Per \$100 Net Assessed Valuation:</b>				
Primary Tax Rate	\$ 1.2387	\$ 1.3515	\$ 0.1128	9.1%
Secondary Tax Rate				
<b>TOTAL PROPERTY TAX RATE</b>	<b>\$ 1.2387</b>	<b>\$ 1.3515</b>	<b>\$ 0.1128</b>	<b>9.1%</b>

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2012-13  
CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<b>REVENUES AND OTHER ADDITIONS BY SOURCE</b>					
<b>PROPERTY TAXES</b>					
Primary Tax Levy	\$ 12,600,000	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
Secondary Tax Levy - Override					
Subtotal	\$ 12,600,000	\$ 12,710,760	\$ 13,167,562	\$ 456,802	3.6%
<b>STATE APPROPRIATIONS</b>					
Maintenance Support	1,730,100	1,720,000	1,689,700	(30,300)	-1.8%
Equalization Aid	6,451,700	6,452,000	5,367,100	(1,084,900)	-16.8%
Subtotal	\$ 8,181,800	\$ 8,172,000	\$ 7,056,800	\$ (1,115,200)	-13.6%
<b>GIFTS, GRANTS, AND CONTRACTS</b>					
Government Grants and Contracts	1,550,000	1,350,000	1,600,000	250,000	18.5%
Indirect Costs Recovered					
Private Gifts, Grants, and Contracts					
Subtotal	\$ 1,550,000	\$ 1,350,000	\$ 1,600,000	\$ 250,000	18.5%
<b>TUITION, REGISTRATION, AND STUDENT FEES</b>					
General Tuition	3,400,000	3,400,000	3,500,000	100,000	2.9%
Out-of-District Tuition					
Out-of-State Tuition	100,000	100,000	100,000		
Student Fees	700,000	700,000	700,000		
Tuition and Fee Remissions or Waivers	800,000		1,000,000	1,000,000	
Subtotal	\$ 5,000,000	\$ 4,200,000	\$ 5,300,000	\$ 1,100,000	26.2%
<b>OTHER SOURCES</b>					
Investment Income	115,000	125,000	125,000		
Other	100,000	100,000	200,000	100,000	100.0%
Subtotal	\$ 215,000	\$ 225,000	\$ 325,000	\$ 100,000	44.4%
<b>Total Revenues and Other Additions</b>	<b>\$ 27,546,800</b>	<b>\$ 26,657,760</b>	<b>\$ 27,449,362</b>	<b>\$ 791,602</b>	<b>3.0%</b>
<b>UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, APPLIED TO BUDGET</b>					
	\$	\$	\$ 8,500,000	\$ 8,500,000	
<b>TRANSFERS IN/(OUT)</b>					
Transfer Out - Primary Tax Levy					
- Unexpended Plant Fund	(3,200,000)	(3,800,000)	(11,000,000)	(7,200,000)	189.5%
- Auxilliary Fund/Restricted Fund	(745,000)	(750,000)	(750,000)		
<b>TOTAL AMOUNT AVAILABLE FOR EXPENDITURES</b>	<b>\$ 23,601,800</b>	<b>\$ 22,107,760</b>	<b>\$ 24,199,362</b>	<b>\$ 2,091,602</b>	<b>9.5%</b>

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**  
**NORTHLAND PIONEER COLLEGE**  
**BUDGET FOR FISCAL YEAR 2012-13**  
**CURRENT GENERAL FUND - REVENUES AND OTHER ADDITIONS**

		<b>UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, 2012</b>	<b>\$ <u>32,758,000</u></b>
Less: <u>Governing Board Designations</u>			
<u>Capital projects - FY1314 &amp; FY1415</u>	\$	<u>18,000,000</u>	
<u>Other Amounts Unavailable to Finance Expenditures of the Budget Year Reserve</u>		<u>6,258,000</u>	
Subtotal			\$ <u>24,258,000</u>
Add: <u>Amounts Not Expected to be Expended in the Budget Year</u>			
Subtotal			\$ _____
		<b>UNRESTRICTED GENERAL FUND BALANCE AT JULY 1, 2012, APPLIED TO BUDGET</b>	<b>\$ <u><u>8,500,000</u></u></b>

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**  
**NORTHLAND PIONEER COLLEGE**  
**BUDGET FOR FISCAL YEAR 2012-13**  
**PLANT FUNDS - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<b>REVENUES AND OTHER ADDITIONS BY SOURCE</b>					
<b>UNEXPENDED PLANT FUND</b>					
State Appropriations: Capital Support ( ____ FTSE @ \$ ____ each)	\$ _____	\$ _____	\$ _____	\$ _____	_____
Investment Income	_____	_____	_____	_____	_____
Proceeds from Sale of Bonds	_____	_____	_____	_____	_____
Other Revenues and Additions	_____	_____	_____	_____	_____
<b>Total Revenues and Other Additions</b>	\$ _____	\$ _____	\$ _____	\$ _____	_____
<b>RESTRICTED FUND BALANCE AT JULY 1</b>	600,000	600,000	85,000	(515,000)	-85.8%
<b>TRANSFERS IN/(OUT)</b>					
Transfer In - Primary Tax Levy - Current General Fund	3,200,000	3,800,000	11,000,000	7,200,000	189.5%
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts accumulated for future capital acquisitions	_____	_____	_____	_____	_____
<b>TOTAL AMOUNT AVAILABLE FOR EXPENDITURES - UNEXPENDED PLANT FUND</b>	\$ 3,800,000	\$ 4,400,000	\$ 11,085,000	\$ 6,685,000	151.9%
<b>RETIREMENT OF INDEBTEDNESS PLANT FUND</b>					
Sources for payment of principal and interest on general obligation bonds					
Secondary Tax Levy	_____	_____	_____	_____	_____
Other (Identify)	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<b>Total Revenues and Other Additions</b>	\$ _____	\$ _____	\$ _____	\$ _____	_____
<b>FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF GENERAL OBLIGATION BONDS</b>					
<b>TRANSFERS IN/(OUT)</b>					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
<b>TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF GENERAL OBLIGATION BONDS</b>	\$ _____	\$ _____	\$ _____	\$ _____	_____

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**  
**NORTHLAND PIONEER COLLEGE**  
**BUDGET FOR FISCAL YEAR 2012-13**  
**PLANT FUNDS - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
Sources for payment of principal and interest on revenue bonds (Identify)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<b>Total Revenues and Other Additions</b>	\$ _____	\$ _____	\$ _____	\$ _____	_____
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF REVENUE BONDS	_____	_____	_____	_____	_____
TRANSFERS IN/(OUT)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF REVENUE BONDS	\$ _____	\$ _____	\$ _____	\$ _____	_____
Sources for payment of principal and interest on other long-term debt (Identify)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<b>Total Revenues and Other Additions</b>	\$ _____	\$ _____	\$ _____	\$ _____	_____
FUND BALANCE AT JULY 1 RESTRICTED FOR RETIREMENT OF OTHER LONG-TERM DEBT	_____	_____	_____	_____	_____
TRANSFERS IN/(OUT)					
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
Less: Amounts restricted for future debt service requirements	_____	_____	_____	_____	_____
TOTAL AMOUNT AVAILABLE FOR RETIREMENT OF OTHER LONG-TERM DEBT	\$ _____	\$ _____	\$ _____	\$ _____	_____
<b>TOTAL AMOUNT AVAILABLE FOR EXPENDITURES- RETIREMENT OF INDEBTEDNESS PLANT FUND</b>	\$ _____	\$ _____	\$ _____	\$ _____	_____

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2012-13  
CURRENT GENERAL FUND AND PLANT FUNDS - EXPENDITURES AND OTHER DEDUCTIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<b>CURRENT GENERAL FUND</b>					
Instruction	\$ 8,500,000	\$ 8,026,000	\$ 9,707,624	\$ 1,681,624	21.0%
Public Service	20,000				
Academic Support	1,100,000	1,659,000	1,088,883	(570,117)	-34.4%
Student Services	1,500,000	1,377,000	1,542,640	165,640	12.0%
Institutional Support (Administration)	7,100,000	7,069,000	7,634,302	565,302	8.0%
Operation and Maintenance of Plant	1,800,000	1,756,000	1,821,870	65,870	3.8%
Scholarships	1,264,000	283,000	1,298,011	1,015,011	358.7%
Contingency		1,937,760	1,106,032	(831,728)	-42.9%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT GENERAL FUND</b>	<b>\$ 21,284,000</b>	<b>\$ 22,107,760</b>	<b>\$ 24,199,362</b>	<b>\$ 2,091,602</b>	<b>9.5%</b>
<b>PLANT FUNDS:</b>					
<b>UNEXPENDED PLANT FUND</b>					
Land	\$	\$	\$	\$	
Buildings	1,200,000	1,480,000	3,385,000	1,905,000	128.7%
Improvements Other Than Buildings	380,000	500,000	500,000		
Equipment	1,800,000	2,000,000	1,992,000	(8,000)	-0.4%
Library Books	50,000	50,000	55,000	5,000	10.0%
Museum and Art Collections					
Construction in Progress			5,000,000	5,000,000	
Contingency					
Retirement of Indebtedness - Capital Leases and Installment Purchases	370,000	370,000	153,000	(217,000)	-58.6%
Interest on Indebtedness - Capital Leases and Installment Purchases					
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF UNEXPENDED PLANT FUND</b>	<b>\$ 3,800,000</b>	<b>\$ 4,400,000</b>	<b>\$ 11,085,000</b>	<b>\$ 6,685,000</b>	<b>151.9%</b>
<b>RETIREMENT OF INDEBTEDNESS PLANT FUND</b>					
Retirement of Indebtedness - General Obligation Bonds	\$	\$	\$	\$	
Interest on Indebtedness - General Obligation Bonds					
Retirement of Indebtedness - Revenue Bonds					
Interest on Indebtedness - Revenue Bonds					
Retirement of Indebtedness - Other Long-Term Debt					
Interest on Indebtedness - Other Long-Term Debt					
Other-Property Tax Judgement					
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF RETIREMENT OF INDEBTEDNESS PLANT FUND</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	



**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**  
**NORTHLAND PIONEER COLLEGE**  
**BUDGET FOR FISCAL YEAR 2012-13**  
**CURRENT AUXILIARY ENTERPRISES FUND - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<b>REVENUES AND OTHER ADDITIONS BY SOURCE</b>					
<b>TUITION AND STUDENT FEES</b>					
General Tuition	\$ _____	\$ _____	\$ _____	\$ _____	_____
Out-of-District Tuition	_____	_____	_____	_____	_____
Out-of-State Tuition	_____	_____	_____	_____	_____
Student Fees	_____	_____	_____	_____	_____
Tuition and Fee Remissions or Waivers	_____	_____	_____	_____	_____
Subtotal	\$ _____	\$ _____	\$ _____	\$ _____	_____
<b>SALES AND SERVICES</b>					
Bookstore Sales	100,000	150,000	125,000	(25,000)	-16.7%
Food Services Sales	_____	_____	_____	_____	_____
Dormitory Rentals	_____	_____	_____	_____	_____
Intercollegiate Athletics	_____	_____	_____	_____	_____
Parking Fees or Permits	_____	_____	_____	_____	_____
Other Sales and Services	200,000	225,000	225,000	_____	_____
Subtotal	\$ 300,000	\$ 375,000	\$ 350,000	\$ (25,000)	-6.7%
<b>OTHER REVENUES AND ADDITIONS</b>					
Investment Income	_____	_____	_____	_____	_____
Other (Identify)	_____	_____	_____	_____	_____
Subtotal	\$ _____	\$ _____	\$ _____	\$ _____	_____
<b>Total Revenues and Other Additions</b>	\$ 300,000	\$ 375,000	\$ 350,000	\$ (25,000)	-6.7%
<b>UNRESTRICTED FUND BALANCE AT JULY 1</b>					
<b>TRANSFERS IN/(OUT)</b>					
Current General Fund	145,000	150,000	150,000	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
<b>TOTAL AMOUNT AVAILABLE FOR EXPENDITURES</b>	\$ 445,000	\$ 525,000	\$ 500,000	\$ (25,000)	-4.8%

