

OPERATIONAL PLAN 2001-2002 – FINAL REPORT

Vision #1: Access and Success

We will develop creative and effective learning experiences to maximize student access to education and to enhance student achievement.

Access Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
1. Develop and/or identify courses and programs that meet emerging needs and can be offered in flexible time frames, especially Internet Courses.	<ul style="list-style-type: none"> • Gather data on needed programs • • Development of at least 50 new courses and two new certificate or degree programs that respond to community needs • • Delivery of at least 10 more courses via the Internet • Identification of methods for providing support for both faculty and student success with Internet courses 	Heilman	<ul style="list-style-type: none"> • Survey devised by IP/R and mailed to students asking what classes students need and best times to offer them. Returns have been entered and are currently being analyzed. • Programs being developed in Hospitality, Public Administration, Tribal Advocacy; Massage Therapy, Recreation Management, and Teacher Certification. • • WebCT contracted as host platform for online courses. • WebCT online instruction seminar held in Fall '01. • Internet Program Design (IPD) launched in October via the Instructional Leaders Group (ILG) to guide the future of online course development. • In-house training in online instruction to be developed. 	<ul style="list-style-type: none"> • 197 valid responses returned from Spring Schedule survey. Of current programs, 45% of respondents expressed desire to see more classes in math, English, Biology, Business, and Computers offered in the summer. • 78 new courses developed; 5 new AAS degree programs, 4 new Certificates of AS, and 5 Certificates of Proficiency developed and approved • 49 online courses offered in Fall '01 with total enrollments of 575; 52 online courses offered Spring 02 with 796 students enrolled, a 38% increase. • • 15 faculty members trained for new online instruction platform. • Guidelines developed for Internet course development that meet District Governing Board, state and national standards. • • Two Internet courses in online instruction begin in May '01.
2. Recruit faculty necessary for expanding instructional schedule and improving learning outcomes	<ul style="list-style-type: none"> • Ads for associate faculty are run on a quarterly basis in local news publications 	Heilman/ Simper	<ul style="list-style-type: none"> • On going advertising planned. 	<ul style="list-style-type: none"> • Three ads run in 5 state newspapers + one time in two national publications. • Instructional staffing needs adequately met for year.

	<ul style="list-style-type: none"> • Development and distribution of a recruitment flyer • Vacancies posted on Internet 		<ul style="list-style-type: none"> • MP/R design and print flyers and posters upon request from Deans, Directors and Faculty members. • TLC develops own flyer in April '02. • Using FIPSE funds, stress TLC 100 College Success Strategies telecourse. • MPR posts job vacancies on NPC website • Liberal Arts Division to recruit associate faculty for new Tribal Court Advocacy and Parks & Recreation Programs as well as education program. • Heber Center develops special local faculty recruitment flyers. • Nursing faculty recruitment letters and job announcements sent to NAU Graduate Office, the ASBN newsletter and 15 universities. • Personnel Office develops new procedure on faculty qualifications replacing the state's process, dropped due to legislative mandate. 	<ul style="list-style-type: none"> • Community-specific ads placed in 10 locations. • 600 flyers created, printed and distributed over past year by NPC programs. • No responses yet. • Nine students enroll in Fall; 13 students enroll in Spring. • 10 updates of vacancies done on website. • 3 TCA, 3 Parks & Recreation, and 4 Education associate faculty identified. New associate faculty members obtained in HPP, ENL and HIS. • No responses yet received. • Associate faculty responds positively to change in procedure, are more forthcoming with information regarding qualifications than in past.
<p>3. Expand use and effectiveness of interactive distance learning system</p>	<ul style="list-style-type: none"> • At least one new interactive television site comes on line • Provide two training opportunities to improve use of system capabilities • Expansion of telecourse availability beyond White Mtn. cable TV service area 	<p>Heilman/ McLane</p>	<ul style="list-style-type: none"> • Sanders to have T-1 line in Dec. (Toyei is backup.) • 20 faculty members have published supplemental teaching/learning resources to the NPC web. • Two IITV workshops conducted at Fall 01 and Spring 02 faculty orientations. • Two online instruction seminars held in fall 02: one in-house; one hosted by WebCT. • Program revised; tapes to be duplicated and placed in all campus libraries for checkout by students. ; 	<ul style="list-style-type: none"> • Due to inability to install a T-1 from Holbrook to Sanders, implementation not completed. Objective will be pursued in coming year. • 15 faculty members attend FA 01 workshop; 13 attend SP 01 workshop. • 11 attend in-house workshop; 15 attend WebCT training. • Faculty mandate student orientations to telecourses. • Enrollment in telecourses increased by 250% from FA to SP. • New procedures drafted for

