

Northland Pioneer College  
*A Quality Education You Can Afford*  
Navajo County  
**Strategic Enrollment/Marketing Plan**  
**2008-2009**

Report of the Enrollment Management Committee

May 15, 2009

Approved October 20, 2009 by District Governing Board

# Executive Summary

*Our Mission: Northland Pioneer College Creates, Supports and Promotes Lifelong Learning.*

Beginning Fall 2007 President Swarthout implemented a shared governance model for the college. The Enrollment Management Committee (EMC) was created as part of this shared governance model to establish input from College staff regarding enrollment management and advise the College Council and Administrative team on enrollment management activities, suggestions, and implementation of related procedures and policies. Members of the Enrollment Management Committee consisted of Mark Vest, Vice President of Student Services, Jake Hinton-Rivera, Director of Enrollment Services, Ann Hess, Director of Marketing and Recruitment, Stephanie Holliday, Whiteriver Center Manager, Susan Olsen, Silver Creek Campus Manager, and faculty members, Andrew Hassard and Ryan Rademacher. The Enrollment Management Committee attended a conference on strategic enrollment management last year, studied literature on retention and graduation completion, reviewed policies used at other similar institutions, cross-referenced prior NPC enrollment plans and institution reports, listened to staff and faculty, and surveyed students.

## **Philosophy of Enrollment Management**

In its simplest form the EMC defined enrollment management as an institution-wide comprehensive research driven system designed to locate, attract, retain, and graduate those students we want to serve. As the EMC began our quest for a purpose, creating an enrollment management plan would be central to our mission, becoming the committee's top priority. This began a series of conversations regarding enrollment outcomes, similar to the conversations the college has had on learning assessment outcomes.

The enrollment outcomes discussed revolved around:

## **Enrollment Outcomes**

1. Development and implementation of an enrollment plan.
2. Increased student opportunities through enrollment growth.
3. Advisors are provided with the skills and tools necessary to successfully advise students.
4. Retention strategies have been successfully implemented and evaluated.
5. New recruitment strategies that include developing a better relationship with High School counselors as well as reestablishing our presence at community events.
6. Students understand and use registration information to enhance their responsibility and encourage student participation in early registration.
7. Students are aware of services and first year expectations through a mandatory orientation program.
8. Marketing strategies are in line with the college strategic goals. They identify the best communications media to use so that we are reaching the target market selecting the most cost effective messages related to the activity or program. NPC is positioned as a college of first choice based upon marketing its quality, affordability, convenience and success.

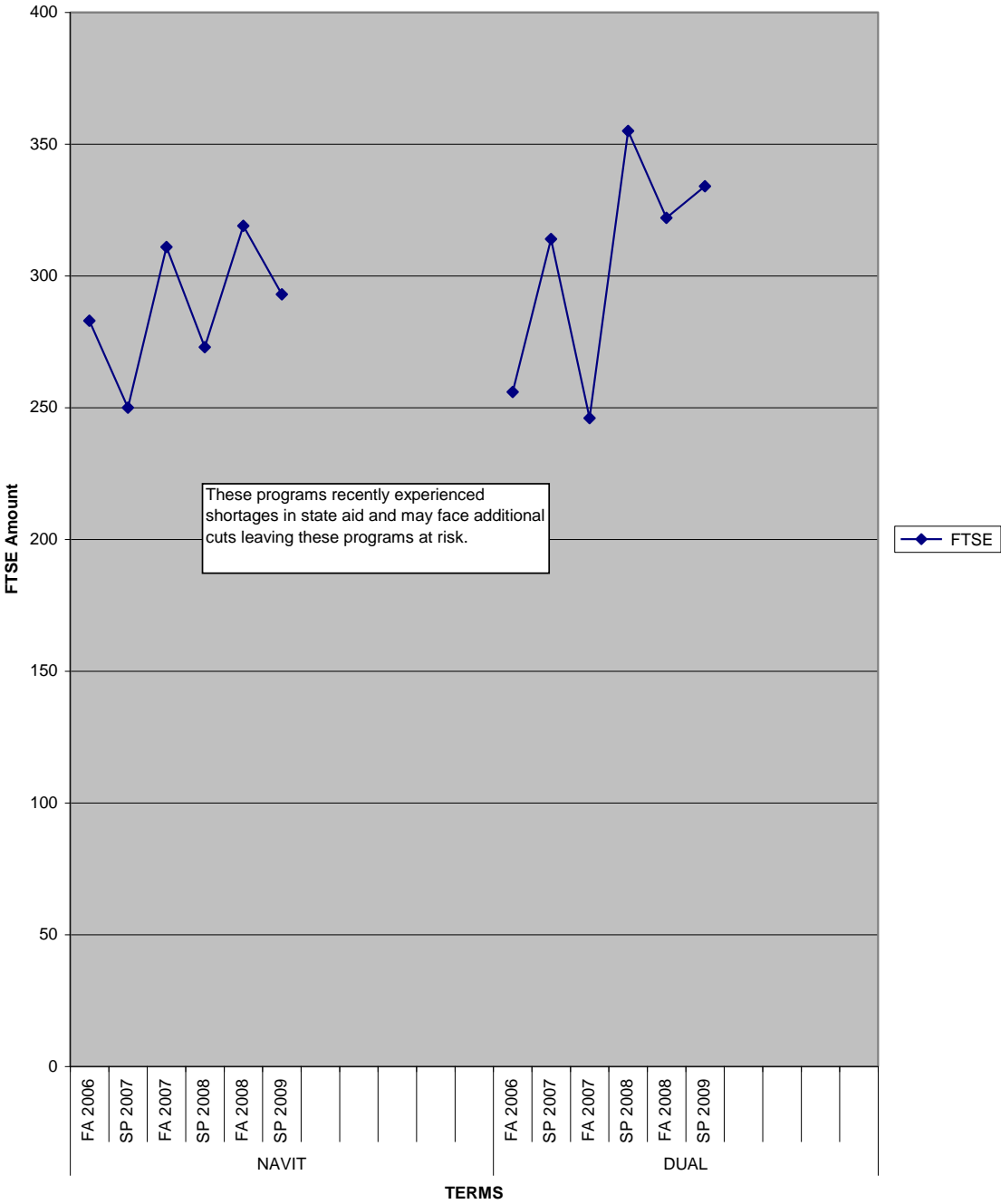
9. Organizational structure provides effective and efficient enrollment services in meeting students' needs for both degree programs and vocational related courses. (e.g. if student surveys indicate students prefer more science classes with labs in the evening to meet work schedules but our structure does not fill the need)
10. Increased graduation rate strategies have been successfully implemented and evaluated.

To reach these outcomes the EMC had to identify NPC's strengths and weaknesses, of which there was much discussion. The EMC created subgroups on retention, marketing, recruitment, and services for which student surveys, questionnaires, data, and comparison reports were used to further the groups' findings. The EMC decided on seven primary enrollment goals to focus on through 2010-2011 with importance in the following order:

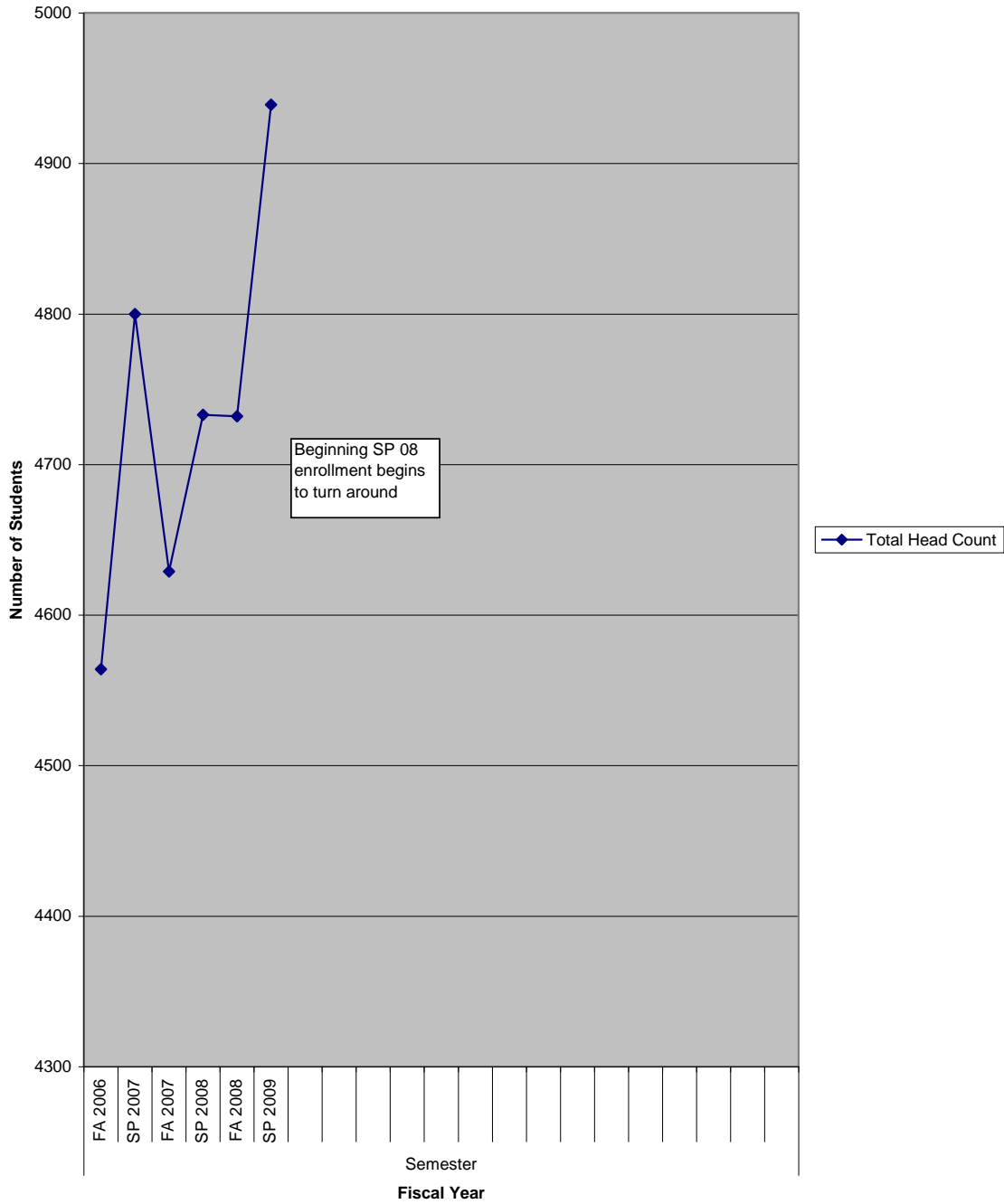
1. Increase retention rates over the next five years by five percent
2. Improve graduation rates each year by 10%
3. Broaden College's outreach efforts and recruitment of Native American population
4. Create a targeted marketing plan that supports the College Strategic Plan
5. Increase student satisfaction through College-Wide Service and Training Standards
6. Develop and implement enrollment plan strategies that address Priorities 2 & 3 of the College Strategic Plan

The EMC also believed that NPC's enrollment goals should concentrate on data, quality service, cooperation, communication, and collaboration. Finally the EMC believes the most challenging aspect of a successful enrollment management plan is to involve and obtain the support of all constituencies: students, faculty, administration, staff, high schools, employers and external agencies. Only through a model of participatory decision-making can a successful enrollment management plan change the way NPC confronts challenges, exploit opportunities, and manage resources. The above outcomes, goals and recommendations found in this report give direction to President Swarthout and her staff, the Governing Board and the Enrollment Management Committee to review actions that can be taken to increase enrollment while not compromising the mission of the College.