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2012-13  
CURRENT RESTRICTED FUND - REVENUES AND OTHER ADDITIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<b><u>REVENUES AND OTHER ADDITIONS BY SOURCE</u></b>					
<b>GIFTS, GRANTS, AND CONTRACTS</b>					
Federal Grants and Contracts	\$ 4,300,000	\$ 4,200,000	\$ 4,400,000	\$ 200,000	4.8%
State Grants and Contracts	400,000	200,000	200,000		
Local Grants and Contracts					
Private Gifts, Grants, and Contracts	400,000	400,000	400,000		
Subtotal	\$ 5,100,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4.2%
<b>OTHER REVENUES AND ADDITIONS</b>					
Investment Income					
State Shared Sales Tax	400,000	400,000	400,000		
Other (Identify)					
Subtotal	\$ 400,000	\$ 400,000	\$ 400,000		
<b>Total Revenues and Other Additions</b>	<b>\$ 5,500,000</b>	<b>\$ 5,200,000</b>	<b>\$ 5,400,000</b>	<b>\$ 200,000</b>	<b>3.8%</b>
<b>RESTRICTED FUND BALANCE AT JULY 1</b>					
<b>TRANSFERS IN/(OUT)</b>					
General Fund	500,000	600,000	600,000		
<b>TOTAL AMOUNT AVAILABLE FOR EXPENDITURES</b>	<b>\$ 6,000,000</b>	<b>\$ 5,800,000</b>	<b>\$ 6,000,000</b>	<b>\$ 200,000</b>	<b>3.4%</b>

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT  
NORTHLAND PIONEER COLLEGE  
BUDGET FOR FISCAL YEAR 2012-13  
CURRENT AUXILIARY ENTERPRISES AND CURRENT RESTRICTED FUNDS - EXPENDITURES AND OTHER DEDUCTIONS**

	Estimated Actual 2011-12	Budget 2011-12	Budget 2012-13	Increase/(Decrease) From Budget 2011-12 To Budget 2012-13	
				Amount	%
<b>CURRENT AUXILIARY ENTERPRISES FUND</b>					
Bookstore	\$ 145,000	\$ 150,000	\$ 125,000	\$ (25,000)	-16.7%
Food Services					
Dormitories					
Intercollegiate Athletics					
Other Sales & Services	300,000	375,000	375,000		
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT AUXILIARY ENTERPRISES FUND</b>	<u>\$ 445,000</u>	<u>\$ 525,000</u>	<u>\$ 500,000</u>	<u>\$ (25,000)</u>	<u>-4.8%</u>
<b>CURRENT RESTRICTED FUND</b>					
Instruction	\$ 790,000	\$ 700,000	\$ 700,000		
Public Service	20,000	10,000	10,000		
Academic Support					
Student Services	650,000	650,000	650,000		
Institutional Support (Administration)	40,000	40,000	40,000		
Operation and Maintenance of Plant					
Scholarships	4,500,000	4,400,000	4,600,000	200,000	4.5%
<b>TOTAL EXPENDITURES AND OTHER DEDUCTIONS OF CURRENT RESTRICTED FUND</b>	<u>\$ 6,000,000</u>	<u>\$ 5,800,000</u>	<u>\$ 6,000,000</u>	<u>\$ 200,000</u>	<u>3.4%</u>

## 2012 LEVY LIMIT WORKSHEET

<b>NAVAJO COUNTY - NORTHLAND PIONEER COLLEGE</b>
--

<b>MAXIMUM LEVY</b>	<b>2011</b>
A.1. Maximum Allowable Primary Tax Levy	\$12,710,760
A.2. A.1 multiplied by 1.02	\$12,964,975

<b>CURRENT YEAR NET ASSESSED VALUE SUBJECT TO TAXATION IN PRIOR YEAR</b>	<b>2012</b>
B.1. Centrally Assessed	\$261,103,974
B.2. Locally Assessed Real Property	\$677,641,565
B.3. Locally Assessed Personal Property	\$20,587,141
B.4. Total Assessed Value (B.1 through B.3)	\$959,332,680
B.5. B.4. divided by 100	\$9,593,327

<b>CURRENT YEAR NET ASSESSED VALUES</b>	<b>2012</b>
C.1. Centrally Assessed	\$270,501,880
C.2. Locally Assessed Real Property	\$683,203,369
C.3. Locally Assessed Personal Property	\$20,587,141
C.4. Total Assessed Value (C.1 through C.3)	\$974,292,390
C.5. C.4. divided by 100	\$9,742,924

<b>LEVY LIMIT CALCULATION</b>	<b>2012</b>
D.1. LINE A.2	\$12,964,975
D.2. LINE B.5	\$9,593,327
<b>D.3. D.1/D.2 (MAXIMUM ALLOWABLE TAX RATE)</b>	<b>1.3515</b>
D.4. LINE C.5	\$9,742,924
<b>D.5. D.3 multiplied by D.4 = MAXIMUM ALLOWABLE LEVY LIMIT</b>	<b>\$13,167,562</b>
D.6. Excess Collections/Excess Levy	
D.7. Amount in Excess of Expenditure Limit	
<b>D.8. ALLOWABLE LEVY LIMIT (D.5 - D.6 - D.7)</b>	<b>\$13,167,562</b>

<i>Prior year actual levy (from line F.1 of the 2011 worksheet)</i>	\$12,710,760
<i>Divided by current values excluding new construction per line B.5</i>	\$9,593,327
<b>Truth in Taxation Rate</b>	<b>1.3250</b>

*If the tax rate a political subdivision intends to levy is greater than the Truth in Taxation Rate noted above, a truth in taxation hearing must be held. (A.R.S. § 42-17107.A)*

**Note: Per A.R.S. § 42-17051.A, the values certified by the County Assessor cannot be changed after February 10 without the approval of the Property Tax Oversight Commission. Therefore, the total net assessed values per line C.4 must be used when adopting a primary property tax levy and tax rate.**

*If you have any questions regarding the Levy Limit Worksheet or the Truth in Taxation hearing requirements, contact Darlene Teller at (602) 716-6436 or dteller@azdor.gov.*

# BUDGET DEVELOPMENT CALENDAR

## FISCAL YEAR 2012 – 2013

ACTIVITY	RESOURCE	DUE BY
1. Receive budget calendar APPROVED 12/13/2011	DGB	13 December
2. Receive budget assumptions & overview APPROVED 1/17/12	DGB	17 January
<del>3. Departmental operational budget material distributed</del>	<del>Ellison</del>	<del>4 February</del>
<del>4. Three-year capital budget material distributed</del>	<del>Ellison</del>	<del>10 February</del>
<del>5. Receive tuition and fee schedules</del>	<del>DGB</del>	<del>21 February</del>
<del>6. Departmental operational budgets received</del>	<del>Executive Team</del>	<del>21 February</del>
<del>7. Executive review of operational budget</del>	<del>Executive Team</del>	<del>29 February</del>
<del>8. Three-year capital budgets received</del>	<del>Executive Team</del>	<del>8 March</del>
<del>9. Executive review of three capital budget</del>	<del>Executive Team</del>	<del>19 March</del>
10. Tuition and fee schedules APPROVED 3/20/12	DGB	20 March
<del>11. Receive preliminary budget analysis</del>	<del>DGB</del>	<del>20 March</del>
<del>12. Receive wage and salary recommendation</del>	<del>DGB</del>	<del>20 March</del>
<del>13. Budget hearings</del>	<del>Budget Managers</del>	<del>26 March</del>
<del>14. Receive complete budget analysis</del>	<del>DGB</del>	<del>17 April</del>
15. Approve budget publication APPROVED 4/17/12	DGB	17 April
16. Approve salary schedules APPROVED 6% increase 4/17/12	DGB	17 April
17. Adopt tentative budget ADOPTED 4/17/12	DGB	17 April
18. Adopt tentative three-year capital budget ADOPTED 4/17/12	DGB	17 April
<del>19. Notice of budget public hearing/TNT hearing first published</del>	<del>Hatch/Ellison</del>	<del>27 April</del>
<del>20. Notice of TNT hearing second publication</del>	<del>Hatch/Ellison</del>	<del>4 May</del>
<del>21. Notice of budget public hearing/TNT hearing final publication</del>	<del>Hatch/Ellison</del>	<del>9 May</del>
22. Public hearing conducted for taxpayers	DGB	15 May
23. Final budget adopted	DGB	15 May
24. Final three-year capital budget adopted	DGB	15 May
25. Notify PTOC of the amount of the primary property tax levied	Hatch/Ellison	16 May
26. Submit Tax levy to Navajo County	Hatch/Ellison	16 May

**Northland Pioneer College  
Departmental Budget Guidelines  
FY 2012-13**

**GENERAL ASSUMPTIONS**

- Budget Development Calendar will be followed
- Preliminary budget analysis to DGB in March will include additional details compared to prior year preliminary budget analyses
- Statutory Expenditure Limit is not expected to limit expenditures

**REVENUE ASSUMPTIONS**

- State funding expected to be reduced in FY12-13 by approximately \$1.4 million
- Tuition and general fees will be set at a rate that
  - (A) Increases incrementally
  - (B) Is competitive in our market by maintaining a comparative position to the average tuition at other Arizona community colleges
  - (C) Gives consideration to the impact on students
- Course fees will be set at a rate calculated to offset expendable supplies and equipment
- Primary property tax will be levied at
  - (A) Maximum rate, which is 2% higher than current year tax

OR

  - (B) Maximum rate without holding a truth-in-taxation hearing
- Other revenues will be estimated based on historical information and emerging trends

**EXPENDITURE ASSUMPTIONS**

- Items in budget requests will be linked to the current **NPC Strategic Plan**. Any budget amounts that are higher than FY11-12 budget **or** actual historical spending will be **justified**.
- Budget requests for operational expenditures will be completed by **Tuesday, February 21, 2012**.
- Budget requests for capital expenditures will be completed by **Thursday, March 8, 2012**.

- SALARY SCHEDULES will be developed with
  - (A) Incrementally increasing rates
  - (B) Consideration to competitive market conditions by maintaining a comparative position to the average increases/rates at other Arizona community colleges
  - (C) Consideration to salary schedule compression
- BENEFITS will be developed with
  - (A) No major changes in benefit structure
  - (B) Consideration on impact of third-party partnerships
    - (1) Navajo County Schools Employee Benefit Trust for medical and dental insurance
    - (2) Arizona State Retirement System for retirement contributions
- Education partner relationships will be maintained
  - (A) Apache County
  - (B) NAVIT
  - (C) Dual enrollment
- CAPITAL budget requests will be developed for a three-year period (2012 – 2015)
- GRANT funding will continue to be identified and pursued
- AUXILIARY fund activities will be maintained

### Budget Categories & Targets:

Revenues	<ul style="list-style-type: none"><li>• Budget will be prepared by Administrative Services.</li></ul>
Salaries/Wages & Benefits	<ul style="list-style-type: none"><li>• Budget will be prepared by Administrative Services <b>except</b> for the following that budget managers will <b><u>include in budget request:</u></b><ul style="list-style-type: none"><li>○ Adjunct Salaries,</li><li>○ Overload,</li><li>○ Temporary Salaries,</li><li>○ Lab Aids, and</li><li>○ Substitute Salaries.</li></ul></li></ul>
Operating Expenditures	<ul style="list-style-type: none"><li>• Funding expected to remain level in FY 12-13.</li><li>• Budget requests should reflect only those items required to maintain service levels.</li><li>• Any new programs/services must be initiated through the shared governance process, including adoption in the strategic plan.</li></ul>
Capital Expenditures	<ul style="list-style-type: none"><li>• No state funding is expected in the future</li><li>• All requests for funding must be covered from the operation budget or reserved funds.</li></ul>