				<p>telecourse distribution.</p> <ul style="list-style-type: none"> • Two faculty initiate e-mail connections with telecourse students, providing more informative course leaders, • Telecourse students included in class-based field trips Retention rate in telecourses improves 33% from FA '01 to SP '02.
4. Evaluate guaranteed general education on the video to make recommendations for improvement	<ul style="list-style-type: none"> • Information compiled on enrollment patterns • Analysis completed • Recommendations made 	Heilman	<ul style="list-style-type: none"> • Selections identified • Determine enrollments • Determine if course would have "made" if 10 or more, then proves effective • Math audio/video class retention rates being analyzed to determine new schedules. 	<ul style="list-style-type: none"> • FA 01 Guaranteed Gen Ed averaged 24.8 students with MAT 152 lowest (12 students) and HUM 150 highest (36). • SP 02 Guaranteed Gen Ed averaged 21.5 students with MAT 142 lowest with 11 students and HUM 151 highest with 30. • Average student loss in GGE is 25% with most students not completing ENL 101 (45%). • Figures reveal students fail or withdraw twice as often in telecommunication course compared to classroom sites. But related to grades, students who do complete do as well as classroom-based counterparts.
5. Implement strategies for working with high school staff to improve their perceptions of the college	<ul style="list-style-type: none"> • Improvement in responses of high school staff to annual surveys • Increased attendance at 	Heilman	<ul style="list-style-type: none"> • Concurrent Enrollment manual developed and distributed • Name "fall back" persons to answer admissions questions when admissions staff are in all in the field • Ad-hoc internal committee established to address changes in the concurrent enrollment program and improve NPC processes and procedures. • Admissions staff plan increased 	<ul style="list-style-type: none"> • Revised and updated Dual Enrollment manual developed; 20 early editions distributed during high school recruitment by admissions representative at potential concurrent schools; 27 updated versions distributed to schools and internally at NPC. • Specific designees named at all campuses. • Two meetings held by committee: one a "pre" session in October, one a follow-up held in Spring '02. • Spring concurrent enrollment process moved up by two weeks.