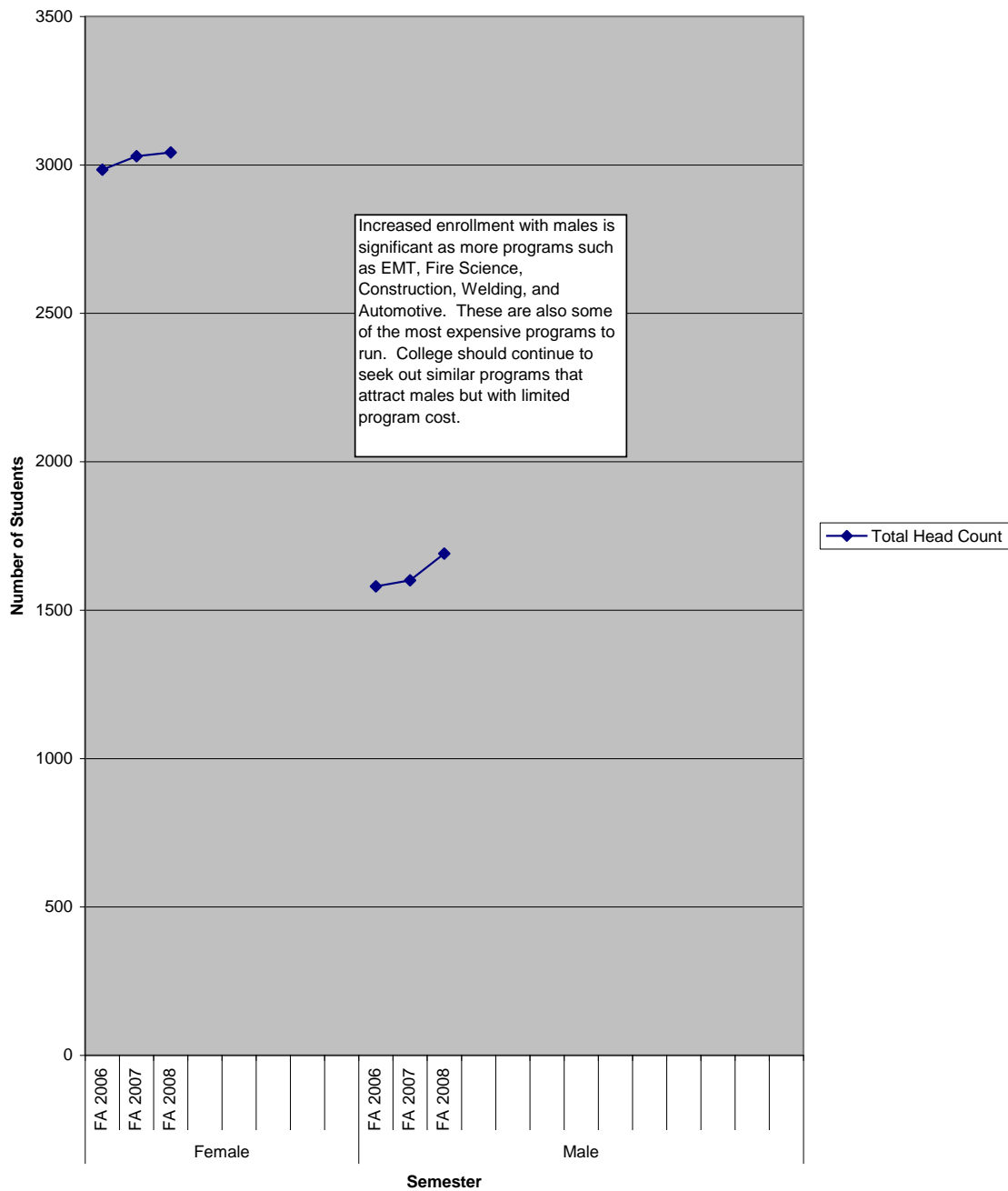
FTSE PROGRESS



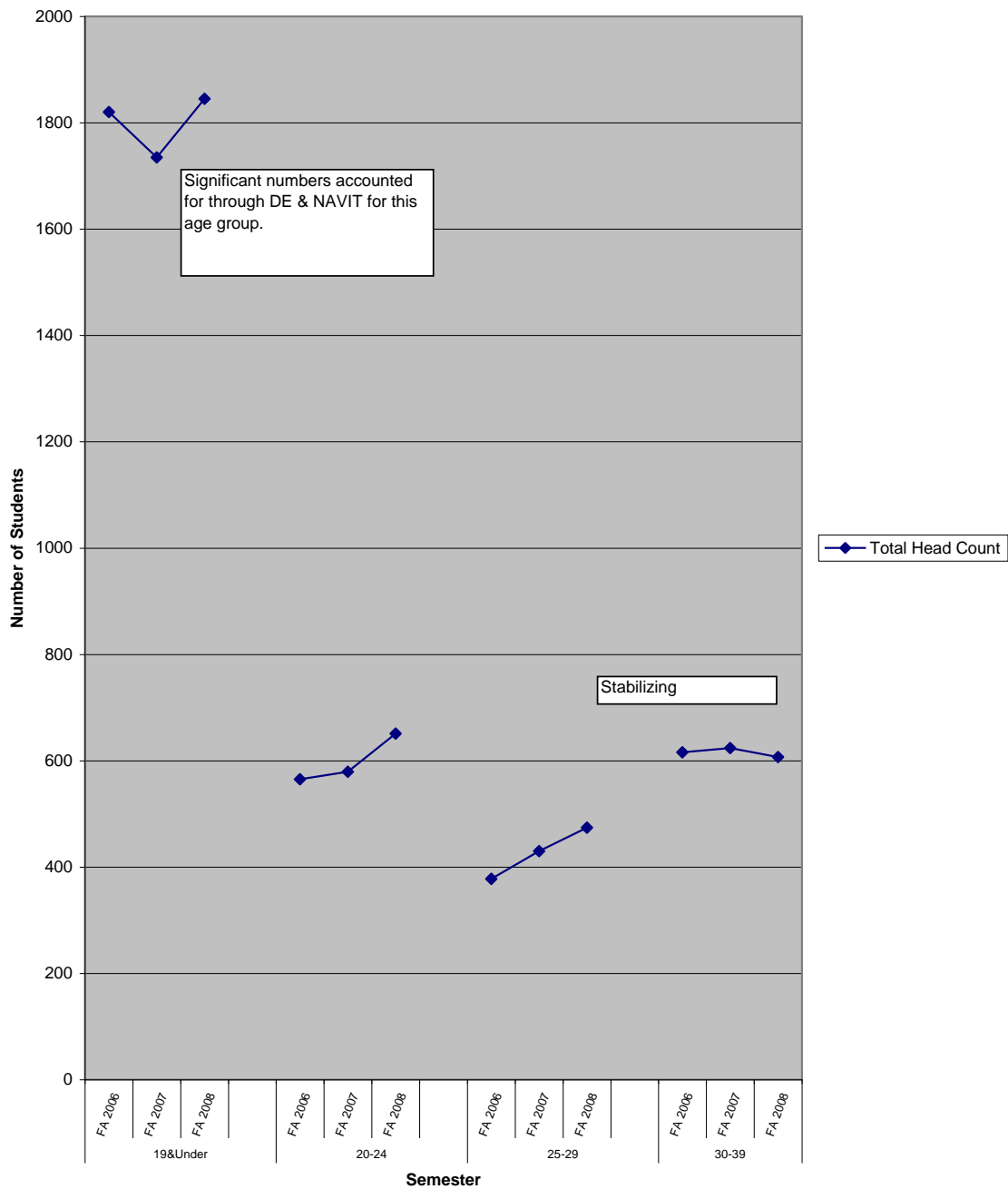
Total Head Count



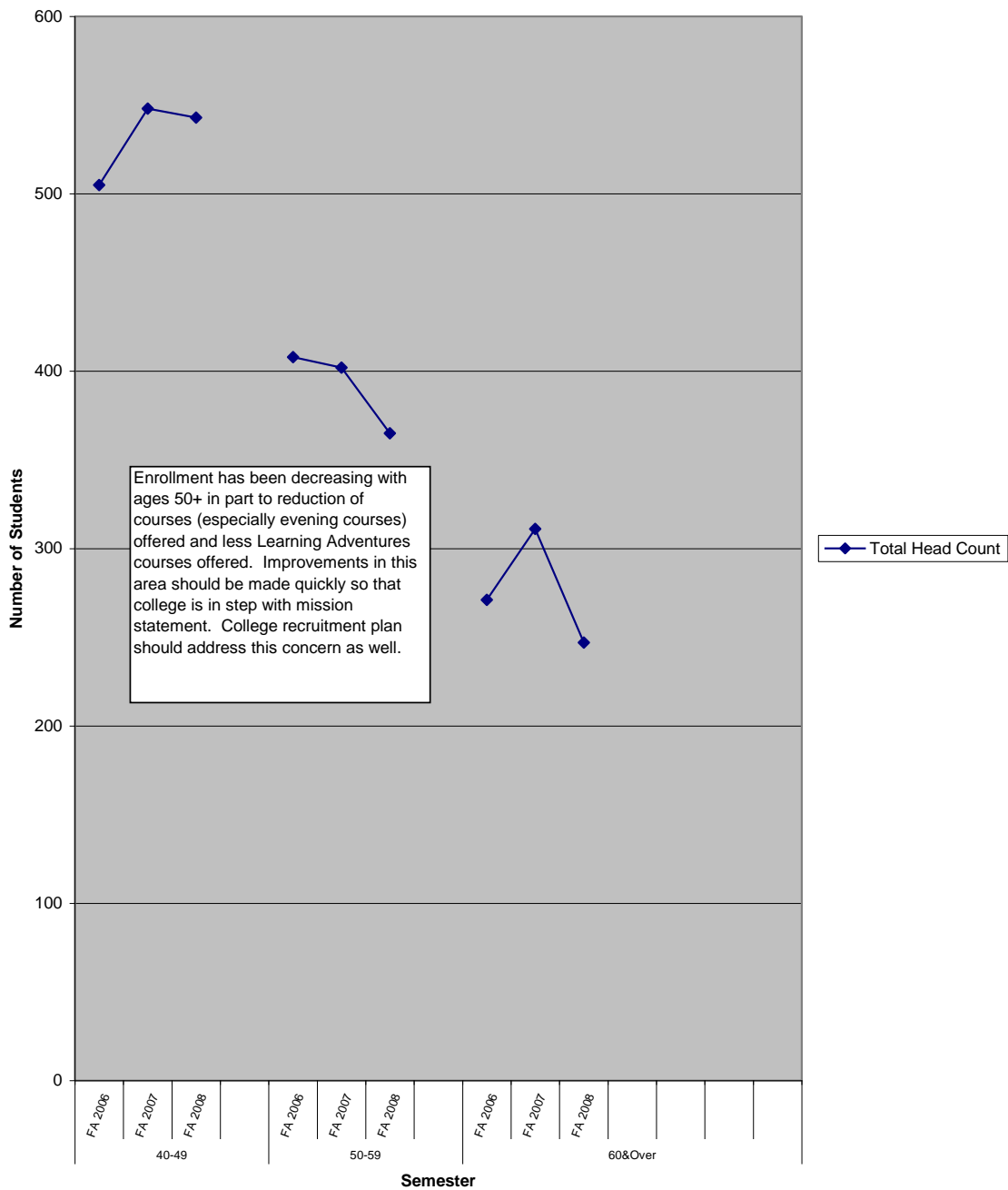
## Gender Head Count Over 3 Years



## Head Count by Age Groups Over 3 Years

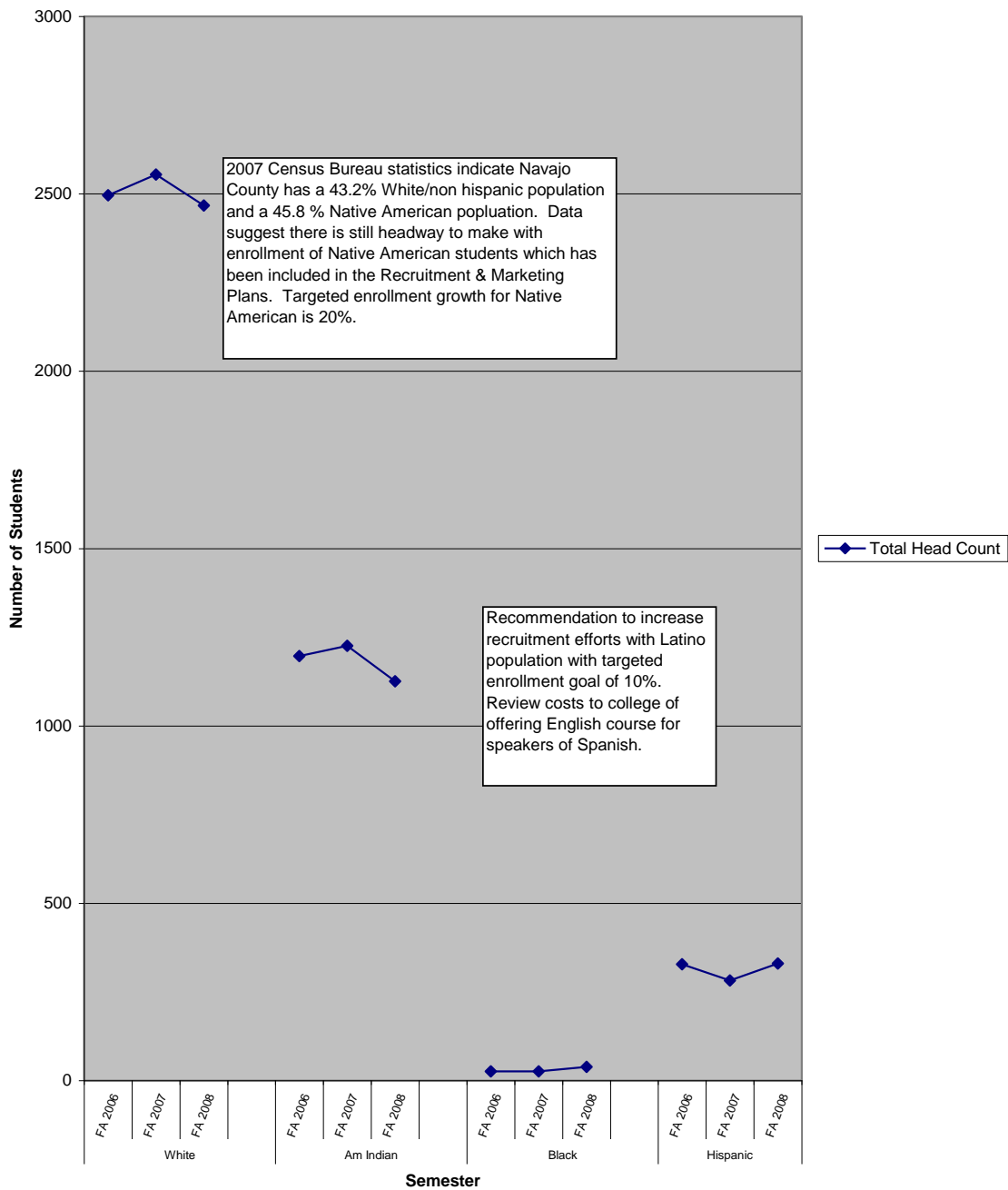


## Head Count by Age Groups Over 3 Years

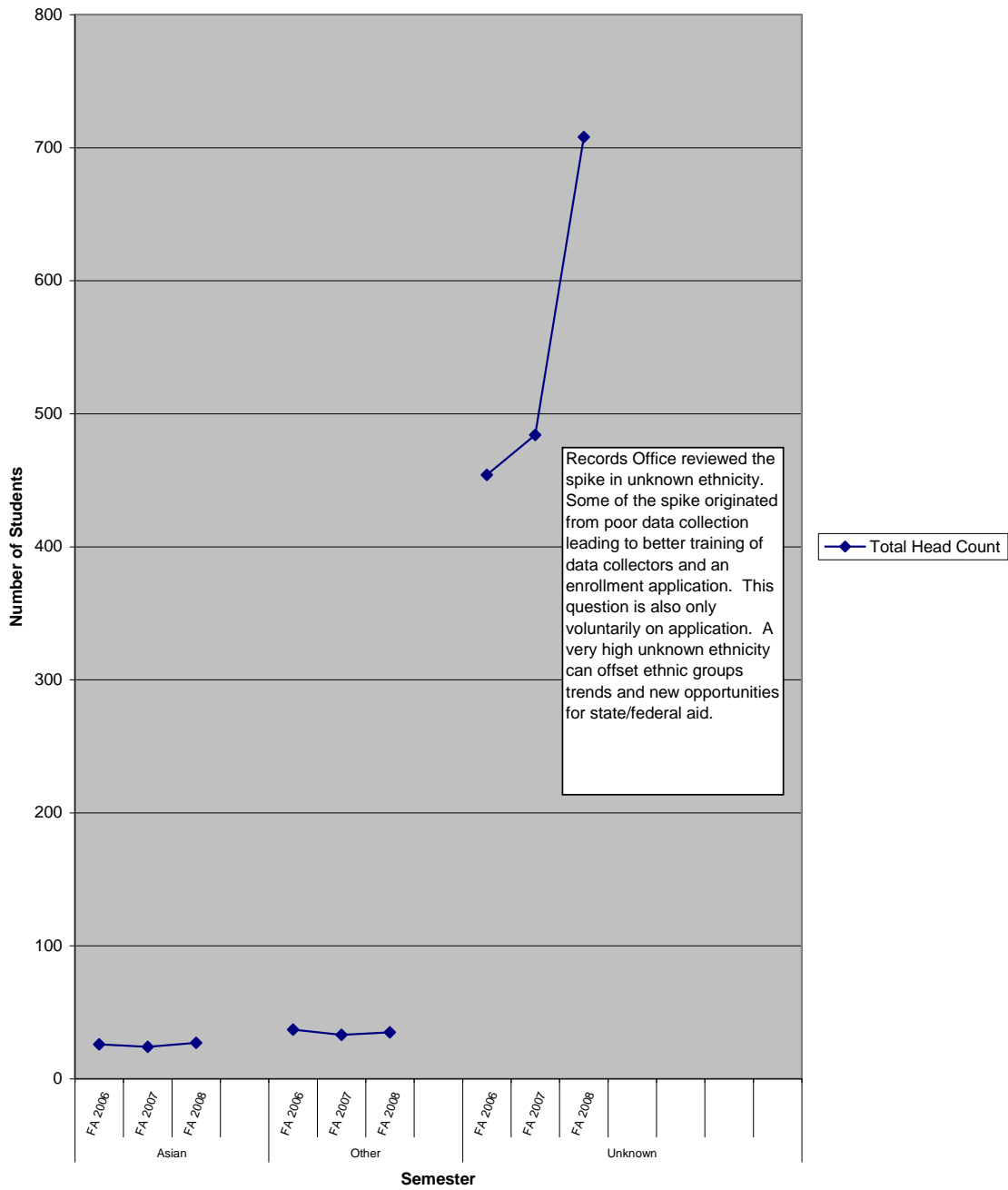




## Enrollment Trends by Ethnicity Over 3 Years



## Enrollment Trends by Ethnicity Over 3 Years



## Recent Trends

From fall 2007 to fall 2008 NPC headcount enrollment increased by **2.2%**, regular FTSE increased by **10%** and a total FTSE increase of **11.45%**. As of the current Spring semester 2009 NPC experienced a small decrease in regular FTSE (**0.13%**) from the previous fall 2008 semester, but with headcount increasing by **4.37%**. This follows up the previous year when FTSE increased **5.27%** and headcount **1.42%**. The College faced several shortages in faculty and staff turnover over the last two and half years, but was able to proceed with increasing enrollment, investments in technology, college-wide approach to assessment and learning, and preparation for the Higher Learning Commission visit.

NAVIT and Dual Enrollment increased from Fall 2007 to 2008 by 11%. High school enrollments in our area are projected to grow over the next 2 years but transition to college still lacks enough data at this point to translate to new NPC enrollments. High School enrollments have additionally been hampered with state funding cuts in areas of dual enrollment and NAVIT.

Recent economic downturns have already shown enrollment increases as of Spring 2009 in professional programs especially in those programs that lead to more stable career opportunities. These programs, such as nursing, EMT, and welding should continue to have high enrollments even after the economic downturn stabilizes. Continual growth at 4.5% annualized FTSE will be healthy for NPC enrollment goals as expansion of classroom availability, programs and facilities is currently at a standstill.

### Other Signs for Increases/Decreases Over the Past Year

- Department of Corrections increases (full funding may or may not be available for FALL 2009)
- Internet increases
- Increases in enrollment at PDC and LCC
- Decreases in enrollment at WMC (partially due to being short on faculty)
- More Dual and NAVIT enrollment
- Earlier registrations
- Average student load slightly increased Fall 05, 06, and 07
- Summer enrollment has been down (loss of 80 FTSE since 2004)
- 7.9 % annualized FTSE increase from 06-07 to 07-08