**FINAL FY 2011/12 FINAL EXPENDITURE LIMITS: COMMUNITY COLLEGES**

COMMUNITY COLLEGE DISTRICT	POPULATION**		POPULATION FACTOR	INFLATION FACTOR*	FY 1979/80 BASE LIMIT	FINAL 2011/12 EXPENDITURE LIMITATION
	2011/12 (estimate)	1979/80				
COCHISE	9,200	2,156	4.2672	2.7392	\$6,038,815	<b>\$70,584,273</b>
COCONINO	2,350	1,000	2.3500	2.7392	\$2,459,758	<b>\$15,833,517</b>
GILA	1,350	905	1.4917	2.7392	\$1,948,412	<b>\$7,961,284</b>
GRAHAM	3,550	1,824	1.9463	2.7392	\$4,910,132	<b>\$26,176,636</b>
MARICOPA	92,850	27,299	3.4012	2.7392	\$52,841,755	<b>\$492,299,679</b>
MOHAVE	4,338	1,033	4.1994	2.7392	\$3,163,993	<b>\$36,395,014</b>
<b>NAVAJO</b>	<b>2,500</b>	<b>1,566</b>	<b>1.5964</b>	<b>2.7392</b>	<b>\$3,716,543</b>	<b>\$16,251,916</b>
PIMA	26,600	11,038	2.4099	2.7392	\$19,071,763	<b>\$125,892,320</b>
PINAL	5,800	2,452	2.3654	2.7392	\$7,534,121	<b>\$48,815,447</b>
SANTA CRUZ	720	700	1.0286	2.7392	\$1,507,059	<b>\$4,246,018</b>
YAVAPAI	4,692	1,568	2.9923	2.7392	\$5,759,613	<b>\$47,208,739</b>
YUMA/LA PAZ	5,613	1,952	2.8755	2.7392	\$6,215,322	<b>\$48,954,882</b>
<b>TOTAL</b>	<b>159,563</b>	<b>53,493</b>	<b>2.9829</b>		<b>\$115,167,286</b>	<b>\$940,619,726</b>

\* SOURCE: (2010 GDP Implicit Price Deflator - Global Insight, March 2011)/(1978 GDP Implicit Price Deflator) = 110.662/40.400

\*\* FTSE counts are provided by Community College Business Officials.

## 2012-2013 Property Tax

### **Recommendation:**

Staff recommends approval of the 2012-2013 Primary Property Tax levy of \$13,167,562 derived from a rate of \$1.3515 per \$100 net assessed valuation.

### **Summary:**

The 2012-13 property tax levy limit is \$13,167,562, which includes a net 2% increase in currently assessed properties and revenues associated with new construction of \$198,210.

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

Staff notes a potential negative impact on the continued receipt of State equalization aid if the District fails to maintain the maximum property tax levy. Current equalization aid revenues equal approximately \$5.4 million and are expected to be \$5.5 million in fiscal year 2013-14.



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## 2012-2013 Proposed Budget

### **Recommendation:**

Staff recommends adoption of the 2012-2013 Proposed Budget as presented.

### **Summary:**

The preliminary budget as approved by the District Governing Board was posted on the NPC website and published on May 9, 2012 along with a notice of the budget hearing according to statutory requirements. The Truth in Taxation notice was also published on April 27, May 4 and May 9 in the Tribune News and April 27, May 4 and May 8 in the White Mountain Independent. A notice of the hearings scheduled for May 15 was also published, sent as a news release to all area media outlets and posted on the NPC website.

Adjustments reflecting the Board decision on wages have been incorporated into the attached budget forms. The totals in the 2012-13 proposed budget were not altered and no other alterations have been made.

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

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

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



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# Request to Adopt the 2012-2015 Proposed Capital Budget

## **Recommendation:**

Staff recommends approval of the 2012-2015 Capital Budget as presented.

## **Summary:**

The capital budget as approved by the District Governing Board will guide capital project planning and development for the next three years. The first year of preliminary capital budget is incorporated into the 2012-13 annual budget and includes adjustments to each of the years based on the NPC Strategic Plan approved by the District Governing Board. Board discussions throughout the budget development process have also been incorporated. Extensive involvement at the department and executive level produced the attached budget proposal through the approved budget development calendar, assumptions and guidelines.

Funding has been identified as a combination of current fund balances with a designation from the Board for reserving the fund balances for future purposes and from ongoing general fund operating revenues. Staff does not anticipate the return of capital state aid to fund future capital needs.

All capital projects will follow set procurement processes and will be presented to the Board for review and discussion prior to implementation. Board approval will be required to proceed as defined in purchasing policies and contracting requirements.

Staff will review the budget with the Board and will also answer questions.



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## Request to Approve 2012-13 Adjunct Faculty Wage Increase

### **Recommendation:**

Staff recommends approval of the adjunct faculty pay schedule

### **Summary:**

During wage and salary discussions at the most recent regular Board meeting, the faculty proposal for a wage and salary increase was approved. Staff did not address adjunct faculty wages during the Board meeting and requests separate approval of the adjunct wage schedule.

The proposed schedule is attached and includes a three percent increase over the current schedule, which is aligned with the three percent increase in the regular faculty schedule. Steps do not exist in the adjunct pay schedule. Board approved budget assumptions for salary include the following criteria: a) incrementally increasing rates; b) consideration to competitive market conditions by maintaining a comparative position to the average increases/rates at other Arizona community colleges; and, c) consideration to salary schedule compression.

Comparative information for adjunct pay at other Arizona community colleges is attached. Consideration to salary schedule compression is not a factor.

The expected budget impact of this recommendation has been factored in to the preliminary budget analysis and was combined with the previously provided overall figure. The isolated figure for adjunct salary/overload is approximately \$60,000.

### **EMPLOYEE RELATED EXPENSES**

ASRS Some adjunct faculty are enrolled in the Arizona State Retirement System and changes discussed previously apply to all members.

Health Insurance Adjunct faculty are not eligible for health insurance benefits.

### **COST OF LIVING**

In March 2012 compared to the prior 12 months, the all-items Consumer Price Index (CPI) increased 2.7 percent before seasonal adjustment.



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Northland Pioneer College  
Adjunct Faculty Rate/Load Unit  
2011-12

<u>Level</u>	<u>Amount</u>
Level 1	\$610
Level 2	\$630
Level 3	\$650

Northland Pioneer College  
Adjunct Faculty Rate/Load Unit  
2012-13

<u>Level</u>	<u>Amount</u>
Level 1	\$630
Level 2	\$650
Level 3	\$670

# Adjunct Wage Comparison

**2011-2012**

Adjunct Faculty rate per load unit

	Minimum	Maximum
<b>Average</b>	<b>\$ 645</b>	<b>\$ 655</b>
Cochise	630	660
Coconino	671	671
Graham	465	465
Mohave	600	600
Navajo	610	650
Pinal	694	694
Yavapai	680	680
Yuma	573	609
Maricopa	813	813
Pima	710	710

## Request to Approve a Facility Lease for Automotive Instruction

### **Recommendation:**

Staff recommends approval of a 22-month facility lease agreement for Lot 11A, Show Low Airport Commerce Center, Unit 2 at 1400 Lumbermen's Loop, Show Low, AZ 85901 with Mountain Oaks Development at a monthly rate of \$13,136.

### **Summary:**

Staff has discussed taking a primary position in the lease of facilities currently leased by NAVIT for automotive instruction. The operational cost of the automotive program is evenly divided between NPC and NAVIT as described in existing agreements between the two entities. Under new legislation, NAVIT will be penalized if the lease continues to be held directly, however, NAVIT will continue to pay 50 percent of the lease cost.

The proposed facility lease is for continuation at the current property housing the automotive program. The building is 12,000 square feet located in the Show Low industrial park and is 100 percent occupied by the automotive program. The lease agreement has an escalation factor for the second year that is tied to the CPI with a minimum 2% and a maximum 5% increase. The lease also includes a renewal option two additional five-year terms. A graphic of the Show Low Commerce Center and a diagram of the facility floor plan are included.



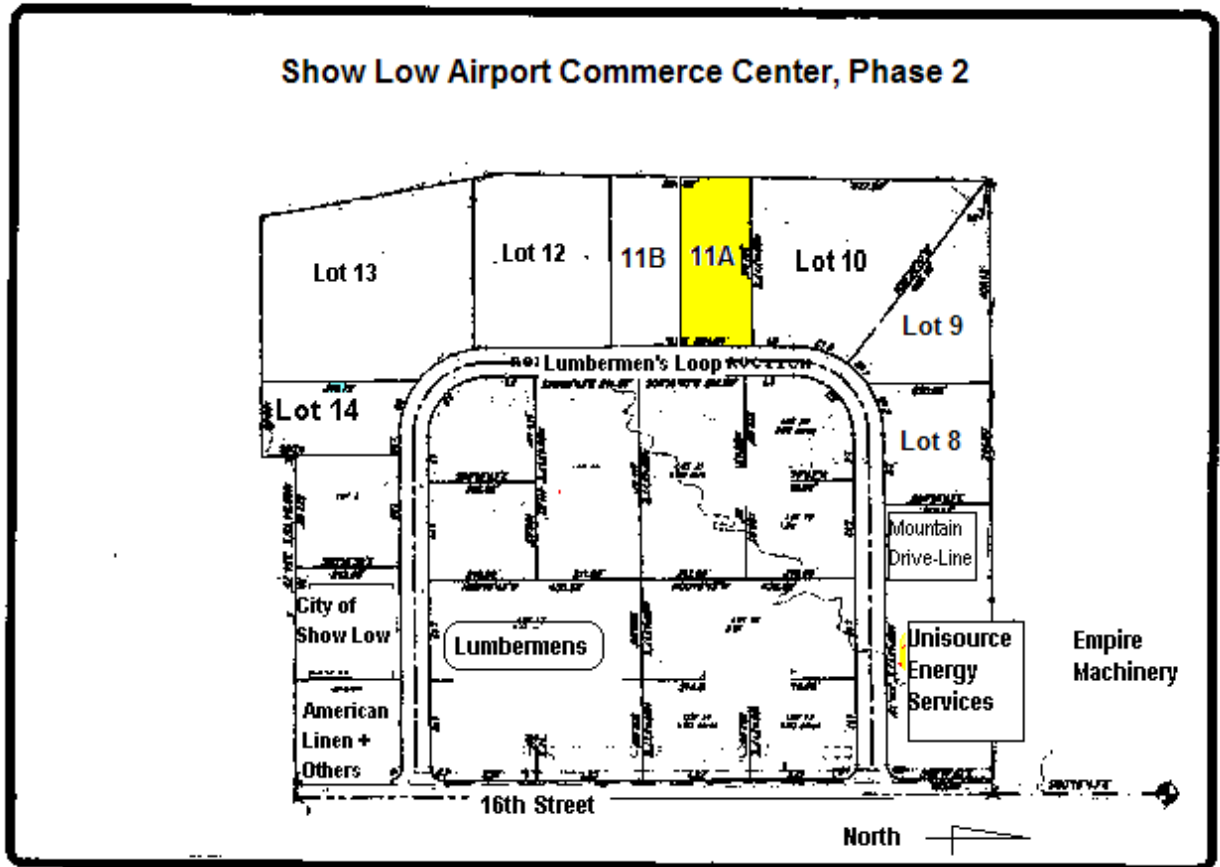
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# Location Map