	<p>school/career fairs.</p> <ul style="list-style-type: none"> Increased involvement with NAVIT and concurrent enrollment partners. <ul style="list-style-type: none"> Enhanced communication of financial aid information 		<p>visits to high school career fairs.</p> <ul style="list-style-type: none"> Monthly meetings with NAVIT administrators established. Concurrent Enrollment Advisory Committee established and meeting set for spring semester. <ul style="list-style-type: none"> Six outlying schools contacted about participation in Concurrent Enrollment program. FAO staff members visit high schools. <ul style="list-style-type: none"> College Goal Sunday staged. 	<ul style="list-style-type: none"> 14 visits to high school career fairs made: 7 in Fall, 7 in Spring. 8 regularly scheduled meetings held, will be ongoing. Initial meeting held April '02 with 8 area high school representatives and 8 NPC reps. Three more meetings planned '02-'03. Three new dual enrollment partners added this past year: Chinle, Piñon, and Ganado. 3 presentations made to students, parents and high school staff members. 55 current and potential students attended College Goal Sunday.
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Success Objectives	Measurements	Designee	Actions Taken	Outcomes
1. Enhance student access to services, with particular focus on retention of Native American students	<ul style="list-style-type: none"> • Native American students recruited through programming provided at two campuses and three centers. • Faculty and staff trained to assist in program. • Designate mentors at campuses and centers 	Heilman/ Pooley	<ul style="list-style-type: none"> • Additional staff time scheduled throughout semester periods at reservation centers. • Recruitment through WIA and TANF programs with Navajo and Hopi tribes introduced. • Established hours for tutoring 1st year nursing students at LCC • Offer developmental courses at special reservation locations. • EOC grant applied for • Talent Search grant applied for. • ECD funds sponsorship. • FIPSE grant submitted to fund teacher initiative • Academic advisors act as mentors 	<ul style="list-style-type: none"> • Average FTSE at Hopi, Kayenta and Whiteriver centers increased by average of 21% over 2000-01. • WMAT funded counselor position contributing to Whiteriver student retention in 2002-03 • Retention rates not yet determined. • TLC offers ABE, GED and college developmental course at 17 reservation locations. • 16 TLC labs “make” in Fall ’01; 26 “make” in Spring ’02. Hours of TLC instruction increase from 60 hours weekly in FA ’01 to 100 hours per week in SP ’02. • Not granted. • Not granted.
2. Evaluate environment for testing	<ul style="list-style-type: none"> • Recommendations are implemented at all campuses and centers • 80% of respondents to evaluation by students & faculty is favorable 	Heilman/ McLane	<ul style="list-style-type: none"> • Testing facilities constructed at PDC and WMC. • IR/P to add question to spring student survey for PDC students 	<ul style="list-style-type: none"> • PDC completed; WMC 50% done – to be finished 6/02.
3. Increase student access to supplemental teaching/ learning resources	<ul style="list-style-type: none"> • Increased resources available to students through a variety of means. 	Heilman/ McLane	<ul style="list-style-type: none"> • Library web page goes online in August ’01. • Library database of resources added to library web page on NPC web site. • Library providing orientation to instructors and their classes • Writing centers offer structured assistance with writing assignments. • FIPSE grant to pay for added video connections 	<ul style="list-style-type: none"> • No means to extract data at this time • 2 new databases, including writing assistance, added for a total of 9 library databases. • Videotape developed, but received only 3 usages. 82 orientation sessions given in ’01 to 658 students; 57 sessions held in ’02 for 683 students. • An additional video classroom added with FIPSE funds.

			<ul style="list-style-type: none"> Enrollment Management plans developed for coming year. Beta testing for online registration takes place in December. Web registration module due up and running this spring, faculty to have access to weekly class rosters by beginning of Spring 02 term. 	<ul style="list-style-type: none"> No problems surface during beta test. Campus beta testing set for SU '02. Module implemented; training schedule problems delay faculty access until Fall '02.
4. Experiment with use of videophones to improve advising at distant locations	<ul style="list-style-type: none"> At least two sites to be connected as an experiment 	Heilman/McLane	<ul style="list-style-type: none"> Kayenta and PDC were connected; results indicated acceptable video quality, but poor sound. Further tests being conducted in SP 02. 	<ul style="list-style-type: none"> Modifications completed on Kayenta video classroom; sound quality problems resolved.
5. Implement revised Student Assessment of Academic Achievement Plan to promote improved student learning outcomes	<ul style="list-style-type: none"> New assessment process implemented in all departments Teaching/learning strategies to improve student learning outcomes adopted by each department 	Heilman	<ul style="list-style-type: none"> Assessment handbook and timeline calendar developed. Assessment was theme at fall faculty convocation, January 02 division and department meetings, and spring 02-faculty convocation. 	<ul style="list-style-type: none"> Biennial assessment process developed and implemented January 2000 with first due date for department results April 5, 2002. To date, 23 out of 33 submissions received (66% return rate). Data analysis initiated, and early review indicates positive use of newly developed assessment techniques. 56 attend Fall '01 Faculty Convocation on Assessment; 51 attend follow-up assessment workshop at Spring '02 Faculty Convocation

Vision #2: Service and Cooperation

We will continue to build an organizational culture that prioritizes effective and responsive service to students, and collegial collaboration among employees.

