

2007 – 2012

Strategic Plan



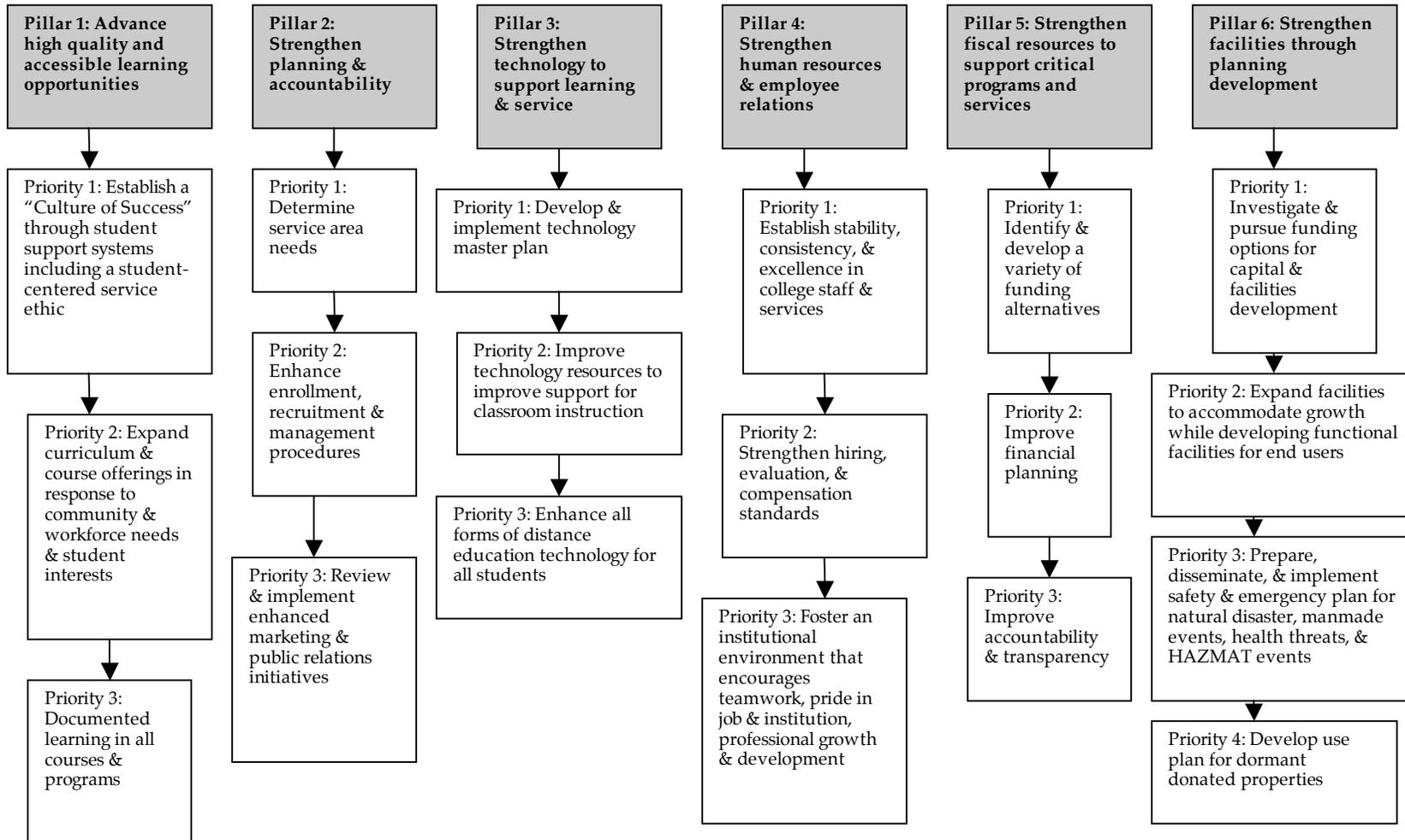
Northland Pioneer College

STRONG MINDS. STRONG COMMUNITIES.