- The Prop 300 impact was originally unknown. If any, the impact on enrollment was small.

NPC continues to experience low student retention and graduation rates. The IPEDS Data Feedback Report 2007 reported NPC to be below the comparison group retention and graduation rates. NPC's reported retention rate for full-time students is 49% and 29% for part-time. The national median retention rate for rural colleges is 55% for full-time and 37% for part-time. NPC has been able to maintain new enrollments but continues to lose previous enrollments required to sustain enrollment growth and increase the number of graduates. The enrollment management committee has already taken steps to focus college-wide discussion on this issue to bring the College closer to national rates.

NPC this past year has continued to experience very positive media coverage that was bolstered by community support of performances offered at the Silver Creek Performing Arts Center, academic

programs, participation with National Science Foundation grants, scholarship recipients, faculty honored within the community, new student activities and promotion of the new NPC website.

## Navajo County Profile

<b>Population, percent change, April 1, 2000 to July 1, 2007</b>	<b>14.20%</b>
Population, 2000	97,470
Persons under 5 years old, percent, 2007	8.10%
Persons under 18 years old, percent, 2007	30.10%
Persons 65 years old and over, percent, 2007	11.80%
Female persons, percent, 2007	50.60%
White persons, percent, 2007	51.20%
Black persons, percent, 2007	1.20%
American Indian and Alaska Native persons, percent, 2007	45.80%
Asian persons, percent, 2007	0.50%
Native Hawaiian and Other Pacific Islander, percent, 2007	0.10%
Persons reporting two or more races, percent, 2007	1.20%
Persons of Hispanic or Latino origin, percent, 2007	9.20%
White persons not Hispanic, percent, 2007	43.20%
Language other than English spoken at home, pct age 5+, 2000	39.90%
<b>High school graduates, percent of persons age 25+, 2000</b>	<b>71.20%</b>
<b>Bachelor's degree or higher, pct of persons age 25+, 2000</b>	<b>12.30%</b>
Mean travel time to work (minutes), workers age 16+, 2000	22.9
Homeownership rate, 2000	75.40%
Housing units in multi-unit structures, percent, 2000	5.70%
Households, 2000	30,043
Persons per household, 2000	3.17
<b>Median household income, 2007</b>	<b>\$38,871</b>
Per capita money income, 1999	\$11,609
<b>Persons below poverty, percent, 2007</b>	<b>23.40%</b>

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, Census of Population and Housing, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report  
Last Revised: Friday, 20-Feb-2009