Service Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
1. Continue providing in-house activities for both faculty and staff, with a particular focus on customer service	<ul style="list-style-type: none"> Implement Customer Service Culture program and related in-service workshops 	CASO/Simper	<ul style="list-style-type: none"> Six CASO "Advance Connections" customer service workshops staged. 	<ul style="list-style-type: none"> Six sessions attended by 85 personnel; 13 attend all three workshops 63 % evaluate sessions as "excellent." More than 50 suggestions, recommendations and topics of concern were compiled as a result of the sessions and

			<ul style="list-style-type: none"> Admissions establishes monthly “Speakers’ Bureau.” NPC Website expanded Textbook/bookstore web page added Library web pages expanded Course bank updated CAS system for articulation utilized 	<p>forwarded to Terri Tubbs for review and distribution.</p> <ul style="list-style-type: none"> Most widely held conclusion was Advanced Connections training be part of new employee orientation. Admissions hosted 7 Speakers’ Bureau sessions featuring 36 speakers, with 100 attendees. Of special note, Native American programs coordinator presentation drew a crowd of 30 students and 2 teachers from Snowflake /Taylor Jr. High school’s Native American Program. Expanded library web page offers desk copy database, list of AV equipment, testing procedures, and links to copyright info. 155 student profiles created on CAS by NPC students through March ’02. 81 CAS queries occur from Jan. 01 to March 01, ‘
2. Continue updating system(s) involving student services information	<ul style="list-style-type: none"> Implement computer-based degree audit, financial aid processing, and admissions tracking in place 	Heilman/McLane	<ul style="list-style-type: none"> Degree audit catalog being completed Financial aid modules nearing completion 	<ul style="list-style-type: none"> Number of students receiving financial aid increases 7% from FY01 to FY02. New Financial Aid tracking modules reveal ’02 federal/state funding up by 7% over ’01. Tribal funds were distributed to 81 students in ’01, 69 students in ’02. Institutional scholarships to students increased in value by 24% over FY 01. FY 02 private scholarships to NPC students increased by

			<ul style="list-style-type: none"> Admissions tracking on hold due to budget concerns. (Required out of state travel) 	<ul style="list-style-type: none"> 7% over FY 01. Number of Pell Grant student recipients in FY 02 increased by 27% over FY 01. Degree audit being utilized at all campus and center locations. CARS to track remaining issues '02-'03. One FAO issue addressed.
3. Evaluate expanded registration opportunities and streamline the registration process.	<ul style="list-style-type: none"> Implement web-based registration process 	Heilman	<ul style="list-style-type: none"> Evaluation of process completed and beta-testing process readied for nursing and cosmo cohorts at LCC and WMC in December Beta testing to be at all 4 campuses by summer. 	<ul style="list-style-type: none"> No problems surface during beta test. Campus beta testing set for SU '02.
4. Improve customer service in college operations	<ul style="list-style-type: none"> Satisfaction survey administered Have 80% of internal respondents indicate satisfaction Have 80% of student respondents indicate satisfaction 	Hatch	<ul style="list-style-type: none"> Internal survey of customer service perceptions in development. On-line work order system investigated. 	<ul style="list-style-type: none"> Additional tools to accurately measure and monitor customer satisfaction levels needed for 2002-03.

Cooperation Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
1. Develop alternative formats to increase the involvement and participation of faculty, students, and staff in college decision-making	<ul style="list-style-type: none"> • Exploration of formats conducted • Recommended changes are implemented 	Passer	<ul style="list-style-type: none"> • NWTC (Green Bay) Team-based decision making selected as paradigm model. • Committee named to develop team-based pilot program. • Manual of responsibilities and methods of operations being drafted. • Conduct informal student forum • Community Outreach meetings scheduled. 	<ul style="list-style-type: none"> • NPC staff member develops training and implementation program for team-based decision making. • Administrative staff training set to begin July '02. Faculty and staff training will be on volunteer basis. • Seven presentations given on team management that were attended by 175 persons. • Eight student focus sessions held at campuses and centers attended by a total of 108 students • 5 community outreach meetings held at Hopi, Heber, Springerville/Eager, Whiteriver and Kayenta, with a total of 54 community members as guests. St. Johns meeting set for May.
2. Develop and implement at least two college activities designed to build greater collegiality among employees	<ul style="list-style-type: none"> • At least two activities developed and implemented 	Passer/ CASO/ NPCFA	<ul style="list-style-type: none"> • CASO retreat/other CASO parties and events • Campus picnic staged • Two-day new faculty orientation given. • CASO newsletter initiated. • Arbinger relationship concepts to be presented to NPC staff and faculty members. • "FISH," work as play, concepts introduced to NPC employees. 	<ul style="list-style-type: none"> • 2 CASO retreats held (FA and SP) attended by 94 guests. • NPCFA sponsored fall picnic at WMC for new and current faculty with 25 in attendance. • 15 new faculty members take part in orientation tours. • 4 issues of Screamin' Eagle distributed via e-mail • Arbinger training integrated into team-based package. • 4 Arbinger workshops held; attended by 32 staff members • 3 "Fish" Power Point presentations attended by 198 faculty and staff members.