As Approved October 16, 2007
by the Navajo County Community College
District Governing Board

Northland Pioneer College creates, supports and promotes life long learning.

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PILLAR ONE

PILLAR 1: Advance High Quality and Accessible Learning Opportunities

- ❖ **Priority 1: Establish a “Culture of Success” via student support systems including a student-centered service ethic.**
 - Emphasize advisement and course selection based on placement testing
 - Provide incentives for professional development activities
 - Improve pedagogical strategies and techniques
 - Continue improvements of distance education delivery systems
 - Establish job position to support faculty development of web-based learning objects
 - Improve tutoring services
 - Explore moving class cancellation day to the first week of classes
 - Improve student discussion skills
 - Promote greater enrollment in the college success strategies course and expand NAVIT central programs orientation
 - Expand summer programs for children modeled on the Kids Summer Music/Theatre camp
 - Assess the “early college” pilot program and expand, if warranted

- ❖ **Priority 2: Expand curriculum (programs) and course offerings in response to community and workforce needs and student interests**
 - Emphasize Certificate of Applied Science (C.A.S.) and Associate of Applied Science (A.A.S.) programs
 - Develop new courses in conjunction with the S-STEM grant
 - Expand internship opportunities
 - Explore development of behavioral health A.A.S.
 - Plan the introduction of new vocational programs in conjunction with NAVIT
 - Work with tribal governments and Diné College to provide more offerings in Native American communities

- ❖ **Priority 3: Documented learning in all courses and programs**
 - Participate in the Higher Learning Commission’s Assessment Academy
 - Revise and improve program review
 - Work more extensively with advisory committees on documenting learning outcomes
 - Continue departmental assessment of student learning
 - Promote faculty journaling to document teaching innovations and learning outcomes

PILLAR TWO

PILLAR 2: Strengthen Institutional Planning & Accountability

❖ Priority 1: Determine service area needs

- Reestablish community advisory councils
- Identify local community representatives for involvement with NPC planning
- Conduct surveys of local businesses and industries to determine if college is meeting their needs
- Assess all current programs, partnerships, and services as they relate to community needs
- Prioritize program and course offerings that respond to current and future community needs
- Institute systematic evaluation of programs partnerships, and services as related to community needs

❖ Priority 2: Enhance enrollment, recruitment & management procedures

- In conjunction with the Master Facilities Plan, develop a FTSE growth strategy that incorporates community needs, facilities capacity, and program growth capacity
- Identify resources needed to achieve annual goals
- Set annual FTSE goals for campuses, centers, sites and programs
- Set individual enrollment goals for instructors for the classes they teach
- Implement initiatives to locate qualified adjunct faculty members
- Encourage all college members to have a voice in FTSE growth

❖ Priority 3: Review and implement enhanced marketing & public relations initiatives

- Develop comprehensive long-term marketing and public relations plan
- Implement variety of short-term integrative marketing initiatives
- Streamline processes and procedures to publicize NPC services, partnerships, programs, and people
- Enhance utility of NPC website
- Develop marketing strategies that attract students and potential students to our webpage

PILLAR THREE

PILLAR 3: Strengthen Technology to Support Learning and Services

- ❖ **Priority 1: Develop and implement technology master plan**
 - Conduct user needs assessment
 - Prioritize upgrades and fixes for current technology weaknesses
 - Enhance course management capabilities with integration of JICS platform
 - Implement e-portfolio system
 - Develop viable computer replacement schedule

- ❖ **Priority 2: Improve technology resources in support of classroom instruction**
 - Initiate faculty web spaces for all current classes
 - Redesign and refit classrooms to meet computer usage, internet, and projection needs
 - Expand current Smartboard/computer technology packages to more classrooms
 - Investigate program to provide notebook computers to students
 - Provide VOIP to increase technology options in all classrooms