# GOAL 1: TO DEVELOP, IMPLEMENT AND ASSESS A COLLEGE ENROLLMENT MANAGEMENT PLAN

## ENROLLMENT MANAGEMENT PLAN: DEVELOPMENT STRATEGIES

Strategic Plan Goal 1.3.2		Revise and improve program review	
		Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Revise program review reporting/documentation template</li> </ul>	
		2009-2010	2010-2011
			Provide a quarterly progress assessment of Enrollment Plan outcomes, goals, and strategies. Report findings also to College Council. <b>Responsibility:</b> EMC, DES, DM, and VPSS
Strategic Plan Goal 2.2.1		Develop FTSE growth strategy	
	Enhance enrollment, recruitment and management procedures.	Supports HLC Core Components 1abcde, 2abcd, 3c, 4d, 5abcd	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Incorporate program growth capacity through Academic Deans, faculty and advisory committees</li> </ul>	
In Progress	Seek consensus on regularity of an enrollment management plan (1yr, 2yr, or 3yr)	2009-2010	2010-2011
75%			
	<b>Responsibility:</b> EMC, DES, VPSS, President, College Council		
Strategic Plan Goal 2.2.2		Identify resources needed to achieve departmental annual goals based on strategic plan	
		Supports HLC Core Components 2abcd	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Improve the process of involvement</li> <li>Involve faculty and staff in setting annual goals for their departments and for the college</li> <li>Define resource needs</li> </ul>	
		2009-2010	2010-2011
Completed	Maintain EMC memberships that overlap for historical perspective	Review need for additional EMC subcommittees (e.g. Retention, Enrollment Data, Survey Group) <b>Responsibility:</b> EMC and College Council	
		Fill EMC memberships quickly and stress the importance of meeting attendance to outcome of goals. <b>Responsibility:</b> EMC Chair	

		Create Calendar Planning Sessions	
		<b>Responsibility:</b> EMC	
	<b>Strategic Plan Goal 2.2.3</b>	<b>Set annual FTSE goals</b>	
		Supports HLC Core Components 2ab, 5a	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Review progress and make adjustments as needed</li> </ul>	
		2009-2010	2010-2011
			Complete EMC Enrollment Plan draft two months earlier prior to submission deadline
			<b>Responsibility:</b> EMC

## GOAL 2: Develop New Recruitment Strategies

Primary Goals:

Strategic Plan Goal 2.2.4		Increase pool of qualified adjunct faculty	
		Supports HLC Core Components 2b, 3bc, 4ad	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Increase interactions with local high school faculty</li> <li>• Increase contact between college and high school faculty in dual enrollment course offerings</li> </ul>	
		2009-2010	2010-2011
		By <b>Fall 2009</b> , NPC will host a High School counselor luncheon to try and build a relationship with them <b>Responsibility:</b> College Recruiter and DES	
Strategic Plan Goal 2.3.4		Create dual enrollment campaign for parents of area high school students	
		Supports HLC Core Components 1b, 2a, 3d, 5c	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Emphasize cost savings</li> <li>• Conduct timely postcard campaign to parents of potential dual enrollment students</li> <li>• Advise and encourage dual enrollment depts. on letter writing campaigns they could conduct</li> <li>• Create a pool of student success stories for use with target audience</li> </ul>	
		2009-2010	2010-2011
		Send out NPC college information each semester (beginning <b>SU09</b> ) to all Dual Enrollment and NAVIT students outlining what our college can do for them. Also send out specific information about the area they are doing in the Dual/NAVIT programs. <b>Responsibility:</b> Dual/NAVIT office	
Strategic Plan Goal 2.3.3 Strategic Plan Goal 2.3.6		Work to increase numbers of Native American students Increase community awareness of NPC locations and offerings	
		Supports HLC Core Components 2ad, 5bd	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Increase fun and enticing promotional items</li> </ul>	



		available to give away <ul style="list-style-type: none"> <li>• Increase recruitment efforts on reservation school sites</li> <li>• Contact tribal education departments for increased funding</li> <li>• Create a pool of student success stories for use with target audience</li> </ul>	
<b>In Progress</b>	Continue to increase the traffic at the Discover NPC nights. Increase traffic by 10% at each location during the 2009 event <b>Responsibility:</b> College Recruiter, Campus/Center, Directors' of Enrollment Services and Marketing	2009-2010	2010-2011
			Aggressive marketing and enrollment goal to increase Native American student FTSE stats by 15-20% over two year period beginning with FA09 and develop retention plan for this target group. <b>Responsibility:</b> College Recruiter, DES and EMC

Secondary Goals:

Strategic Plan Goal 2.3.2		Work to increase enrollment in transfer degree courses	
		Supports HLC Core Components 3acd, 4bc	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Advise and encourage various departments on letter writing campaigns they could conduct</li> <li>Create a list of “talking points” to distribute to faculty and staff</li> </ul>	
<b>In Progress</b>	Call all prospects and applicants by phone prior to start of semester. <b>FA09</b> will be first time implementing process now that enrollment application is available. <b>Responsibility:</b> DES/Registration Staff	2009-2010	2010-2011
Should have a follow-up on any results		Increase high school visits by 10% during FA09 <b>Responsibility:</b> College Recruiter & DES	Recruit faculty and administrators to assist with recruitment efforts during <b>SP2010</b> <b>Responsibility:</b> DES, VPSS/VPLS

Strategic Plan Goal 2.3.6		Increase community awareness of NPC locations and offerings	
		Supports HLC Core Components 2ad, 5bd	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Build community relations through increased advertising of art and cultural events</li> <li>Conduct direct mail campaigns that announce registration dates</li> </ul>	
<b>In Progress</b>		2009-2010	2010-2011
		Establish information night for home school students and parents <b>Responsibility:</b> College Recruiter & DES	Use high school counselor breakfasts to promote, inform and thank counselors for all of their efforts. <b>Responsibility:</b> DES, EMC and introduction by College President
<b>Current Practice</b>	Provide Financial Aid information nights for parents and students at local high schools. Promote this service to high school advisors <b>Responsibility:</b> FA Office		
<b>In Progress</b>	Create NPC Student Ambassador Program no later than Summer 2009 that will assist with promoting marketing and recruitment activities in all areas of the College. <b>Responsibility:</b> DES/SGA with program advisors		
DES and SGA produced Student Ambassador Program description and approved preliminary funding			

## A. Campus Wide Communications Coordination

	<b>Strategic Plan Goal 2.3.1</b>	<b>Create a competitive, informative, industry standard web presence at <a href="http://www.npc.edu">www.npc.edu</a></b>	
	<b>Strategic Plan Goal 3.1.1</b>	<b>Enhance technology resources and infrastructure to increase and improve support for college operations while reducing the College's impact on the environment</b>	
	Develop and maintain a reliable, safe, progressive and efficient infrastructure to support the essential functions of the College	Supports HLC Core Components 1ce, 2abd, 4d	
Status	Tasks Completed To Date		
<b>In Progress</b>	My NPC: Designed for student, faculty and staff to access their personal information, email, class information, etc. <b>Responsibility:</b> Marketing & IS	2009-2010	2010-2011
MyNPC is currently available for student use. Student & Faculty Focus Groups have been implemented to ensure site meets user expectations		Offer online advisement with instant messaging beginning <b>FA09</b> . Test for <b>SUM09</b> <b>Responsibility:</b> Advisement, DES, Director of Marketing & IS	
		Need to implement an all NPC email account for students and adjunct faculty <b>Responsibility:</b> IS Director	

## B. Current recruiting events

- Navajo and Apache County Fairs (Usually around Labor Day): NPC sets up a booth with information about the college.
- Fall Recruitment: NPC participates in the following education fairs every Fall semester:
  - Show Low High School (In attendance: Blue Ridge, Mogollan, Snowflake)
  - Round Valley (In attendance: St. John's HS0)
  - Valley High (In attendance: Sanders)
  - Window Rock (In attendance: St. Michaels)
  - Ganado
  - Tuba City (In attendance: Grey Hills)
  - Chinle (In attendance: Many Farms, Red Mesa, Rock Point Community and Rough Rock HS)
  - Whitecone
  - Monument Valley
  - Pinon

- Hopi
  - Holbrook (In attendance: Joseph City)
  - Winslow
- c. Career Fairs: The recruitment also gets invited to multiple career fairs at the Elementary and Junior High levels.
  - d. Discover NPC events: Takes place during the spring semester at each campus/center location.
  - e. President Scholars Mailer: Each year NPC offers the President's Scholarship to seniors from Navajo and Apache counties who will graduate with the top 20 percent of their class for scholarship purposes. A timeline for this campaign occurs throughout each school year. When the selection process has been completed a representative for NPC presents this prestigious award to those qualified to receive recognition for their academic achievements. This scholarship provides local graduates with assistance in financing their college education. Thus allowing them an opportunity to pursue a quality academic and technical/vocational program of study while interacting with and learning from a culturally diverse student population.

**C. Inquiry Processing: The current process for inquires with regards to students receiving information about NPC is very basic. There are several avenues available - view books with interest cards; request for campus tours via our website; and then College Recruiter receives request from perspective students from a site called Campus Explorer (which Intel's information containing mailing addresses, areas of interest, etc.).**

- a. Improvement Ideas for the Inquiry process:
  - Hand out flash drives or disks with our most current and up to date information about the educational opportunities and services that we can provide our potential students. If done correctly, this could assist with NPC going "green".
  - Also, instead of handing out the view books, which are costly, hand out inquiry cards to students. Have a variety of them with the different programs, enticements and benefits of attending NPC.
  - On the website under the academics tab, include a link that allows students to request NPC information over the web. There should also be a tab on the initial website itself.