Vision #3: Growth/Vitality

We will integrate planned growth and change within our services in response to changes affecting our communities.

Growth Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
<p>1. Expand corporate and community services outreach, including workforce development programs</p>	<ul style="list-style-type: none"> • Increased training opportunities available. • Workforce development projects implemented for Prop. 301. 	<p>Passer</p>	<ul style="list-style-type: none"> • Business & Industry Training programs introduced to area community businesses and corporations • New cosmetology, fire science, and EMT faculty hired • NAVIT programs expanded • New dual enrollment partners added at Chinle, Ganado, and Piñon. • In conjunction with Arizona Humanities Program, WMC library and Show Low Public Library stage series of community programs on current events. 	<ul style="list-style-type: none"> • BIT offered 102 projects/classes in 01-02, a 40% increase over the previous year. Over 1000 trainees were enrolled. • 2 CoPs for power plants approved by DGB • With addition of 3 new high schools, Dual Enrollment for FA '01 totaled 333.8. The Figure for SP '02 was 300. Nearly six thousand (duplicated head count) students sign up for dual enrollment classes during the academic year at 13 area high schools.
<p>2. Continue responding to expressions of potential student interest in NPC through a variety of means</p>	<ul style="list-style-type: none"> • Mailing of at least one piece of NPC promotional literature to each contact • Personal contact made with all occupational program prospects 	<p>Heilman</p>	<ul style="list-style-type: none"> • Mailings done • Contacts done by Tech Prep. Admissions Dept. contacts Alchesay, Monument Valley, Red Mesa, Rock Point and Rough Rock high schools about setting up Concurrent Enrollment programs. 	<ul style="list-style-type: none"> • Interest expressed by each high school; future dual enrollment agreements anticipated.

Growth Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
<p>3. Respond to shortage of teachers & health care professionals through partnerships with school districts and other area institutions</p>	<ul style="list-style-type: none"> • Seek new institutional partners • Additional 2+2+2 efforts developed • Programs with school districts developed • Partnership with NAVIT expanded 	<p>Heilman</p>	<ul style="list-style-type: none"> • Attend Health Work Force Awareness Conference in Aug. '01 at WMAT • Ft. Defiance and White Mountain Apache Tribe meetings held to explore possibilities for nursing 2+2+2 program. • Surveys on nursing career aimed a high school students developed. • Possible teaching 2+2+2 program at Hopi being explored. • NPC/NAU nursing advisement sessions planned with concurrent students in Spring. • NAU/NPC Career/Health Fair planned for July '02. • Teacher certification initiative project outlined. 	<ul style="list-style-type: none"> • NPC officials sign Pledge of Participation for expansion of Whiteriver Hospital and development of long-term task force for the WMAT. • Three 2+2+2 Health Professions program meetings held at Hopi High School with representatives • Hopi High receives \$10k from Harvard University for 2+2+2 health services program. • 2+2+2 health services program receives newspaper coverage and national recognition in Native Times magazine. • NAU sessions underway. • Licensure plan developed. • Format of post-baccalaureate teacher certification program prepared. • Format for post-bac endorsements prepared. • Prepared format for teacher preparation coursework for complete articulation with universities • Teacher preparation board formed • Overview of teacher preparation plans presented to the new board, EDU Advisory Group and ECD Advisory