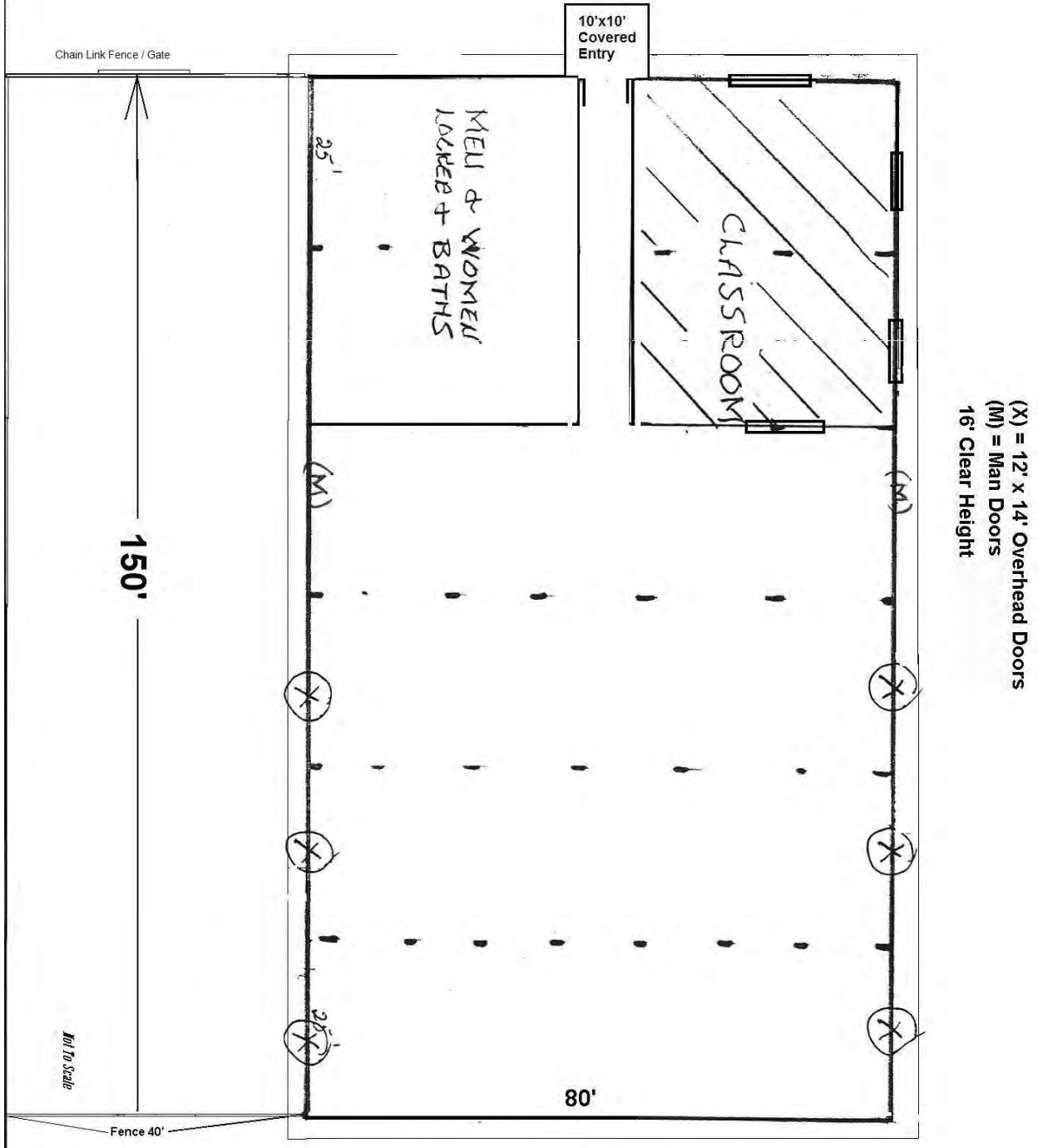
## Lot 11A



# Exhibit A

## NAVIT BLDG

Parking Area To Code



(X) = 12' x 14' Overhead Doors  
(M) = Man Doors  
16' Clear Height

## Request to Approve a Facility Lease for Welding & Cosmetology Instruction

### **Recommendation:**

Staff recommends approval of a four-year facility lease agreement for welding and cosmetology instruction at 955 North 13<sup>th</sup> West Street, St. Johns, AZ with the City of St. Johns at a monthly rate of \$3,400.

### **Summary:**

Staff has discussed taking a primary position in the lease of facilities currently leased by NAVIT for welding and cosmetology instruction in Apache County. The operational cost of the automotive program is evenly divided between NPC and NAVIT as described in existing agreements between the two entities. Additionally, Apache County pays for all direct operational costs of this instruction. Under new legislation, NAVIT will be penalized if the lease continues to be held directly, however, NAVIT and Apache County will continue to reimburse NPC for the lease expenditures.

The proposed facility lease is for continuation at the current property housing the welding and cosmetology programs. The building is 8,000 square feet located in St. Johns and is 100 percent occupied by the welding and cosmetology programs.



## Request to Award Contract for the Site Improvements at White Mountain Campus

### **Recommendation:**

Staff will make a recommendation for approval to award a contract for the site improvements project based on bids received on May 10, 2012.

### **Summary:**

As previously discussed, improvements in parking, roadway and lighting at the White Mountain Campus have been identified for several years. Parking at the White Mountain Campus (WMC) in Show Low is both a long-standing and well-known concern. In conjunction with master facility planning discussions, staff requested DLR Group provide a site plan concept to address roadway design and parking expansion at WMC. Community outreach efforts and internal discussions regarding future plans at the WMC, DLR Group has designed the improvement plan and requests for bids have been issued.

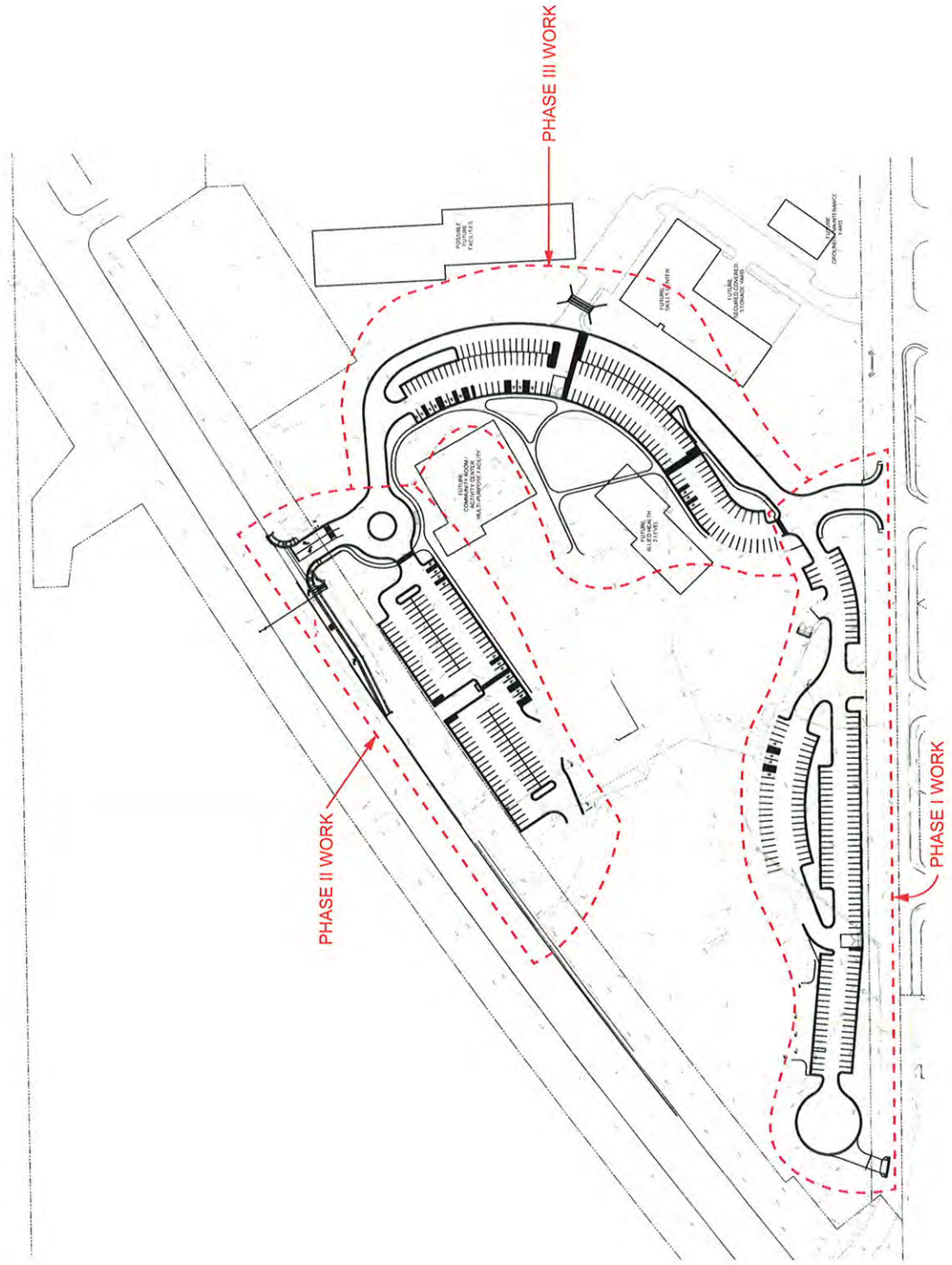
The new configuration is expected to more than double the total number of parking spaces from less than 200 to more than 500. The plan also better distributes parking to areas of highest current and planned use.

Construction will be completed in three distinct phases to minimize impact on students and to allow for relocation of one modular building. Each component is expected to take about five weeks, with the entire project being completed in approximately four months.

The 2011-12 operational budget, the 2012-13 operational budget and the three-year capital budget include a funds for the project, which is estimated at a total cost of \$2.4 million.

A summary of the bids and a recommendation will be provided following the bid opening and review.





## **Request to Accept the Audited Annual Budgeted Expenditure Limitation Report**

**Recommendation:**

Staff recommends acceptance of the 2010-11 Annual Budgeted Expenditure Limitation Report.

**Summary:**

The Annual Budgeted Expenditure Limitation Report (ABELR) for the fiscal year ending 2011 incorporates reconciling adjustments approved at the most recent regular Board meeting.

The 2011 ABELR has been audited by the Office of the Auditor General and a copy of the audited report is attached. The report indicates expenditures for the fiscal year were \$2,347,781 below the statutory expenditure limitation, with \$2,504,266 carried forward to future years.

The amounts carried forward will potentially provide additional flexibility in addressing future expenditure limitation issues.





A REPORT  
TO THE  
ARIZONA LEGISLATURE

Financial Audit Division

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Expenditure Limitation Report

## **Navajo County Community College District**

(Northland Pioneer College)

Year Ended June 30, 2011

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**Debra K. Davenport**  
Auditor General



The **Auditor General** is appointed by the Joint Legislative Audit Committee, a bipartisan committee composed of five senators and five representatives. Her mission is to provide independent and impartial information and specific recommendations to improve the operations of state and local government entities. To this end, she provides financial audits and accounting services to the State and political subdivisions, investigates possible misuse of public monies, and conducts performance audits of school districts, state agencies, and the programs they administer.



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Navajo County Community College District  
(Northland Pioneer College)  
Report on Audit of Annual Budgeted Expenditure Limitation Report  
Year Ended June 30, 2011

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Annual Budgeted Expenditure Limitation Report—Part I	3
Annual Budgeted Expenditure Limitation Report—Part II	4
Notes to Annual Budgeted Expenditure Limitation Report	5

## Independent Auditors' Report

Members of the Arizona State Legislature

The Governing Board of  
Navajo County Community College District

We have audited the accompanying Annual Budgeted Expenditure Limitation Report of Navajo County Community College District for the year ended June 30, 2011. This report is the responsibility of the District's management. Our responsibility is to express an opinion on this report based on our audit.

We conducted our audit in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the report is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the report. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall report presentation. We believe that our audit provides a reasonable basis for our opinion.

The accompanying Annual Budgeted Expenditure Limitation Report was prepared for the purpose of complying with the uniform expenditure reporting system as discussed in Note 1, and is not intended to be a presentation in conformity with U.S. generally accepted accounting principles.

In our opinion, the Annual Budgeted Expenditure Limitation Report of Navajo County Community College District for the year ended June 30, 2011, referred to above presents fairly, in all material respects, the information required by the uniform expenditure reporting system on the basis of accounting described in Note 1.

This report is intended solely for the information and use of the members of the Arizona State Legislature, the Governing Board, management, and others within the District and for filing with the Auditor General of the State of Arizona, and is not intended to be and should not be used by anyone other than these specified parties. However, this report is a matter of public record, and its distribution is not limited.

