

Northland Pioneer College Strategic Plan 2010-2013

Presidential Strategic Initiatives, April, 2010

Northland Pioneer College's updated 2010-2013 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. Online processes, quality checks and compensation resolved and in place by September 2010.
2. Plan for Assessment of Student Services Support of Student Learning completed in 2010-11, implemented in 2011-12.
3. Decision, plans and budgeting of resources for new Higher Learning Commission accreditation pathway completed by December, 2010; implementation initiated January 2011.
4. Dedication of resources, to the degree that is financially possible, to fully support our network, technology and instructional support resources.
5. Roll-out of web conferencing for delivery of coursework with classroom testing beginning spring 2011 semester.

Pillar 1: Advance High Quality and Accessible Learning Opportunities

Overall Responsibility: Vice President for Learning and Student Services

Priority 1: Improve student learning

Next Major Milestone: May 30, 2011

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

Goals:

1.1.1 Continue improvement of distance education delivery systems

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

- Improve hybrid courses and add more hybrid courses where appropriate
- Improve use of LMS in existing courses
- Enhance audio and video environments by developing a better distribution system for materials/exams, returning student work [e.g. use of work study students]
- Provide training workshops for all faculty and other interested employees

- Implement courses through ADOBE CONNECT (or other system) by Spring 2011 for selected programs (e.g. ECD) to reach multiple sites
- Continue to revise guidelines for online course development and continue to develop priorities for development of new online courses
- Survey students on scheduling and delivery platform preferences

1.1.2 **Emphasize advising and course selection based on placement testing**

Supports HLC Core Components 3abcd

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

1.1.3 **Improve pedagogical strategies and techniques**

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

- Identify and prioritize types of professional development activities needed
- Create additional "in-house" development opportunities as identified and as budget constraints allow

1.1.4 **Improve tutorial support**

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

- Build a database on tutoring history, student success, funding, availability, etc.
- Implement tutor training course
- Identify faculty as tutor trainers and mentors to provide training for 5 to 10 tutors per identified subject area
- Continue improved communication between academic departments and tutors
- Develop recommendation to expand and/or restructure tutoring services
- Improve student awareness of tutoring services/opportunities

1.1.5 **Explore day care possibilities (by May, 2013)**

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

- Survey communities for day care needs
- Investigate grant funding to support the implementation of day care services for students
- Explore a demonstration model and training site for ECD and EDU students

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

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

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

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

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

1.1.8 **Enhance co-curricular activities that promote student learning opportunities**

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

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

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

Next Major Milestone: May 30, 2011

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

Goals:

1.2.1 Seek approval for select baccalaureate degrees especially in Nursing, ECD, FRS and Education
Supports HLC Core Components 2abd, 4abc, 5abcd

1.2.2 Improve AAS and CAS programs as budget constraints allow
Supports HLC Core Components 2abd, 4c, 5abcd

- IC should review effectiveness of all programs
- Explore AAS degrees that respond to community needs and interests; consider eliminating programs that do not meet these interests

1.2.3 Assess short-term curriculum and short turnaround class offerings
Supports HLC Core Components 1e, 2ad, 3c, 4c, 5abcd

- Evaluate results and make recommendations

1.2.4 Continue to expand internship opportunities
Supports HLC Core Components 2a, 3c, 4d, 5abcd

- Identify partners and programs for internships
- Develop agreements
- Promote internship opportunities among students (*by August 2010*)
- Initiate apprenticeships with industry partners (*to begin by January 2011*)

Priority 3: Document learning in all courses and programs

Next Major Milestone: May 30, 2011

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

Goals:

1.3.1 Participate in HLC Assessment Academy

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

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

1.3.2 Revise and improve program review

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

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

1.3.3 Strengthen departmental assessment of student learning

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

- Continue annual departmental assessment of student learning while developing multiple measures of student learning
- ASK Committee members will work with individual departments to improve the design and measurement of student learning outcomes
- Have a faculty member chair the ASK Committee and provide release time commensurate with the responsibilities and time commitments required of the chair