Growth Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
			<ul style="list-style-type: none"> • FIPSE grant application filed to fund teacher initiative • NAVIT partnership accomplished that will include pre-nursing component. 	<p>Group</p> <ul style="list-style-type: none"> • NPC participates in the state-wide Education Partnership based at MCCCCD. • All coursework for teacher preparation, articulating with the universities, completed and scheduled • NPC involved in the “Turn the Tide” state-wide campaign • Awaiting approval to submit final grant.
<p>4. Explore possibilities for developing dorms/overnight housing for students in special programs</p>	<ul style="list-style-type: none"> • Identify and evaluate options • Prepare at least one grant proposal if source can be identified 	Hatch	<ul style="list-style-type: none"> • Housing shortage exists at all campus/center sites as part of local housing picture leaving few NPC options open. • Dorms at Keams Canyon possible for Hopi students. • Winslow/Holbrook dorm talks held with no interest shown on their part. • Discussion held with BIA on their dorms. • Housing grant opportunities are explored. 	<ul style="list-style-type: none"> • Economy and lack of incentive are factors delaying further consideration for residential opportunities.
<p>5. Continue & expand partnership arrangements with NAVIT & other area institutions</p>	<ul style="list-style-type: none"> • Programs and courses expanded 	Heilman/ Hatch	<ul style="list-style-type: none"> • Planning sessions held with NAVIT representatives. • Extended site agreements worked out for EMT/FRS programs. • Student internships program revamped. 	<ul style="list-style-type: none"> • Four partnerships added and made operational for 2001-02. Five program extensions and three new program partnerships planned for '02-'03. • Program revised FA '01. New handbook for faculty and students developed and 80 copies distributed.

Growth Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
			<ul style="list-style-type: none"> Initial meeting held at Ft. Defiance Hospital to determine feasibility of joint operations of NAT course and ADN program expansion. 	<ul style="list-style-type: none"> FA 01, 46 students enrolled in internship programs, 122 different sections offered on district-wide basis. In SP 02, 86 students enrolled in internships, 117 sections offered. NPC enters exploratory phase of development.

Growth Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
6. Continue progress toward completing various physical facilities, including the Whiteriver Center, the Goldwater Building at White Mountain Campus, and the Health Science Facility at Little Colorado Campus; progress made on new Painted Desert Campus building and performing arts center	<ul style="list-style-type: none"> • Construction projects in process completed • Progress made on new projects 	Hatch	<ul style="list-style-type: none"> • Hopi landscaping done • Grounds space added at PDC • New Whiteriver Center completed and occupied • Goldwater Building (WMC)remodeled and occupied • New Blunk Science Building. (LCC) completed and occupied. • WMC landscaping in process • PDC classroom building approved at all levels of State Board/FAC requirements; construction bids received. • SCC multipurpose and Performing Arts Buildings in bid development process. 	<ul style="list-style-type: none"> • All building construction projects in process have been completed. • Substantial progress made in PDC classroom project • Significant progress made on planning and development of SCC multipurpose and Performing Arts Buildings.
Vitality Objective	Measurement(s)	Designee	Actions Taken	Outcomes
1. Seek external funds for NPC projects	<ul style="list-style-type: none"> • At least two grant proposals are submitted 	Passer	<ul style="list-style-type: none"> • FIPSE, Equal Education Opportunity and Tech Prep grant are submitted. 	EEO and Tech Prep not funded; FIPSE proposal still under review.
2. Expand NPC's community outreach for providing cultural events and community services	<ul style="list-style-type: none"> • Increase number of course offerings by 10% • Increase in enrollment of at least 10% • Increase in number of events • Continue presentation of events at additional sites, including centers 	Heilman/Abbey	<ul style="list-style-type: none"> • Community Services take action to expand offerings. • Community Services plan for area appearances. • Stage productions scheduled. 	<ul style="list-style-type: none"> • Community services offered 184 classes in '01; 379 in '02 for a 105% increase. FTSE enrollment increased by 41% from 76 to 99 (this number not final as figures are still coming in at this time). • Community Services developed and implemented 30 new classes for fall semester 2001 and 52 additional classes for spring 2002. • Community Services made appearances at 14 community events from 6/30 to 12/01/01. • "Amelia Lives" traveling show performed at 9 outlying locations with attendance of 540. • "A Wonderful Life" 4