**D. Applicant Processing: The process to become an NPC student is generally automatic as students may fill out an Enrollment Form to begin the admissions process. The enrollment form is available online at our new website at [www.npc.edu](http://www.npc.edu)**

- a. Improvement Ideas for the Inquiry process:
  - The college should be following up with the students that indicate if they are interested in Financial Aid on the Admissions form

- Keep track of the information section on the new admissions form to indicate how students are hearing about NPC.

#### **E. Other Ideas for Recruitment:**

##### **1. High School Students**

- Career Fairs (Currently attending)
- Fall Registration Week
- Do not allow other colleges to set up info booths on NPC campuses (except for partnerships)
- NPC Day/College Info Day at High Schools (Having advisors available, Fin Aid, etc.)
- Generate student's names from the dual enrollment names to send them information about NPC. (See how easy it is to attend, all you have to do is select your classes and register)
- Schedule an annual or twice a year "recognition" for the HS counselors, give them a nice lunch and nice gifts to build a relationship
- Ask each campus/center manager to come up with one recruiting event for the year.
- Ask each campus/center manager to network with the community/businesses
- Create a comprehensive communication plan for prospective freshmen
- Increase media coverage through ads in radio, newspaper, public transportation and local theatre screens promoting NPC with locations that provide convenience, affordability and quality education.

##### **2. Community Member**

- Get ads in local newspapers about when our registration dates are
- Continue the Discover NPC events (advertise more)
- Get the Learning Adventure booklets into the community by asking local businesses to display them.
- Continue to send out postcard reminders
- Ask local businesses to put out the Northern Flight, make sure NPC's information is printed on the back.

## GOAL 3: Service Standards

Define Service standards required of service providers. *EXAMPLE: If the college is in error, everything possible should be done to find a satisfactory solution.*

The following areas will serve as the customer service standards by which we will continuously and consistently appraise our efforts as we serve students and other constituents interacting with Learning at Northland Pioneer College. All policies, procedures, programs, and staff behaviors are influenced by these standards. Our desire to be good stewards of customer service is not merely an extension of cultural trends and expectations, but also our commitment to the mission of Northland Pioneer College as we aspire to model a community of engaged scholars and citizens.

	<b>Strategic Plan Goal 3.2.3</b>	<b>Establish, develop and deliver training</b>	
	<b>Strategic Plan Goal 4.2.1</b>	<b>Update policies and procedures</b>	
	Provide technological solutions to increase instructional effectiveness and administrative support Establish stability, consistency and excellence in college staff and services	Supports HLC Core Components 1ce, 2abd, 4ad  Supports HLC Core Components 1abcde, 2d	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Review all policies annually</li> <li>Develop technology training and tutorial specific to faculty and student needs</li> <li>Train Support Room staff to assist people using remote methods</li> </ul>	
<b>In Progress</b>	Modify/Enhance existing Internet standards including student usage of Internet	2009-2010	2010-2011
<b>Completed</b>	Requirement for Staff Id name badges implemented beginning of <b>FA08</b>	Recommended email and other written correspondence standards for areas with student contact <b>Responsibility:</b> Human resource/EMC	Development of telephone and voicemail answering standards across College before <b>SP2010</b> <b>Responsibility:</b> EMC and Support Center
Note: Review effectiveness.		Review of all policies and procedures that relate to students. Policies and procedures should all indicate department responsible for implementation and review. Review should be completed during <b>Summer 09</b> . <b>Responsibility:</b> Enrollment Services	Development of training program that focuses on a Customer Service Culture before <b>SP2010</b> (Train the Trainer Prg)  Training should also focus on eliminating student barriers that exist as well as student diversity <b>Responsibility:</b> DES, HR and EMC
		Prioritize staffing needs within Student Services and Campus Management <b>Responsibility:</b> VPAS and VPSS	Mandatory technology training for employees using Jenzabar, JICS, MyNPC and Outlook using internal resources <b>Responsibility:</b> HR

## **Telephone and Voice Mail Answering Standards**

- The phone will be answered promptly; within three rings.
- Calls will be answered in a courteous manner.
- A person, not voicemail, will answer calls at each location whenever possible.
- Callers will receive acknowledgements of their voicemail messages within one business day.
- Make available comprehensive, easy to follow, and up-to-date instructions and guides for our services on line and at the Help Desk.
- Greetings
- Voice Mail Greetings
- Referrals
- NPC 800 number – It is recommended that we move the current 800 number that terminates at the WMC to the PDC campus because it has minimal student activity and the service will be increased to all callers.
- After Hours the students do not receive the same level of student support from the campuses as they do during regular business hours which create situations that employees cross boundaries in an effort to service the students.

Call Center – A Call Center is recommended to eliminate improper transfers and referrals from all locations. As well as, to eliminate the confusion given to our customers when dialing in on the 800 number as to where they are actually making appointments and if they are receiving accurate locale specific information.

## **E-Mail - External**

- E-Mail will be replied to by the end of the business day.
- It is recommended to discontinue the use of the automated “out of office” message that has been used whenever the College is closed or an employee is out of the office for an extended period. The current practice creates a problem with spam because the senders of fallacious E-mails receive a reply making them aware that it is a valid address.

## **Written Correspondence**

- Written correspondence is formatted to College standards and has been edited for accuracy.
- Complete, accurate, and precise information regarding inquiries.
- A timely response to requests, or an interim communication explaining the delay, if necessary.
- A fax cover sheet includes the name, telephone number, and department of the sender and the name and fax number of the recipient

## **Staff Identification**

- All front-line staff members are required to be identified by either a name badge or photo ID lanyard according to their department when at College facilities and external sites as defined by MPR.
- All staff members will receive an official staff identification card so they are able to identify themselves as official College employees.

## **Internet**

### **Training to create and support a Customer Service Culture**

- Mandatory training for all employees
- Training Schedule Number per year required
- Create a comprehensive training schedule/HR

- Training Sessions every 3months - Number per year required
- Provide a comprehensive, systematic approach to training and staff development
- Provide a rewards and recognition structure that encourages innovation and risk-taking by honoring those who demonstrate desired organization behaviors.
- To eliminate unprofessionalism
- To improve attitudes about enrollment/FTSE
- Telephone skills training and reduction of call transfers.
- How to build productive relationships with key internal and external constituents.
- Empathy Training
  - Body Language Training
  - Supportive Environment Training
  - Self-Awareness Training
  - Personal Empowerment Training

Accuracy with advisement material, mentoring, and new opportunities with exploration of potential majors and careers.

### **Staffing & Procedures**

- To coordinate the lack of advisors in their offices at pertinent times.
- To better organize advisors.
- To train for consistency.
- To train for accuracy.
- Hire a Recruitment Adviser or Develop new ideas for college participation in recruitment
- Hire additional NAVIT/DUAL Enrollment Support Staff

### **Review of Policies and Procedures**

*Review policies and procedures at least annually to determine if they add value to the student experience, are administered fairly and consistently, are intuitive, and are conveyed clearly and frequently. Describe how the review process will be conducted. We will follow the procedure on evaluating policies and procedures.*

### Enrollment Services

#### Registration

Advising areas are reviewed at monthly meetings as needed.

Registration areas are reviewed annually

Policies reviewed by Director of Enrollment Services/Staff

### Academic

Policies reviewed by Deans, ILC, and VPLS

### Student Policies

Student Code of Conduct

College Attorney

Vice President of Student Services

President



## Vice President of Learning

Service Policies and Procedures are reviewed by entire college on an on-going as needed basis

Staff members

Members of the faculty

Student Government will review policies effecting the student body

## Integrated Processes

*Explain the mechanism for ensuring integration of processes across departmental and divisional boundaries.*

- Classified and Administrative Staff Organization
- Faculty Association
- Bi Annual All College Convocations
- President's Brown Bag Lunch
- President's Monthly Video Meeting
- HR Training Programs
- Faculty/Staff Orientation

## Face-to-face Services

*Describe the plan for enhancing services delivered in-person, which may include training, information management, one-stop shopping, student runaround prevention, etc.*

- A timely, courteous acknowledgement, such as eye contact or a positive indication that the staff member knows they are there, especially if the staff member is on the phone or with another customer.
- The employee will listen to their requests/questions and ask for clarification if needed.
- Interpersonal interactions that occur between staff and our customers will always be conducted in a courteous, pleasant, empathetic, respectful, and dignified manner in an effort to gain an understanding of the customer's perspective or problem. In an interaction in which pleasantries is not possible, staff will act in an assertive and professional manner; staff will not engage in adversarial or abusive interactions with our customers.
- Helpful, knowledgeable, and accurate information.
- Have work processed in a timely manner with a satisfactory outcome.
- Assess your information needs, develop and evaluate potential solutions, and implement agreed upon solutions.
- Services are organized to develop positive relationships with students; academic, administrative, and student affairs colleagues; and alumni.
- The College has an adequate number of qualified professional and support staff to fulfill its mission and functions.