Jay Zsorey, CPA  
Financial Audit Director

May 8, 2012

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Navajo County Community College District  
(Northland Pioneer College)  
Annual Budgeted Expenditure Limitation Report—Part I  
Year Ended June 30, 2011

1. Economic Estimates Commission expenditure limitation		\$17,086,770
2. Total amount subject to the expenditure limitation (from Part II, Line C)	\$15,125,732	
3. Less expenditures of monies received pursuant to Arizona Revised Statutes (A.R.S.) §15-1472 (workforce development)	<u>386,743</u>	
4. Adjusted amount subject to the expenditure limitation		<u>14,738,989</u>
5. Amount under the expenditure limitation		<u>\$ 2,347,781</u>

I hereby certify, to the best of my knowledge and belief, that the information contained in this report is accurate and in accordance with the requirements of the uniform expenditure reporting system.

Signature of Chief Fiscal Officer: \_\_\_\_\_

Name and Title: V. Blaine Hatch, Vice President for Administrative Services

Telephone Number: (928) 524-7440 Date: May 8, 2012

See accompanying notes to report.

Navajo County Community College District  
(Northland Pioneer College)  
Annual Budgeted Expenditure Limitation Report—Part II  
Year Ended June 30, 2011

Description	Current Funds			Plant Funds	
	Unrestricted		Restricted	Unexpended	
	General	Auxiliary Enterprises		Unexpended	Total
A. Total budgeted expenditures	\$ 16,760,835	\$ 1,217,755	\$ 5,249,671	\$ 359,681	\$ 23,587,942
B. Less exclusions claimed:					
Dividends, interest, and gains on the sale or redemption of investment securities	124,907		4,721,273		124,907
Grants and aid from the federal government (Note 2)					4,721,273
Grants, aid, contributions, or gifts from a private agency, organization, or individual, except amounts received in lieu of taxes			345,534		345,534
Amounts accumulated for the purchase of land, and the purchase or construction of buildings or improvements (Note 3)				11,229	11,229
Contracts with other political subdivisions (Note 2)	2,094,598	17,466	182,864		2,294,928
Tuition and fees (Note 4)	964,339				964,339
Total exclusions claimed	3,183,844	17,466	5,249,671	11,229	8,462,210
C. Amounts subject to the expenditure limitation	\$ 13,576,991	\$ 1,200,289	\$ -	\$ 348,452	\$ 15,125,732

See accompanying notes to report.

Navajo County Community College District  
(Northland Pioneer College)  
Notes to Annual Budgeted Expenditure Limitation Report  
Year Ended June 30, 2011

Note 1 - Summary of Significant Accounting Policies

The Annual Budgeted Expenditure Limitation Report (ABELR) is presented on the basis of accounting prescribed by the uniform expenditure reporting system (UERS), as required by Arizona Revised Statutes (A.R.S.) §41-1279.07, which excludes expenditures of certain revenues specified in the Arizona Constitution, Article IX, §21, from the total budgeted expenditures.

The information reported in both the ABELR and the financial statements is derived from the same underlying accounting data. However, the formats of the ABELR and the financial statements differ. The ABELR presents budgeted expenditures, exclusions, and amounts subject to the limitation by fund type as required by A.R.S. §41-1279.07. The financial statements present the net assets, changes in net assets, and cash flows in accordance with U.S. generally accepted accounting principles.

In accordance with UERS requirements, a note to the ABELR is presented below for any exclusion reported in the Total column on Part II that cannot be traced directly to an amount reported in the annual financial statements.

Note 2 - The following schedule presents revenues from which exclusions have been claimed for grants and aid from the federal government and contracts with other political subdivisions:

<b>Statement of Revenues, Expenses, and Changes in Net Assets—Primary Government:</b>		<b>ABELR:</b>	
Government contracts	\$2,060,376	Grants and aid from the federal government	\$4,721,273
Government grants	<u>4,955,825</u>	Contracts with other political subdivisions	<u>2,294,928</u>
Total	<u>\$7,016,201</u>	Total	<u>\$7,016,201</u>

Navajo County Community College District  
(Northland Pioneer College)  
Notes to Annual Budgeted Expenditure Limitation Report  
Year Ended June 30, 2011

Note 3 - Of the \$467,706 reported as acquisition and construction of capital assets on the Statement of Cash Flows—Primary Government, \$11,299 was expended from amounts authorized and accumulated for the purchase of land and the purchase or construction of buildings or improvements and was, therefore, claimed as an exclusion.

Note 4 - The District does not budget tuition and fees revenues net of scholarship allowances. Of the gross tuition and fees of \$3,468,605 reported on the Statement of Revenues, Expenses, and Changes in Net Assets—Primary Government, only \$964,339 was expended and claimed as an exclusion. The remaining \$2,504,266 has been carried forward to future years.

# Request to Accept 2011-12 Strategic Plan Annual Report

**Recommendation:**

Staff recommends acceptance of the 2011-12 Strategic Plan Annual Report.

**Summary:** At the end of each academic year, the institution evaluates its progress during the year in meeting the priorities and goals of the NPC Strategic Plan. The 2011-12 Strategic Plan Annual Report, a concise summary of this year's progress, is presented for the District Governing Board's consideration.



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**Strategic Plan Annual Report  
District Governing Board  
May 15, 2012**

Beginning May, 2008, The Strategic Planning and Accreditation Steering Committee (SPASC) began making an Annual Report to the District Governing Board of Northland Pioneer College documenting the college's accomplishments resulting from each year's strategic plan. NPC's accomplishments for fiscal year 2011-12 are summarized here. In one area in particular, Pillar 6, budget reductions have had a significant impact on the accomplishments of the institution, NPC is now positioned to move forward on Pillar 6 and is able to do so as a result of the cooperation of the entire college during wise resource planning years. The Annual Report on strategic plan progress is presented by priority and bulleted comments on accomplishments.

**Advance High Quality and Accessible Learning Opportunities**

***Priority 1: Improve student learning.***

- Significant progress has been made in providing the infrastructure for distance education.
- Quality review of existing and new online courses remains ahead of schedule
- Data on course success provided to Placement Committee and recommendations presented to the Instructional Council. Placement requirements for general education courses updated after review of student performance data.
- Assessment of Student Learning progressing well.
- College continues involvement in county-wide effort to work with external partners in developing a childcare lab school.
- College has implemented shift to tutoring coordinator, use of model classroom technology for group tutoring, and significantly improved training and pay scale to enhance and broaden tutoring services.
- To enhance student activities, College designated SCC academic advisor as student activities coordinator. This has already led to a significant increase in student interest in SGA and activities.

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

- Significant change in offering short course options in The Learning Cornerstone and anticipate greater student success in developmental courses as a result.
- Construction Trades Program curriculum near completion for implementation.
- Internships available in specific Career and Technical Education areas.
- New A+/N+ computer science certification program courses scheduled.

- Law Enforcement Reserve Academy planned and implemented for August, 2012.
- Increased use of Advisory Councils for curricular improvement.

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

- Extended The Higher Learning Commission Assessment Academy participation for additional year.
- Significant progress in Program Review cycle.

**Strengthen Institutional Planning and Accountability**

***Priority 1: Determine service area needs***

- Assessment of effectiveness of different non-teaching departments underway.
- Met the target of moving courses into online or hybrid learning environments. Continue to progress beyond target.
- Community Outreach completed at all locations.
- Obtained institution-wide survey software to support increased data collection.

***Priority 2: Enhance enrollment, recruitment and management procedures***

- Admissions office now visiting more reservation schools.
- Capturing student intent data to alter conversation about community college completion rates.
- Mandatory advising for students with 32+ credits.
- Joined National Clearing House to track students more efficiently.
- Initiated a process to evaluate actual costs of individual programs and classes, particularly in CTE and Nursing and Allied Health areas.
- Using Division and Department web pages to instill a stronger sense that adjunct faculty are members of the college community.
- Implemented automatic Satisfactory Academic Progress report in Financial Aid through Jenzabar updates, freeing staff to work more closely with students.
- Implemented “call center” in Financial Aid to assist students, which has created a dramatic decline in student complaints and improved Financial Aid workflow.

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

- Designed and implemented new parts of the NPC website.
- Division and department web pages designed and available in Nursing/Allied Health and Career and Technical Education
- Updated and maintained transfer guide.
- Brought more student stories to the main web page.
- New transfer articulation agreements signed with Prescott College and Arizona State University.
- Produced an NPC brochure specifically designed to assist native students.
- Increased marketing and outreach for Career and Technical Education, job retraining and skills enhancement.

- Purchased survey software to gather data more efficiently from stakeholders and students.

### **Strengthen Technology to Support Learning and Service**

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

- Wireless capabilities implemented college-wide.
- Jenzabar Users Group formed and beginning to meet.
- Deployment of remote network, server and desktop management college-wide is 95% complete, allowing Support Center to assist end-users with less travel.
- Voice over IP phone system installation and transition complete.
- Implementation of security and disaster recovery plans underway.
- Single college sign-on will be completed August 2012.
- Purchased ARGOS, a report generator, but not yet in common use.

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

- Adobe Connect in use for college meetings.
- SmartBoards added in more classrooms and labs.
- Moved Moodle course platform in house.
- Updating Jenzabar, particularly in Financial Services, Financial Aid and Records & Registration.
- Moved to a new emergency notification system, less expensive and more functional and reliable.
- MyNPC revamped with written instructions and videos for use posted.
- Developed and implemented model classroom environment, with initial instructional pilot in Fall 2012.

### **Strengthen Human Resources and Employee Relations**

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

- Implemented an employee newsletter.
- Implemented hybrid customer service training.
- Expanded new employee orientation into two phases.

#### ***Priority 2: Establish stability, consistency and excellence in College staff and service through enhanced training.***

- Beginning implementation of Jenzabar modules.

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

- Audited adjunct faculty compensation plan for correct placement.
- Reviewed tracking system for accurate adjunct faculty qualifications and teaching responsibilities.

- Assisted supervisors in conducting annual performance evaluations for employees.

### **Strengthen Fiscal Resources to Support Critical Programs and Services**

#### ***Priority 1: Identify and develop a variety of funding alternatives***

- Active in funding protection through the Arizona Council of Community College Presidents.
- Continue to meet with Mohave and Coconino community colleges to enhance funding, grant and program opportunities.
- Preparation of TAACCT Grant in conjunction with other community colleges for energy industry training and curriculum.
- Establishing a better working relationship with the NPC Foundation to provide future sources of funding.

#### ***Priority 2: Improve financial planning***

- Continued to work on modifying Jenzabar accounting structure.
- Jenzabar recommendation to redo entire general ledger system resulted in significant reduction in work hours.
- Eliminated customizations on Jenzabar in financial services.
- Alignment between Business Office and Financial Aid to eliminate problems in student accounts.
- Identified all problems between subsidiary and general ledger items.
- Improved records in student account types and drop lists so registration fields are properly populated.
- Improvements in third party billings.
- 1098 information now available to students on MyNPC.

#### ***Priority 3: Improve accountability and transparency***

- Requested and received capital submissions for a three-year budget cycle.
- PCI compliance systems.
- Mapped strategic plan for coming year to new HLC evaluation criteria.

### **Strengthen Facilities through Planning and Development**

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

- Security guards in place at all campus locations for evening hours.
- Surveillance cameras under installation at all locations except Apache County where the decision is to revisit at a later time.
- Use of new RAVE system for emergency contacts.
- Working with other community colleges and universities, defeated the “guns on campus” bills.

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

- Master Facilities Plan well in process.
- New Skills Center at PDC close to construction phase.
- Deferred maintenance initiated with roof replacements, canopy construction and parking lot repairs.