Growth Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
			<ul style="list-style-type: none"> • Summer art series staged in 2001 • Concerts staged. 	performances, attendance of 552. <ul style="list-style-type: none"> • Two 1-act plays, attendance of 100. • “Cardenio” 6 performances set, with anticipated attendance of 600. • 5 art show openings with attendance of 200. • Show Choir Festival, Fall concert, Spring Fling, total attendance 480.

Vision #4: Institutional Effectiveness

We will continue to develop quality learning experiences and organizational processes that meet or exceed the expectations of our students and communities.

Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
1. Review and implement a revised institutional effectiveness model	<ul style="list-style-type: none"> • Effectiveness model is revised. • Actions taken to integrate the facets of the model 	Passer/ Heilman/ Hatch	<ul style="list-style-type: none"> • On-going review 	<ul style="list-style-type: none"> • No action taken to revise model.
2. Continue to integrate student tracking data into effectiveness process	<ul style="list-style-type: none"> • 1996 and 1997 cohorts are tracked for three years 	Balsley	<ul style="list-style-type: none"> • 1996 and 1997 have been tracked for 3+ years, 1998 data is being collected now for IPEDS reports that are due for completion at the end of May. 	<ul style="list-style-type: none"> • Tracking system is being extended with reportable information being generated.

Objectives	Measurement(s)	Designee	Actions Taken	Outcomes
3. Prepare a strategy and plan for positioning the college to meet future personnel needs	<ul style="list-style-type: none"> Plan is prepared and approved by Management Council 	Simper	Plan under discussion, but not yet ready to present to management council. Budget concerns have derailed many plans for personnel needs.	<ul style="list-style-type: none"> Faculty and non-exempt staff working to develop new salary schedules to attract and retain staff; pledge to address issues with administration as they arise Salary structure for administrative staff employees implemented this year; should assist in hiring into exempt positions
4. Evaluate professional development opportunities for NPC faculty and staff	<ul style="list-style-type: none"> Survey completed regarding content, quality and scheduling of events Respond to survey results 	Simper	Survey prepared and distributed mid-January.	
5. Increase participation in foundation activities	<ul style="list-style-type: none"> Number of participants at activities increased by at least 10% Number of participants in payroll deductions increased by at least 10% Assess fund raising opportunities in area 	Passer	<ul style="list-style-type: none"> Foundation staged fund-raising events including expanded NPC auction held at La Posada in Winslow. Foundation participated in several local and regional events. Payroll deduction campaign staged. New campaign to be undertaken this spring. Develop new strategies for fund raising 	<ul style="list-style-type: none"> Net proceeds from fund-raisers increased 88 percent. Personnel participation in Foundation membership, committees and as volunteers at events significantly increased. 14 faculty and staff have payroll deductions. Foundation distributed over \$26,000 towards student scholarships and college programs. Fundraising consultant hired to serve on NPC Foundation Board.

Vision #5: Efficiency

We will continue to adopt efficient operational practices to assure that NPC's constituents receive the highest quality services for the lowest possible cost.

Objective(s)	Measurement(s)	Responsible Person(s)	Actions Taken	Outcomes
Examine and document NPC processes for efficiency and effectiveness	1. At least one college process identified for analysis and modification for improvement	Heilman/ Hatch/ McLane	<ul style="list-style-type: none"> • Bookstore targeted for improvements. • Registrar's Office targeted for revamp process. • • • • • • • 3rd party or "promissory contract" for individuals to be developed. 	<ul style="list-style-type: none"> • Bookstore Web page implemented and added to NPC site containing information pertinent to faculty and students alike. • Text book database built and added to web page • Students informed on ways to order books online • New position developed to train and inform staff about CARS • Web-based registration tested with Cosmetology and Nursing students • Time frame for registration extended. • Contract not implemented at this date.

3/25/2009