	Strategic Plan Goal 3.2.2	Provide administrative and student services with increased efficiency, scope and reach through technology	
	Provide technological solutions to increase instructional effectiveness and administrative support	Supports HLC Core Components 1ce, 2ad, 4d	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Provide online forms and maps to allow for access to disability services, filing grievances and allowing uploading of documentation</li> <li>Implement an emergency notification system</li> </ul>	
In Progress	Development of emergency notification system <b>Responsibility:</b> IS Director	2009-2010	2010-2011
		Advising tools that include web advisement and/or Instant messaging Completed by Summer 09 <b>Responsibility:</b> Advising, DES	All Enrollment Services area forms accessible through MyNPC <b>FA2011</b>
In Progress	IS replacing all computers with standard new equipment <b>Responsibility:</b> IS Director		Fully functional online degree audit system available for student use <b>FA2011</b>
In Progress	Building of new wide area network <b>Responsibility:</b> IS Director		
In Progress Note: Review scheduling of project	Installment of Campus monitors and web interface <b>Responsibility:</b> IS Director		

## Web-enabled Services

*Describe the plan for enhancing Web services, which may include information architecture, business transactions, personalization, customization, the blending of high tech and high touch solutions, etc.*

- Build NPC's new wide area network (WAN). The new network will reach every NPC location and increase bandwidth from 1.5Mbps to 10-100Mbps, or 6x to 60x over our current WAN speeds. We'll accomplish these increases while reducing recurring costs by 50%. Our connection to the Internet will also double in speed.
- The IS Department is replacing computers and most peripherals with standardized equipment so that every location has a similar equipment age and configuration throughout classrooms and offices.
- JICS- MyNPC for Students
- Our mission is to provide you with the tools and assistance you need to achieve your goals as a NPC student.
- Advising

## Infrastructure

Review of Staff Skills and Roles

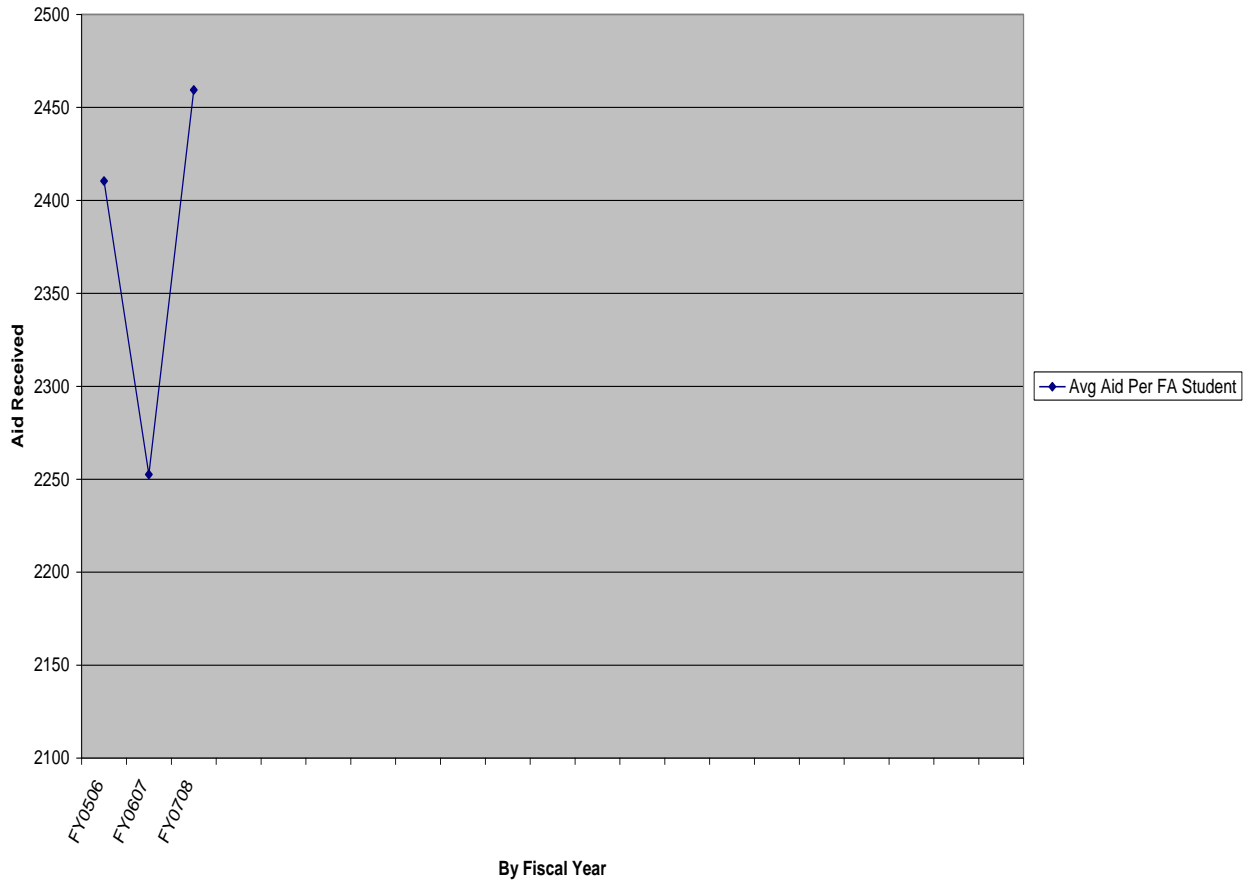
EXAMPLE: Restructuring, redefining jobs, training, and other professional development needed for successful implementation.

- Job Descriptions
- Performance Evaluations
- Restructuring of Hierarchy
- Training
- Professional Development

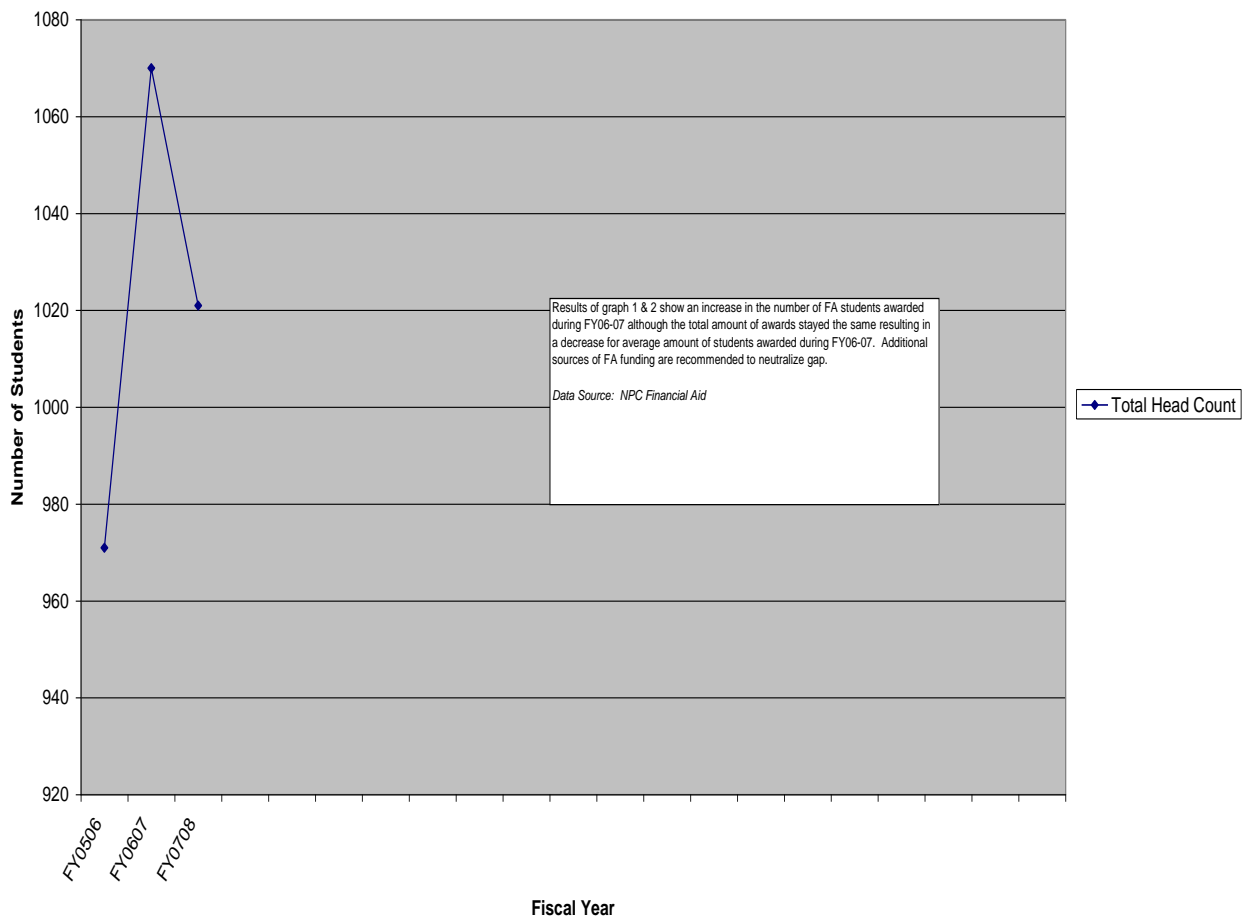
### **Safe Environment**

- Policies, procedures and programs will be constructed and implemented in a manner that accords a first priority to physical safety.
- All facilities in which the college does business will be set up and maintained in a manner that does not create safety risks.
- Respond to signed comments, suggestions or complaints within 5 business days. Widely publicize changes in our services or resources, and provide opportunities for training for new services.
- Maintain strict confidentiality at all times.
- Display hours prominently at all sites, on voice mail, and online.