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

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

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

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



**Northland Pioneer College**

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

# Northland Pioneer College

## Strategic Plan

### 2012-2015

#### Presidential Strategic Initiatives, May 2012

Northland Pioneer College's updated 2012-2015 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. Complete preliminary design of Open Pathway electronic portfolio and begin using the portfolio by November 2012
2. Orient college-wide actions, planning and budgeting toward student success
3. Determine and implement initial performance metrics for student success
4. Continue rollout of web conferencing for course scheduling and delivery
5. Develop one significant new partnership to enhance opportunities for students and communities
6. Continue to dedicate available resources to support network and technology infrastructure, new accreditation model, assessment of student learning and facilities infrastructure

**Pillar 1:** **Improve Student Learning and Success in all Instructional Areas**

Overall Responsibility: Vice President for Learning and Student Services

**Priority 1:** **Improve student success**

Next Major Milestone: May 30, 2013

Responsibility: All NPC

**Goals:**

**1.1.1 Develop learning opportunities that will assist with student success**

*Supports HLC Core Components 2de, 3acd, 4ac*

- Research new program possibilities in each division to meet community and student needs
- Assess the need for alternative curriculum, scheduling, and delivery systems in each division
- Continue to expand internship opportunities
- Improve pedagogical strategies and techniques to enhance student learning in all divisions

**1.1.2 Provide a culture of continuous improvements in all courses/programs that reflects current technology and global knowledge**

*Supports HLC Core Components 2de, 3abde, 4abc*

- Implement Information Literacy Competency Standards for Higher Education in all divisions
- Review, expand and create programs and course offerings
- Continue improvement of distance education delivery systems i.e. online offerings, hybrid courses, audio, video, smart classrooms, and Adobe Connect

**1.1.3 Evaluate, document, and improve learning and learning environments in all courses and programs**

*Supports HLC Core Components 2de, 3bde, 4abc*

- Develop a schedule in each division to audit and evaluate curriculum to assess current viability
- Utilize student success data to schedule courses
- Update curriculum programs and course offerings in response to community and workforce needs and student interests
- Revise and improve program review processes in all divisional areas
- Investigate the impact of reducing minimal enrollment in classes from 15 to 12

**1.1.4 Create adequate support services to enhance student success**

*Supports HLC Core Components 2de, 3cd, 4c*

- Improve college-wide tutorial program
- Implement new student orientation
- Investigate the expansion/coordination of student access to open computer labs and writing centers

**1.1.5 Develop a balanced approach for scheduling**

*Supports HLC Core Components 3acd, 4c*

- Determine the optimal mix of online, live, audio/video offerings for each campus and center
- Determine the optimal mix of morning, early afternoon, late afternoon, evening, and weekend courses for each campus and center for each discipline with the college
- Determine the optimal class size for each discipline by time of day for course offerings, medium of delivery, and location

**Priority 2**

**Arts and Science**

*Next Major Milestone:*

*May 30, 2013*

*Responsibility:*

*Dean of Arts and Science*

**Goals:**

**1.2.1 Expand distance delivery of general education through audio, video, and smart classrooms**

*Supports HLC Core Components 3acd, 4c*

- Survey student needs for expansion of general education course offerings on these media
- Increase general education course offerings, each semester via these media
- Increase the use of web-based supplementary materials in general education classes

**1.2.2 Research the feasibility of stand-alone class offerings in general education courses in English composition, mathematics, art/humanities, and social/behavioral science**

*Supports HLC Core Components 3acd, 4c*

- Research the feasibility of hiring a full-time faculty teaching in philosophy, art, and social/behavioral sciences
- Explore the possibilities of hiring a full-time math faculty based at Kayenta
- Discuss with Apache County the possibility of hiring faculty members in math, biological and physical sciences and social/behavioral sciences

**1.2.3 Promote faculty development activities that contribute to student learning**

*Supports HLC Core Components 2ade, 3cd, 4a*

- Promote sabbatical opportunities within budget restraints
- Promote conference participation within budget restraints
- Investigate other professional development opportunities including use of in-house expertise

**1.2.4 Integrate general education assessment of student knowledge into continued course level improvement**

*Supports HLC Core Components 3cd, 4abc*

- Integrate general education outcomes into ten selected courses that are core requirements of AAS degrees in five different AAS programs
- Improve the rubrics and standards in general education outcomes
- Develop means to assess information literacy and diversity in ten courses
- Expand the critical thinking and quantitative assessment into twenty new courses
- Explore the possibilities of hiring a full-time assessment coordinator who reports to the Director of Institutional Effectiveness

**1.2.5 Promote increased student involvement in the fine and performing arts**

*Supports HLC Core Components 2d, 3e*

- Increase full tuition and fees support to students in music, theater, and studio art each semester
- Expand offerings in music
- Add new courses in the fine arts, both studio and non-studio



**Priority 3**

**Career and Technical Education**

*Next Major Milestone: May 30, 2013*

*Responsibility: Dean of Career and Technical Education*

**Goals:**

**1.3.1 Create new programs for Skills Center at PDC and NATC at SCC**

*Supports HLC Core Components 2ade, 3abcde, 4abc*

- Review requirements for the following new programs
  - Mechatronics and Robotics
  - Construction Technology
  - Administrative Justice and Emergency Management
- Evaluate the feasibility of developing new programs
- Work with Advisory Boards to prioritize new course offerings

**1.3.2 Enhance and Improve Current CTE Curriculum**

*Supports HLC Core Components 2ade, 3abcde, 4abc*

- Combine AIS and BUS Departments by Fall 2013
- Develop online WLD100 and WLD150 courses by Fall 2013
- Develop a schedule for CTE course review by department

**1.3.3 Provide Professional Development for CTE Faculty and Staff**

*Supports HLC Core Components 2ade, 3cd, 4a*

- Provide Automotive with Atech training for the 2012-2013 academic year
- Expand faculty participation in the state wide CTEAZ conference
- Survey all CTE faculties pertaining to professional development needs

**Priority 4**

**Developmental Education**

*Next Major Milestone: May 30, 2013*

*Responsibility: Director of Developmental Education*

**Goals:**

**1.4.1 Increase focused content in multi-course setting**

*Supports HLC Core Components 3cd, 4a*

- By May 30, 2013 75% of labs scheduled will be content specific
- By May 30, 2014 100% of labs scheduled will be content specific
- By May 30, 2013 all courses in lab setting will have technology component

**1.4.2 Pilot highest-level developmental courses as standalone classes utilizing distance learning**

*Supports HLC Core Components 3d, 4ac*

- By May 30, 2013 create a standalone English class (090) and offer it utilizing distance learning

- Research the possibility for stand-alone classes for the higher-level developmental courses

#### **1.4.3 Strengthen departmental assessment of student learning**

*Supports HLC Core Components 3cd, 4abc*

- Explore the feasibility of hiring a data analyst to support learning
- By May 30, 2014 establish summative assessments for all courses

#### **Priority 5**

#### **Nursing and Allied Health**

*Next Major Milestone: May 30, 2013*

*Responsibility: Dean of Nursing and Allied Health*

#### **Goals:**

#### **1.5.1 Continue to evaluate and expand program offerings provided by the Allied Health Division**

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

- Review requirements for the following new programs
  - Respiratory Therapy (RT)
  - Medical Laboratory Technologist (MLT)
  - Physical Therapy Assistant (PTA)
  - Occupational Therapy Assistant (OTA)
- Evaluate the feasibility of developing this new coursework
- Work with constituents to prioritize new programming

#### **1.5.2 Continue to expand access to Nursing Assistant (NAT) and Nursing program offerings**

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

- Complete NAT lab at SCC
- Continuously evaluate demand for programming and develop processes to quickly respond to stakeholders needs
- Work with partners in Chinle to expand nursing programming
- Evaluate admission criteria for NAT and Nursing

#### **1.5.3 Provide expanded access to online and face-to-face course work in the Allied Health Division**

*Supports HLC Core Components 2ad, 3abcd*

- Create and deliver core allied health course work online (Medical Terminology, Pharmacology, Health Law and Ethics, Nutrition, MDA)
- Provide resources for professional development for faculty who are learning to work in an online environment
- Support current efforts to ensure students are prepared for online learning
- Continuously work to identify and recruit talented Allied Health Adjunct faculty

**Pillar 2: Strengthen Institutional Planning and Accountability**

Overall Responsibility: President

**Priority 1: Support Student Success**

Next Major Milestone: *Fall 2012 and ongoing*

Responsibility: *Vice President for Learning and Student Services, Director of Information Services, Director of Institutional Effectiveness, Director of Marketing and Public Relations, Academic Deans, Dean of Students and staff, Career Services Advisor, Priority 1 Team*

**Goals:**

**2.1.1 Facilitate student enrollment in a variety of learning opportunities**

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

- Conduct environmental scanning, including student, personal interest/lifelong learning for all age ranges, and employer markets (January 2014)
- Develop and implement a marketing and communication plan for current and potential programs
- Work with local K-12 institutions to identify and educate students on college-ready skills and college options

**2.1.2 Support enrolled students' educational goals**

*Supports HLC Core Components 1abcd, 2abcde, 3abcde, 4abc, 5abcd*

- Systematically assess academic student learning outcomes
- Systematically plan and evaluate institutional effectiveness among student services departments (March 2013)
- Initiate periodic review of academic programs for currency and market relevance
- Engage in periodic environmental and peer comparisons to help stay current on best practices in higher education
- Measure and track student intent across educational experience
- Identify risk factors that lead to student failure to achieve goals/non-completion
- Design and implement appropriate intervention strategies for at risk students
- Establish college-wide committee to develop and initiate "active advising" model (December 2012)
- Obtain and utilize feedback on college support systems through regular pre- and post-graduation student surveying (May 2013)
- Improve data entry and storage practices in Jenzabar and ancillary systems

### **2.1.3 Promote and measure student attainment of post-completion goals**

*Supports HLC Core Components 1abd, 2b, 4abc, 5acd*

- Develop alumni communication and tracking strategy (May 2014)
- Initiate feasibility study to enhance career exploration, job placement, and graduate promotion services (December 2012)
- Develop and implement regular cycle of alumni and employer surveying (May 2014)
- Develop plan for cultivating alumni loyalty, commitment, and identification with NPC (May 2014)
- Initiate feasibility study for development of alumni mentoring program (May 2014)

## **Pillar 3: Strengthen Technology to Support Learning and Service**

Overall Responsibility: Director of Information Services

### **Priority 1: Provide technology solutions to increase student success**

Next Major Milestone: October 31, 2012

Responsibility: Director of Information Services, Priority 1 Team

#### **Goals:**

### **3.1.1 Increase technology availability, access, and support that focuses on student needs**

*Supports HLC Core Components 1a, 3d, 5abd*

- Provide ubiquitous wireless data access at all instructional locations (August 2012)
- Actively solicit input from students regarding their technology needs
- Provide virtual desktop and software application access to students in a model that supports “any time, any place, and to any internet connected device” (October 2012)
- Develop a plan to assist students with procuring computer hardware to support their learning (January 2013)
- Provide effective and prompt helpdesk support
- Provide high availability and redundancy for critical technology systems
- Provide fast and reliable network connectivity to each college location
- Offer training on technology skills for students as part of student orientation (June 2013)
- Expand support for assistive technologies for DRA students
- Support online and distance education course development and usage
- Ensure high availability of open lab resources and times
- Provide effective technologies and processes to enhance communications

**Priority 2:**                                **Develop and maintain a reliable, safe, progressive and efficient infrastructure to support the essential functions of the College**

*Next Major Milestone:*                *October 31, 2012*

*Responsibility:*                         *Director of Information Services*

**Goals:**

**3.2.1 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 1a, 3d, 5abd*

- Increase computer support positions to meet increased demands due to rapidly emerging technologies
- Actively solicit input from college employees regarding their technology needs
- Develop and implement a set of best practices for IT service management with a focus on change management processes (October 2012)
- Implement security and recovery plans that include active secondary or parallel systems and backup at remote locations and between locations for critical services (January 2013)
- Implement a comprehensive print management and PC reservation solution (January 2013)
- Explore the implementation of single sign-on authentication for all College systems
- Install wireless audio-amplification systems in PAC and symposiums
- Implement an internal NOC (December 2012)
- Provide minimum 100Mbps WAN connections between all instructional locations (December 2012)
- Integrate document-imaging and electronic form processing into primary business and enrollment processes (January 2013)
- Maintain standardized technology infrastructure aligned with College and industry standards
- Develop and implement a regular replacement cycles for all equipment and software according to an approved maintenance plan (October 2012)
- Ensure all computer and communications systems comply with federal and state laws, regulations and policies
- 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
- Expand the use of mobile devices by college employees
- Develop a system to provide an integrated photo ID/data card to students and staff members that serve as an authentication method for various college systems and services (August 2013)