1.3.4 Work more with advisory committees on documenting learning outcomes

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

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

Pillar 2: Strengthen Institutional Planning and Accountability

Overall Responsibility: President

Priority 1: Determine service area needs

Next Major Milestone: January 1, 2011

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

Goals:

2.1.1 Increase utilization of Community Advisory Council

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

- Schedule Community Advisory Council meetings at least three times per year
- Bring recommendations forward to appropriate College committees

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

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

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

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

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

Priority 2: Enhance enrollment, recruitment and management procedures

Next Major Milestone: May 30, 2010

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

Goals:

2.2.1 Develop ideal FTSE goal and attainment plan for the College

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

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

2.2.2 Adopt and implement Enrollment Management Plan

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

- Increase retention rates over the next five years by 5-7.5%
- Improve graduation rates each year by 5%
- Broaden College's outreach efforts and recruitment of Native American population
- Increase student satisfaction through College Wide Service and Training Standards
- Implement series of retention strategies that foster cooperation between instructional and service areas of the College
- Develop a plan to improve advising and student retention through analysis of data and in cooperation with the Director of Enrollment Services

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

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

2.2.4 Evaluate actual costs on individual programs and classes as well as evaluate and update course fees as appropriate to recoup course and program costs

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

2.2.5 Increase pool of qualified adjunct faculty

Supports HLC Core Components 2b, 3bc, 4ad

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

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

Next Major Milestone: January 1, 2011

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

Goals:

2.3.1 Create a competitive, informative, industry standard Web presence at www.npc.edu

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

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

2.3.2 Work to increase enrollment in transfer degree courses

Supports HLC Core Components 3acd, 4bc

- Emphasize cost savings and ease of transfer
- Disseminate new Transfer Guide to community partners, high schools and potential students
- Create a pool of student success stories for use with target audience
- Increase fun and enticing promotional items available to give away

2.3.3 Work to increase numbers of Native American students

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

- Survey Native American students and evaluate current course offerings based on student need, demand and access
- Build out distance delivery of student and academic support services

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

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

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

- Create a pool of student success stories for use with target audience
- Increase fun and enticing promotional items available to give away
- Disseminate a Career Guide to help advertise these programs
- Develop an alumni database/tracking system in cooperation with NPC Foundation
- Contact recent CTE graduates and employers to evaluate success and knowledge base of CTE graduates and program effectiveness

2.3.6 Increase community awareness of NPC locations and offerings

Supports HLC Core Components 2ad, 5bd

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

Pillar 3: Strengthen Technology to Support Learning and Service

Overall Responsibility: Director of Information Services

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

Next Major Milestone: August 31, 2011

Responsibility: Director of Information Services

Goals:

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

Supports HLC Core Components 1ce, 2abd, 4d

- Provide minimum 100Mbps WAN connections between all locations and backup WAN connections between the four campuses (*December 2013*)
- Integrate document-imaging and electronic form processing into primary business and enrollment processes (*December 2011*)
- Maintain standardized technology infrastructure aligned with College and industry standards
- Maintain regular replacement cycles for all equipment and software according to an approved maintenance plan
- Ensure all computer and communications systems comply with federal and state laws, regulations and policies
- Upgrade telephone to Voice Over IP at all campuses and centers and integrate TTY/TDD services (*June 2012*)
- Provide ubiquitous wireless capabilities College wide (*August 2011*)
- Deploy remote network, server, and desktop management systems College wide (*March 2011*)
- Train staff to provide network engineer services, system administrator services and expand computer support positions as budget allows
- Monitor and manage direct and indirect energy consumption of all IS Assets with real time reporting and annual reduction targets
- Provide 2GB network storage for all students and employees (*December 2010*)
- Build private network connections to Hopi and Kayenta (*December 2012*)
- Increase network reliability by adding an active secondary connection to the Internet (*December 2010*)
- Increase network reliability by adding an active secondary connection between key retransmission locations (e.g. between PDC and WMC, WMC and Greens Peak) (*August 2012*)
- Provide public and internal remote access to College meetings via Web conferencing (*August 2010*)
- Implement security and recovery plans that include active secondary or parallel systems and backup at remote locations and between locations for critical services (e.g. e-mail, Web servers, file servers, core network, databases and financial systems) (*August 2011*)
- Pilot a test group of thin clients within the College focusing on general library, library open lab and library testing computers (*March 2011*)
- Ensure that the role of the Support Center is to provide highly efficient and effective Tier 1 support by integrating Support Center and IS Technician roles (*March 2011*)