- ❖ **Priority 3: Enhance distance education technology for all students**
 - Improve/expand integrative distance learning systems, particularly in remote areas
 - Develop budget to systematically upgrade video/audio equipment
 - Complete installation of Hopi T-1 line
 - Implement replacement cycle for Tandberg video conference equipment
 - Double amount of bandwidth from 1.5 to 3.0 Mbs for Centers

PILLAR FOUR

PILLAR 4: Strengthen Human Resources & Employee Relations

- ❖ **Priority 1: Establish stability, consistency & excellence in college staff & services**
 - Review all procedures and protocols for possible updating and/or elimination
 - Establish procedures as needed to create universality and consistency
 - Offer appropriate technology training to all employees
 - Create employee orientation programs
 - Require departmental training
 - Develop employee mentoring program
 - Provide job specific training
 - Offer college-wide symposia on legal issues such as harassment

- ❖ **Priority 2: Strengthen hiring, evaluation, & compensation standards**
 - Assess staffing needs
 - Enhance procedures that foster the hiring of quality personnel
 - Budget additional money for interviewing purposes
 - Standardize interview processes
 - Revamp adjunct faculty employment standards & hiring procedures
 - Evaluation & assessment of job performance

- ❖ **Priority 3: Foster an institutional environment that encourages teamwork, pride in job & institution, professional growth & development**
 - Develop incentive programs that recognize individual and group achievement
 - Promote professional development opportunities for staff and faculty
 - Enhance and maintain employee reference resources

PILLAR FIVE

PILLAR 5: Strengthen Fiscal Resources to Support Critical Programs & Services

❖ Priority 1: Identify & develop a variety of funding alternatives

- Seek grant opportunities
- Enhance awareness and effectiveness of NPC Foundation
- Support community development to maximize assessed valuation
- Expand operating and capital state aid through enrollment growth
- Seek support for capital funding
- Protect equalization aid
- Cultivate partnerships with business, industry, governments and other entities
- Appropriately obtain third party financing

❖ Priority 2: Improve financial planning

- Strengthen linkage between the budget process and planning
- Provide all budget managers with the ability to track expenditures through the financial management system
- Develop multiple year capital budget plans linked to technology and facilities plans
- Link program review and assessment to budget development

❖ Priority 3: Improve accountability & transparency

- Define and document policies and procedures for a comprehensive system of internal controls
- Enhance disclosures, including a report on the effectiveness of internal controls and procedures for financial reporting (along with the external auditor attestation of that report)
- Develop community and management reports and a reporting calendar
- Develop procedures for the audit committee to address risk management and financial report monitoring
- Post all public data reports for access to statistics

PILLAR SIX

PILLAR 6: Strengthen Facilities Through Planning & Development

- ❖ **Priority 1: Investigate and pursue funding options for capital and facilities development**
 - Identify and reach consensus on capital and facilities priorities
 - Reach consensus on capital/facilities funding options
 - Pursue funding options through partnerships with governmental and non-governmental entities
 - Pursue grant funding opportunities that align with institutional priorities and capacities

- ❖ **Priority 2: Expand facilities to accommodate growth while developing functional facilities for end users**
 - Develop and implement a master facilities plan that responds to current needs and provides capacity for growth
 - Establish a preventive maintenance cycle for facilities and consumable equipment
 - Evaluate, prioritize, and respond to immediate storage and facility needs for programs and departments
 - Develop construction trades program focused on experiential learning through construction of some college facilities
 - Develop new and enhanced Career and Technical Education programs and facilities

- ❖ **Priority 3: Prepare, disseminate, and implement safety and emergency plan for natural disaster, manmade events, health threats, and HAZMAT events**
 - Update, expand and adopt draft safety plan from 2006-2007 to incorporate broader range of possible threats and crises
 - Provide annual emergency plan/safety training to all College employees

- ❖ **Priority 4: Develop use plan for dormant donated properties**
 - Incorporate use/disposal plan for existing dormant properties into the master facilities plan
 - Create and implement process for evaluating possible acceptance of future properties