**Priority 3: Provide technological solutions to increase instructional effectiveness and administrative support**

*Next Major Milestone: October 31, 2012*

*Responsibility: Director of Information Services*

**Goals:**

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

*Supports HLC Core Components 3d, 4c, 5ad*

- Provide audio/video-capable portable computers with access to DRA resources for every student requesting access and migrate DRA software to domain profiles
- Provide computer based testing as a library service (December 2012)
- Implement 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 (October 2012)
- Support the updates and upgrades for the college's learning management systems

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

*Supports HLC Core Components 3cd, 4c, 5ad*

- Develop, implement, and monitor a five year plan to address issues related to college-wide efficiencies related to the current ERP/SIS (Jenzabar)
- Enable 100% online registration and offer as a student enrollment option
- Dedicate resources to increase the use of reporting tools

**3.3.3 Establish, develop and deliver training**

*Supports HLC Core Components 3cd, 5ad*

- Provide basic curricula for using all college-wide systems
- 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 (August 2012)
- Establish and maintain professional organization memberships, as budget allows
- Provide continuous training for IS staff

**Pillar 4: Strengthen Human Resources and Employee Relations**

*Overall Responsibility: Vice President for Administrative Services*

**Priority 1:**                                    **Establish stability, consistency and excellence in College staff and services through enhanced training, to foster student success**

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

*Responsibility:*                                *Human Resources Director & staff, Employee Relations Committee, Priority 1 Team*

**Goals:**

**4.1.1 Provide training appropriate for all employees**

*Supports HLC Core Components 1a, 2e, 3bc, 5d*

- Provide customer service training to all front line personnel (September 2012)
- Continue to evaluate and revise the employee two-part orientation program in August and January each year (September 2012)

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

*Supports HLC Core Components 2ae, 3c*

- Provide training topics regarding legal issues for managers and supervisors (September 2012)
- Explore best options for delivering mandatory training and training completion-accountability (online, convocation, small group, etc.)
- Facilitate general employee safety training programs (September 2012)

**Priority 2:**                                    **Strengthen hiring, evaluation and compensation standards**

*Next Major Milestone:*                    *December 31, 2012*

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

**Goals:**

**4.2.1 Create a more automated plan to enhance procedures that foster the hiring of qualified personnel**

*Supports HLC Core Components 2e, 5a*

- Evaluate current hiring processes and possibility of recruitment management system (December 2012)
- Create and implement an online employment application (December 2012)

**4.2.2 Evaluate and assess job performance**

*Supports HLC Core Components 2e, 5ad*

- Review, evaluate and revise evaluation tools and procedures (March 2013)
- Research, develop and implement training for supervisors on how to conduct a performance review (March 2013)

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

*Supports Core Components 2e, 5a*

- Evaluate, and possibly revise, our current hiring placement system for faculty, non-exempt, and exempt employees (June 2013)
- Evaluate recommendations and implement updates to the compensation process based on funding (June 2013)

**4.2.4 Review adjunct faculty employment standards, hiring procedures and compensation**

*Supports Core Components 2e, 5a*

- Investigate creating a salary schedule similar to full-time faculty (September 2013)
- Explore option of expanding benefits to adjunct faculty (September 2013)
- Annually survey Deans for adjunct staffing needs (September 2013)

**Priority 3: Foster an institutional environment that encourages teamwork, pride in job and institution, and professional growth and development**

*Next Major Milestone: September 30, 2013*

*Responsibility: Director of Human Resources & staff, Executive Team*

**Goals:**

**4.3.1 Improve communications college-wide**

*Supports Core Components 2a, 3d, 5c*

- Create an employee ID badge system, with possible link for timekeeping and payroll purposes (September 2013)
- Conduct regular college-wide site visits by HR Director (September 2013)
- Establish and enhance written communication protocols (September 2013)

**4.3.2 Develop programs that recognize individual and group achievement**

*Supports Core Components 3c, 5a*

- Review or establish a written procedure for college service awards (December 2013)
- Review or establish written procedure for retirement recognition for faculty & staff (December 2013)
- Review or revise Employee Recognition program (Employee of the Month)
- Develop and implement a more comprehensive wellness program (December 2013)

**4.3.3 Promote professional development opportunities for staff and faculty**

*Supports Core Components 3bc, 5a*

- Actively recruit in-house talent to present professional development workshops or convocation break-out meetings (March 2014)
- Support and enhance ongoing professional development committees (March 2014)

**4.3.4 Foster teamwork**

*Supports Core Components 2b, 3b, 5d*



- Research effective team-building activities (September 2013)
- Promote interdisciplinary teaching and/or cross training (September 2013)
- Investigate the possibility of establishing a formal employee mentoring program to foster teamwork and assist with assimilation (September 2013)

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

Overall Responsibility: President, Vice President of Administrative Services and Vice President for Learning & Student Services

**Priority 1: Support scholarship and fundraising opportunities for student success**

Next Major Milestone: June 30, 2014

Responsibility: President, Vice President of Administrative Services, Vice President for Learning & Student Services, Priority 1 Team

**Goals:**

**5.1.1 Support community through 501c organization to raise student scholarships**

*Supports HLC Core Components 3d, 5abcd*

- Assist with finding new 501c Board members in northern part of District (June 2014)
- Financial Aid to develop stronger relationships with 501c Board (June 2014)
- Financial Aid to assist 501c in establishing new scholarship specific to student needs (childcare, transportation, books, etc.)
- Advertise available scholarship and encourage students to apply for scholarship, especially in northern part of District (June 2014)

**5.1.2 Encourage and support students with fund raising activities**

*Supports HLC Core Components 3d, 5abcd*

- Advise and consult with students on fund raising opportunities (June 2013)
- Provide marketing and administrative support for student fund raising efforts (June 2013)

**Priority 2: Identify and develop a variety of grant and partnership opportunities**

Next Major Milestone: June 30, 2014

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

Financial Services, Director of Institutional Effectiveness,  
Director of Small Business Development, Dean of CTE

### 5.2.1 Establish a grants management function

*Supports HLC Core Components 3d, 5abcd*

- Hire a consultant or establish an internal team to develop a grants management function at NPC (June 2014)
- Develop procedures for managing grants (June 2015):
  - Identify available grants
  - Identify student needs (child care, transportation, disabilities, etc.)
  - Identify program and infrastructure needs
  - Prioritize which grants to apply for
  - Ensure matching components of grant are properly included in budget
  - Establish annual target for grants
  - Develop a depository of statistical information to support grant writers

### 5.2.2 Partner with businesses to raise funds for programs

*Supports HLC Core Components 3d, 5abcd*

- Establish ambassador teams to approach key businesses for funding opportunities (June 2014)
  - Small Business Development and Business & Industry Training to support community in business attraction and business expansion
  - Small Business Development and Business & Industry Training to continue to establish training opportunities for current and future workforce
  - Support apprenticeship and internship programs

## **Pillar 6:**

### **Strengthen Facilities through Planning, Development and Renewal**

Overall Responsibility:

President, Vice President for Administrative Services

#### **Priority 1:**

**Identify effective facility resources to improve student success; incorporate into future facility planning and development**

Next Major Milestone:

*November 30, 2012*

Responsibility:

*Vice President for Administrative Services, Director of Information Services, Director of Facilities, Dean of Students, Priority 1 Team*

#### **Goals:**

**6.1.1 Review current research to identify role of facilities in improving student success**

*Supports HLC Core Components 2ae, 3cde, 4abc, 5cd*

- Establish a broad based committee to systematically review current research identifying role of facilities in improving student success (August 2012)
- Explore opportunities to implement facility resources based on findings of committee (September 2012)

**6.1.2 Implement facilities resources to improve student success**

*Supports HLC Core Components 1c, 2ae, 3cde, 4abc, 5cd*

- Develop recommendations to specify facility resources that should be included in future planning and facility development (November 2012)
- Develop plans to implement approved recommendations (December 2012)
- Develop and implement a tracking to verify role of facilities on student success (December 2012)
- Begin implementation of approved plans and begin tracking (August 2013)

**Priority 2:**

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

*Next Major Milestone: September 30, 2012*

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

**Goals:**

**6.2.1 Improve availability and use of current facilities**

*Supports HLC Core Components 1a, 2b, 3de, 4a, 5acd*

- Explore the creation of an effective and transparent room availability management system to promote use and collaborative study (September 2012)
- Investigate opportunities to create recreation/relaxation/child-friendly/play areas (November 2012)
- Study cost/benefit of installing keyless controlled access systems (December 2012)
- Investigate the concept of bringing together individual/group study rooms with model classroom equipment and other existing technology/resources (January 2013)

**6.2.2 Include safety features in current and new facilities**

*Supports HLC Core Components 1c, 2b, 5acd*

- Complete a Student Safety and Learning Environment assessment and Survey (March 2013)
- Install interior windows on office and entry doors to provide view to internal corridors (Ongoing)

- Consider emergency response planning and management in development of new facilities (Ongoing)

**6.2.3 Prioritize implementation of Master Facilities Plan to respond to current needs and provide for growth opportunities**

*Supports HLC Core Components 1cd, 2b, 3bcde, 5acd*

- Begin construction of CTE skill center at the Painted Desert Campus (September 2012)
- Prioritize the documented facility needs and resources for existing and future programs (November 2012)
- Determine resources needed for implementation of Master Facilities Plan and explore funding options (December 2013)
- Explore partnership options for future facility development (June 2013)

**6.2.4 Establish a preventative facility and equipment maintenance program**

*Supports HLC Core Components 1c, 2b, 5acd*

- Inventory and identify existing equipment and identify equipment categories (December 2012)
- Incorporate costs for maintenance into budgets; cost will be based on preventative maintenance cycle for facilities (February 2013)
- Incorporate equipment maintenance program in budget (February 2013)
- Establish planned maintenance and replacement cycle for equipment (June 2013)

**6.2.5 Evaluate and prioritize facility use for existing programs**

*Supports HLC Core Component 1cd, 2b, 3bcde, 5acd*

- Evaluate facility needs of existing programs and departments (September 2012)
- Develop and implement retention or disposal plans for dormant program materials (December 2012)
- Evaluate and prioritize based on community, student and workforce needs, cost and trends (January 2013)

**6.2.6 Identify specific facility needs for existing and future programs**

*Supports HLC Core Components 1cd, 2b, 3bcde, 5acd*

- Develop a current use catalog and future program plans (December 2012)
- Explore options for potential partnering of new program development (June 2013)

**Priority 3:**

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

*Next Major Milestone:*

*September 2012*

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

**Goals:**

**6.3.1 Regularly review and update safety and emergency plan**

*Supports HLC Core Components 1d, 2be, 5cd*

- Determine best methods and frequency to regularly communicate plan elements to employees, students and communities (July 2012)

**6.3.2 Implement training of safety and emergency plan**

*Supports HLC Core Components 1d, 2be, 5cd*

- Begin implementation of ongoing crisis/safety training for all employees (September 2012)
- Schedule and conduct safety and emergency plan drills at least annually district-wide or at all individual locations (November 2012)

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

*Next Major Milestone: November 2012*

*Responsibility: Vice President for Administrative Services, Dean of Career and Technical Education, College Council, Sustainability Committee*

**Goals:**

**6.4.1 Identify opportunities to move the college toward climate leadership**

*Supports HLC Core Components 1cd, 2a, 5acd*

- Reconstitute the climate leadership committee (August 2012)
- Climate leadership committee to identify and evaluate opportunities to implement assurances to and recommendations from the Higher Education Presidents Climate Commitment (November 2012)

**6.4.2 Implement recommendations associated with the Higher Education Presidents Climate Commitment**

*Supports HLC Core Components 1d, 2e, 5cd*

- Continue to implement one recommendation annually to move toward climate leadership (January 2013)
- Identify and list ideas to allow climate leadership implementation to occur at individual/local level (January 2013)
- Determine plan and begin to document actions taken to move forward; communicate actions taken to College and communities (May 2013)
- Include climate leadership concepts in all planning processes and document justification for decisions to include or exclude (July 2013)