- Strengthen and support existing network infrastructure through discovery and documentation of what is currently in place with a complete network audit to support the current and future needs of the College (*December 2010*)
- Ensure that there is an effective advisory group in place to actively communicate the needs of College staff and students in areas related to information technology (*March 2011*)
- Explore the implementation of single sign-on authentication for all College systems (*August 2011*)
- Implement an internal NOC (*August 2012*)

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

Next Major Milestone: August 31, 2010

Responsibility: Director of Information Services

Goals:

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

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

- Provide at least one mobile or permanent interactive whiteboard with audio/video transmission capabilities for 50% of classrooms and labs (*December 2012*)
- Implement a comprehensive print management and access solution (*December 2010*)
- Integrate online library services into College wide information access systems to simplify local and remote access to library databases, catalogs and other electronic library assets (*August 2010*)
- Enable infrastructure to support 100% online and universally accessible curricula (*December 2011*)
- Explore grant funding opportunities to install wireless audio-amplification systems in PAC and symposiums (*August 2012*)
- Provide audio/video-capable portable computers with access to DRA resources for every student requesting access and migrate DRA software to domain profiles (*August 2011*)
- Enable video remote interpreting and other assistive technologies in every classroom, lab and at least one conference room per campus/center (*August 2011*)
- Automate recurring IR generated reporting
- Provide automated reports for enrollment, budget and auditing

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

Supports HLC Core Components 1ce, 2ad, 4d

- Enable 100% online registration and offer as a student enrollment option (*August 2011*)
- Enable audio/video desktop conferencing systems on 25% of staff computers (*August 2010*)
- Provide training and information to staff and students for the College's emergency notification system (*October 2010*)
- Evaluate the current ERP/SIS solution (Jenzabar) and determine if it needs to be revamped or replaced to meet the current and future needs of the College (*March 2011*)

3.2.3 Establish, develop and deliver training

Supports HLC Core Components 1ce, 2abd, 4ad

- Provide basic curricula for using all College wide systems (March 2011)
- Provide continuous training for IS staff
- Establish professional educational organization memberships, as budget allows

Pillar 4: Strengthen Human Resources and Employee Relations

Overall Responsibility: Vice President of Administrative Services

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

Next Major Milestone: May 30, 2011

Responsibility: Director of Human Resources & staff, Executive Team

Goals:

4.1.1 Improve communications College wide

Supports HLC Core Components 1a 3bd, 4d

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

4.1.2 Develop programs that recognize individual and group achievement

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

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

4.1.3 Promote professional development opportunities for staff and faculty

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

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

4.1.4 Foster teamwork

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

- Research effective team-building activities
- Train employees on appropriate professional behavior

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

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

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

- Evaluate current hiring processes
- Survey all departments to formulate a plan for enhancement
- Submit plan for 2011--2012 budget consideration by January 2011

4.3.3 Review adjunct faculty employment standards, hiring procedures and compensation

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

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

4.3.4 Evaluate and assess job performance

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

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

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

Overall Responsibility: Vice President of Administrative Services, President

Priority 1: Identify and develop a variety of funding alternatives

Next Major Milestone: May 30, 2010

Responsibility: Vice President of Administrative Services, Director of Financial Services, President, NPC Foundation Executive Director, Financial Aid Director, SBDC Director, Dean of CTE

Goals:

