2007 – 2012

Strategic Plan

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 1: Advance high quality and accessible learning opportunities
- Priority 1: Establish a “Culture of Success” through student support systems including a student-centered service ethic
- Priority 2: Expand curriculum & course offerings in response to community & workforce needs & student interests
- Priority 3: Documented learning in all courses & programs

Pillar 2: Strengthen planning & accountability
- Priority 1: Determine service area needs
- Priority 2: Enhance enrollment, recruitment & management procedures
- Priority 3: Review & implement enhanced marketing & public relations initiatives

Pillar 3: Strengthen technology to support learning & service
- Priority 1: Develop & implement technology master plan
- Priority 2: Improve technology resources to improve support for classroom instruction
- Priority 3: Enhance all forms of distance education technology for all students

Pillar 4: Strengthen human resources & employee relations
- Priority 1: Establish stability, consistency, & excellence in college staff & services
- Priority 2: Strengthen hiring, evaluation, & compensation standards
- Priority 3: Foster an institutional environment that encourages teamwork, pride in job & institution, professional growth & development

Pillar 5: Strengthen fiscal resources to support critical programs & services
- Priority 1: Identify & develop a variety of funding alternatives
- Priority 2: Improve financial planning
- Priority 3: Improve accountability & transparency

Pillar 6: Strengthen facilities through planning development
- Priority 1: Investigate & pursue funding options for capital & facilities development
- Priority 2: Expand facilities to accommodate growth while developing functional facilities for end users
- Priority 3: Prepare, disseminate, & implement safety & emergency plan for natural disaster, manmade events, health threats, & HAZMAT events
- Priority 4: Develop use plan for dormant donated properties
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