- Prioritize additional recommendations and develop a plan to increase and improve actions taken (July 2014)
- Identify partnerships and funding resources to implement expanded plans (January 2015)

#### **6.4.3 Develop climate commitment curriculum**

*Supports HLC Core Components 1cd, 2abe, 3be, 4a, 5a*

- Identify new classes and programs in which climate commitment is a key or core topic (March 2013)
- Create classes that are non-major specific in different majors, disciplines, and degree program areas to promote climate commitment activities (March 2014)
- Market climate commitment course offerings and programs to move toward an Associates of Arts in climate commitment (March 2015)

## FTSE COMPARISON, SPRING 2011 VS SPRING 2012

	TOTAL		NAVIT FTSE		Dual FTSE		Reg FTSE	
	2012	2011	2012	2011	2012	2011	2012	2011
Little Colorado	172.2	164.9	16.5	20.4	8.5	13.3	147.2	131.2
Painted Desert	191.5	189.4	26.2	30.5	53.7	35.1	111.6	123.8
Silver Creek	167.8	188.8	31.4	31.5	43.5	43.5	92.8	113.8
White Mountain	588.9	620.6	97.1	104.3	125.1	113.6	366.7	402.7
<b>Subtotal</b>	<b>1120.4</b>	<b>1163.7</b>	<b>171.2</b>	<b>186.7</b>	<b>230.8</b>	<b>205.5</b>	<b>718.3</b>	<b>771.5</b>
ALU	0.3	1.2	0.0	0.0	0.0	0.0	0.3	1.2
CDA	59.0	65.9	0.0	0.0	0.0	0.0	59.0	65.9
DOC	31.3	47.6	0.0	0.0	0.0	0.0	31.3	47.6
Hopi	51.0	47.9	0.0	0.0	4.4	4.3	46.6	43.5
Internet	179.1	172.4	0.0	0.8	0.0	0.0	179.1	171.6
Kayenta	36.4	39.1	0.0	0.0	0.0	0.0	36.4	39.1
Springerville-Eagar	96.0	65.6	11.1	16.5	38.1	8.2	46.7	40.9
St Johns	95.9	91.4	43.5	40.7	21.0	15.4	31.3	35.2
Whiteriver	81.3	106.6	0.0	0.0	6.6	9.2	74.7	97.4
Apache Co Misc	57.8	59.1	0.0	0.0	40.4	49.9	17.3	9.3
Navajo Co Misc	6.1	8.9	0.0	0.0	0.0	0.0	6.1	8.9
<b>Subtotal</b>	<b>694.1</b>	<b>706.8</b>	<b>54.6</b>	<b>58.0</b>	<b>110.5</b>	<b>87.0</b>	<b>529.0</b>	<b>560.6</b>
<b>TOTAL</b>	<b>1814.5</b>	<b>1870.5</b>	<b>225.9</b>	<b>244.7</b>	<b>341.3</b>	<b>292.5</b>	<b>1247.3</b>	<b>1331.9</b>

Total Enrollment percentage change, Spring 2011-Spring 2012:

-3.0%

Total Headcount percentage change, Spring 2011-Spring 2012:

+0.01% (4001 vs. 4004)

Selected subgroups	Spring 2012	Spring 2011	Spring 2010
"Community Ed" FTSE	0	0	52
Headcount in Plateau credit range	891	990	1075
Headcount of Pell funding recipients	933	923	981
Headcount of first-time late registrations	648	783	1165
Full time/Part time headcount	852/3152	896/3105	925/3790*

**\*NOTE: Spring 2010 Part time student count included vast majority of "community ed" enrollees**

## 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]***

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

For the period

July 1, 2011 to March 31, 2012

Budget Period Expired

75%

Tax Supported Funds

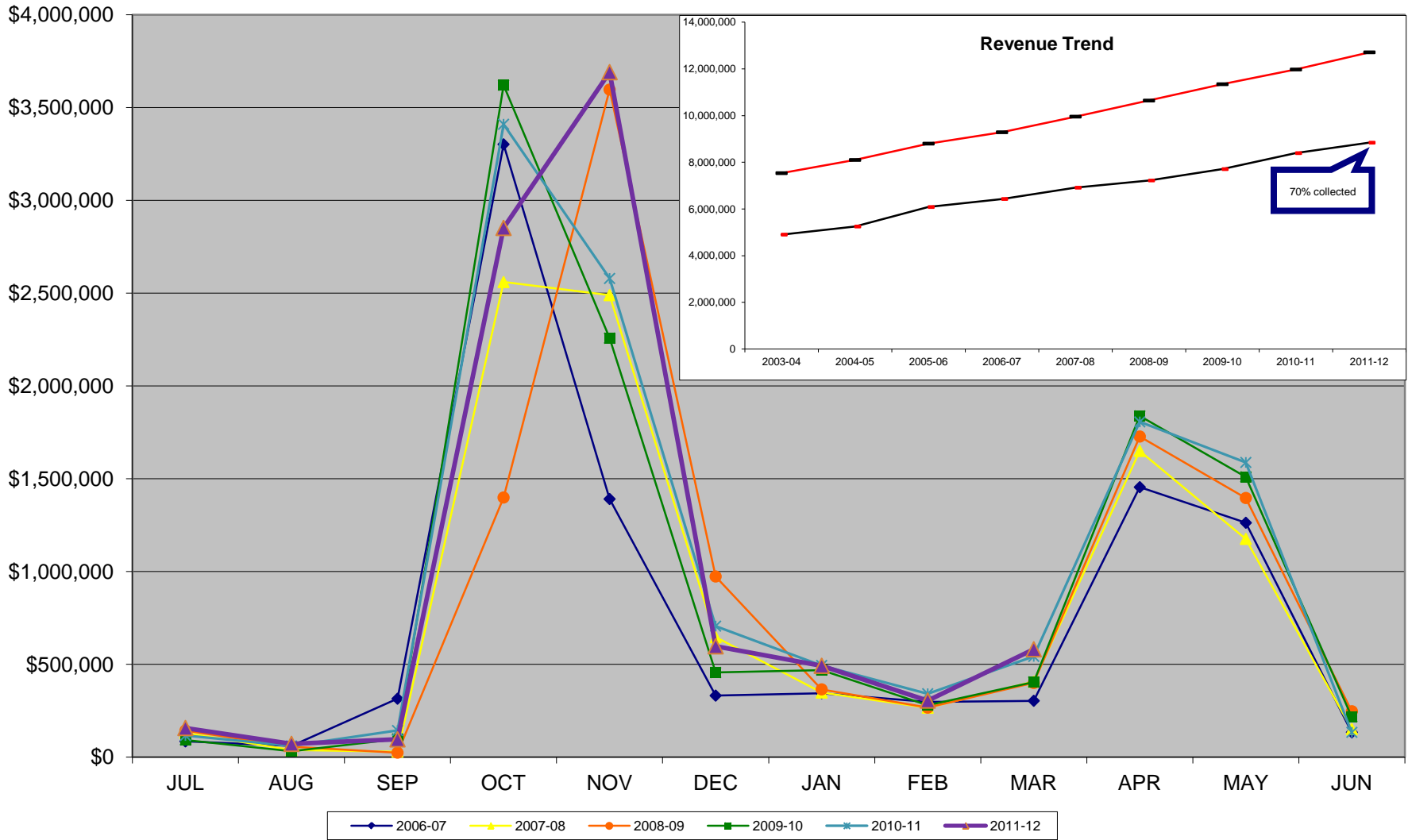
	General Unrestricted				Unrestricted Plant				
	Budget	Current Month Actual	Y-T-D Actual	%	Budget	Current Month Actual	Y-T-D Actual	%	
<b>REVENUES</b>									
Primary Tax Levy	12,710,760	581,081	8,840,365	70%					
State Aid:									
Maintenance and Operations	1,720,000	0	1,297,575	75%					
Capital					0	0	0		
Equalization	6,452,000	0	4,838,775	75%					
Out of County Reimbursement	600,000	0	550,469	92%					
Tuition and Fees	4,200,000	57,452	2,980,023	71%					
Investment earnings	125,000	9,933	111,160	89%					
Grants and Contracts	750,000	0	844,331	113%					
Other Miscellaneous	100,000	12,952	146,650	147%					
Transfers:	(4,550,000)	(314,634)	(3,023,451)	66%	3,800,000	305,578	2,750,202	72%	
<b>TOTAL REVENUES</b>	<b>\$22,107,760</b>	<b>\$346,784</b>	<b>\$16,585,897</b>	<b>75%</b>	<b>\$3,800,000</b>	<b>\$305,578</b>	<b>\$2,750,202</b>	<b>72%</b>	
<b>EXPENDITURES</b>									
Salaries and Wages	14,985,000	1,257,912	10,234,829	68%					
Operating Expenditures	5,020,000	274,218	3,252,449	65%					
Capital Expenditures	165,000	2,318	137,218	83%	4,400,000	606,244	2,377,217	54%	
<b>TOTAL EXPENDITURES</b>	<b>\$20,170,000</b>	<b>\$1,534,448</b>	<b>\$13,624,496</b>	<b>68%</b>	<b>\$4,400,000</b>	<b>\$606,244</b>	<b>\$2,377,217</b>	<b>54%</b>	

Restricted, Auxilary 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	4,800,000	491,900	4,920,228	103%								
Sales and Services												
Bookstore					150,000	(162)	68,332	46%				
Other					225,000	15,784	140,772	63%	0	453	7,057	
Investment Earnings												
Donations												
Board Designated Donation												
Transfers:	600,000		178,905	30%	150,000	9,056	94,344	63%				
<b>TOTAL REVENUES</b>	<b>\$5,400,000</b>	<b>\$491,900</b>	<b>\$5,099,133</b>	<b>94%</b>	<b>\$525,000</b>	<b>\$24,678</b>	<b>\$303,448</b>	<b>58%</b>	<b>\$0</b>	<b>\$453</b>	<b>\$7,057</b>	
<b>EXPENDITURES</b>												
Salaries and Wages	899,442	85,933	598,962	67%	327,212	22,318	173,590	53%				
Operating Expenditures	4,050,558	76,532	4,077,006	101%	197,788	2,360	129,858	66%	0	138	3,574	
Capital Expenditures	450,000	8,714	102,444	23%								
<b>TOTAL EXPENDITURES</b>	<b>\$5,400,000</b>	<b>\$171,179</b>	<b>\$4,778,412</b>	<b>88%</b>	<b>\$525,000</b>	<b>\$24,678</b>	<b>\$303,448</b>	<b>58%</b>	<b>\$0</b>	<b>\$138</b>	<b>\$3,574</b>	

Cash flows from all activities (YTD) .....	24,745,737
Cash used for all activities (YTD) .....	21,087,147
<b>Net Cash for all activities (YTD) .....</b>	<b>\$ 3,658,590</b>

# Monthly Primary Property Tax Receipts



# District Governing Board

## Human Resources

UPDATE

May 15, 2012

### FILLED

1. **Maintenance Supervisor – Tim DeWitt started on May 7, 2012. Tim has approximately 20 years of related experience.**
2. **Document Management Technician – Dennis Nichols started on May 1, 2012. Dennis has approximately 20 years of experience.**
3. **Faculty in Biology – Patricia Lopez starts August 20, 2012. Patricia has a Bachelor of Science degree from Louisiana Tech University. She also has a Master of Science from the University of Arizona.**
4. **Apache County Coordinator – Tamara Martin started May 7, 2012. Her background includes a variety of administrative positions, and a Bachelor's Degree from NAU.**

### OPEN

1. **Campus Manager – closed April 13; 18 applicants.**
2. **Faculty in Nursing - open until filled; 1 applicant.**
3. **Whiteriver Center Adviser/Library Technician – closed May 6, 2012; 9 applicants**
4. **Faculty in Educational Technology – closed April 23, 2012; 19 applicants**
5. **Biology Lab Manager – closed April 27, 2012; 1 applicant**
6. **Career Services Adviser – closes May 20, 2012; 6 applicants**
7. **Academic Adviser – WMC – closes May 28, 2012; 1 applicant**

**EMPLOYEE OF THE MONTH:**



**Northland Pioneer College**

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