5.1.1 Seek grant opportunities

Supports HLC Core Components 2ab, 3bc, 4, 5abcd

- Explore the implementation of a self-funded grant position
- Determine an internal grant application process
- Identify available federal and state grants
- Determine annual grant target funding level

- Establish process for prioritizing which grants to apply for by determining whether the match or compliance requirements provide a good opportunity for NPC utilizing the Carl Perkins Grant Manager's assistance to make such determinations
- Establish internal approval process prior to submitting grant applications

5.1.2 Enhance awareness and effectiveness of NPC Foundation

Supports HLC Core Components 1cd, 2d, 4a, 5abcd

- NPC to provide Foundation with annual target for student scholarships it plans to award
- Increase endowment scholarships
- Continue to support governance structure; require a move toward becoming cost neutral
- Recruitment of members; development of the Alumni Association
- Continue to support fund-raising activities by providing marketing assistance with literature to ensure professional quality
- Recruit volunteers to fulfill the administrative duties of fundraising
- Establish an annual fund

5.1.3 Support community development to maximize assessed valuation

Supports HLC Core Components 1d, 2abd, 4cd, 5abcd

- Business and Industry Training (BIT) to continue to provide business and community-based training and support to increase assessed valuation
- Small Business Development to continue to cultivate partnerships with business, industry, governments and other entities to increase assessed valuation
- Increase community outreach activities

5.1.4 Maintain all state funding

Supports HLC Core Components 1e, 2abd, 3d, 5bd

- Maintain supporting documentation of current laws
- Create association with other beneficiaries
- Maintain DGB and legislative liaison awareness
- Continue to provide information to the State Legislature and communities to help preserve this funding

5.1.5 Develop a revenue resource analysis

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

- Compile needed information
- Develop cost/resource analysis (*September 2010*)
- Develop a third-party financing plan (*December 2010*)

Priority 2: Improve financial planning

Next Major Milestone: May 30, 2010

Responsibility: President, Vice President of Administrative Services, Director of Financial Services, Director of Maintenance, Vice President of Learning, Deans, Instructional Council

Goals:

5.2.1 Continue to strengthen linkage between the budget process and strategic planning

Supports HLC Core Components 1d, 2abcd

- Continue to use strategic plan to prioritize resource allocation during budget process

- Continue to compare requested budgets to plans for a determination of appropriate allocation of financial resources

5.2.2 Provide budget managers the ability to track expenditures through the financial management system

Supports HLC Core Components 1de, 2acd, 3d

- Continue to train all new Budget Managers to use Budget Review
- Identify needed external resources to implement electronic requisition and PO process in existing or new ERP system (*August 2010*)
- Develop and implement procedures for electronic requisition and purchase order (PO) approval/processing in existing or new ERP system (*July 2011*)
- Continue to develop/revise/improve budget reports
- Continue to work with IS to obtain information through budget allocate and budget review to create required reports

5.2.3 Develop multiple year capital budget plans

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

- Develop a three year revolving Facilities Maintenance Plan with associated costs (*January 2011*)
- Develop a three year departmental capital needs plan (*March 2011*)
- Link all capital plans with resource analysis

5.2.4 Link program review and assessment to budget development

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

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

Priority 3: Improve accountability and transparency

Next Major Milestone: May 30, 2010

Responsibility: President, Vice President for Administrative Services, Director of Financial Services, Director of Human Resources, Audit Committee

Goals:

5.3.1 Define and document policies and procedures for a comprehensive system of internal controls

Supports HLC Core Components 1acde, 2cd, 4d, 5bc

- Standard processes for student billing among all centers/campuses including special programs like TLC and ECD
- Compare current systems of internal controls with best practices (*May 2010*)
- Develop phased plans to implement best practices (*September 2010*)
- Document changes as best practices are implemented (*December 2010*)

5.3.2 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

Supports HLC Core Components 1acde, 2cd, 4d, 5bc

- Continue to enhance and publicize report on financial reporting status

- Determine and develop other information that would enhance distribution of disclosure information (*May 2010*)

5.3.3 Develop community and management reports and a reporting calendar

Supports HLC Core Components 1e, 2d, 5bcd

- Obtain feedback from District Governing Board and key partners on types of information that they want to see (*September 2010*)
- Develop management and community reports based on feedback (*May 2011*)
- Obtain feedback from users on effectiveness of reports and additional information needs (*December 2011*)

5.3.4 Post all public data on NPC Archives website

Supports HLC Core Components 1ae, 2c, 3a, 5bc

- Continue to provide existing data for posting (post quarterly)
- Continue to assess availability of new data and make available
- Publicize availability of information
- Track access of information

Pillar 6: Strengthen Facilities through Planning, Development and Renewal

Overall Responsibility: President, Vice President for Administrative Services

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

Next Major Milestone: *December 31, 2010*

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

Goals:

6.1.1 Utilize existing draft crisis plan as basis for broader plan

Supports HLC Components 1e, 5c

- Add in new elements, including hazmat, other emergency response plans and influenza response (*December 2010*)
- Implement ongoing crisis/safety training for all employees (*August 2011*)

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

Next Major Milestone: *November 30, 2010*

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

Goals:

6.2.1 Establish a preventative facility and equipment maintenance program

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

- Establish planned maintenance and replacement cycle as appropriate (*November 30, 2010*)
- Inventory and identify existing equipment and identify equipment categories (*December 31, 2010*)
- Establish costs for maintenance based on planned cycle (*January 31, 2011*)
- Incorporate facility and equipment maintenance program in budget (*July 1, 2011*)

6.2.2 Evaluate and prioritize facility use for existing programs

Supports HLC Core Component 2b

- Evaluate facility needs of existing programs and departments (*August 31, 2011*)
- Develop and implement retention or disposal plans for dormant program materials (*October 31, 2011*)
- Base evaluation and prioritization on community, student and workforce needs, cost and trends (*December 31, 2011*)

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

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

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

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

Next Major Milestone: May 30, 2010

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

Goals:

6.3.1 DGB, President, Foundation reach consensus on partnering and grant options for capital acquisition, facility renovation and construction

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

- Board approval of a partnering and grant guidelines
- NPC foundation prepares plan to assist in capital equipment acquisition, include endowed scholarships/planned giving
- Identify current and potential grant/partnership opportunities to assist with capital equipment acquisition and facility renovation or construction

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

Next Major Milestone: November 30, 2010

Responsibility: Executive Team, College Council, Sustainability Committee

Goals:

6.4.1 Develop a plan to move the College toward sustainability

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

- Obtain recommendations through sustainability committee (November 30, 2010)
- Evaluate the current carbon footprint
- Implement one recommendation annually to move toward sustainability (March 31, 2011)

6.4.2 Develop sustainability curriculum

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

6.4.3 Develop partnership with business and industry and communities to promote and grow sustainability of resources

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

Key to Abbreviations

AAS – Associate of Applied Science

ASK – Assessment of Student Knowledge

ATO – Automotive Technology

BOC – Construction Technology

CAS – Certificate of Applied Science

CRM – Constituent Relationship Modules

CTE – Career and Technical Education

DGB – District Governing Board

DRA – Disability Resource and Access

ECD – Early Childhood Development

FDLP – Federal Depository Library Program

FRS – Fire Science

FTSE – Fulltime student equivalent

HLC – Higher Learning Commission

IC – Instructional Council

IMO – Industrial Maintenance and Operations

IR – Institutional Research

IS – Information Services

ITV – Independent television

JICS – Jenzabar Internet Campus Solution

LCC – Little Colorado Campus

LMS – Learning management system

NOC – Network Operations Center

NPC – Northland Pioneer College

PAC – Performing Arts Center

PDC – Painted Desert Campus

SBDC – Small Business Development Center

S-STEM – (National Science Foundation) Science

– Science, Technology, Engineering, Math

TTY/TDD – Telecommunication Device for the Deaf

WMC – White Mountain Campus