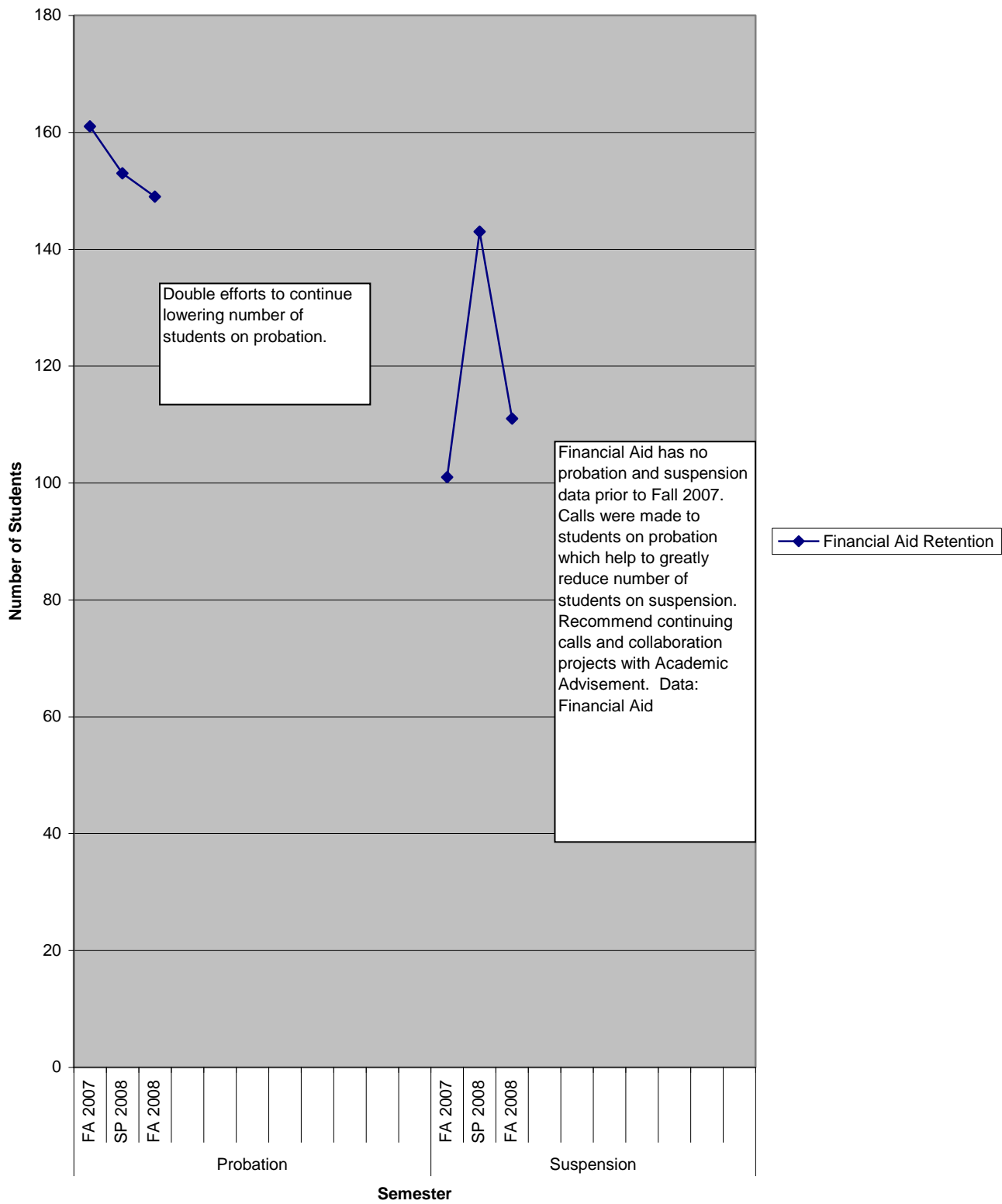
Avg Aid Per FA Student



Total Head Count (Unduplicated) of Students Receiving Financial Aid



# Financial Aid Retention



## GOAL 4: Develop Retention & Graduation Strategies

### Trends

Retention rates have not been consistently measured from semester to semester leaving College with very little data to develop retention and graduation strategies.

### Projections and Targets

The EMC recommends NPC's aggressive target overall goal: to increase full-time student retention rates 1.5% a year between 2009 and 2014 achieving 56.5% by 2014. To increase part-time student retention rates 1% a year between 2009 and 2014 achieving 34% by 2014. To obtain meaningful results retention rates must be monitored regularly semester to semester, not first year to second year.

#### Retention Rates Performance Targets

##### **Full-time Goal**

Baseline FY 09	Target FY 10	Target FY 11	Target FY 12	Target FY 13	Target FY 14
<b>49% *</b>	50.5%	52%	53.5%	55%	56.5%

##### **Part-time Goal**

Baseline FY 09	Target FY 10	Target FY 11	Target FY 12	Target FY 13	Target FY 14
<b>29% *</b>	30%	31%	32%	33%	34%

*\*Sources: NPC Enrollment Services Office and 2007 IPEDS Report*

The ACT Board mentions 3 Critical Areas to Retention:

1. Academic Stimulation and Assistance
2. Personal Future Building
3. Involvement Experiences

The factors that affect retention and time to a degree are complex. To increase retention rates student information systems will need to become more responsive and efficient.

- (Incoming) Data Collection
- (Outgoing) Communication tools

The ACT Board did a study in 1987 and found that over 1200 colleges found the most effective strategies to improve retention were:

- Improvement / redevelopment of the academic advising program (72%)
- Special Orientation Programs (71%)
- Establishment of early warning systems (65%)
- Curricular innovations in credit programs (61.7%)

Sources: ACT Board Retention Study, 1987

At NPC we need to:

1. Identify an EMC subcommittee responsible for coordinating retention strategies
2. Establish an improvement goal for retention 1<sup>st</sup> to 2<sup>nd</sup> semester
3. Establish a goal for improved degree completion (increase graduates)
4. Create processes and programs aimed at reducing attrition rate
5. Never be content and always work at getting better

The Student Services 07-08 Student Satisfaction Survey mirrored the ACT report listing those events contributing to attrition as:

1. Amount of F.A available
2. Inadequate preparation for college
3. Lack of motivation to succeed
4. Inadequate financial resources
5. Poor study skills
6. Too many job demands
7. Too many family demands

It is noteworthy that the 3 practices that are helping students at most colleges with retention are mandatory:

- Placement Testing
- Required Remedial coursework
- Prerequisite checking

The EMC highly recommends a review of our advisement process because although administrative systems play an integral part of increasing retention, the human factor of personal approach both in terms of the instructor/ advisor can make the difference for a student to continue their studies at NPC.

Retention strategies should be immediately implemented through a retention and graduation subcommittee of EMC with members constituting deans, faculty, financial services, and advisement personnel focusing on the following areas:

- Academic Support Strategies
- Placement and Testing Advising
- Student Development Strategies



- Learning communities
- New Student Orientation
- First Year Seminar Courses
- Student Internships
- Course Completion
- Faculty & Student Development
- Advisor tools for success

The EMC *highly recommends* that NPC adopt review of retention and graduation concerns as a priority within future College Strategic Plans. Currently the 2008-2011 Strategic Plan does not directly address retention or graduation rate concerns as a priority or goal for enrollment improvement. The EMC chair has forwarded these concerns to the Northland Pioneer College's College Council to ensure retention and graduation goals will be a high priority.

Strategies to increase graduation rates:

	2008-2011 College Strategic Plan does not address graduation rate concerns		
Status	Tasks Completed To Date	Completion Period	
In Progress		2009-2010	2010-2011
Test pilot at Whiteriver SP09	Reward campus & centers that have improved graduation rates (e.g. Pizza party, campus shirts with name, daycare discounts)	Involve advisors and faculty in campus retention efforts through Midterm Reporting. <b>Summer 09</b> <b>Responsibility:</b> Director of Enrollment Services	Increase college student activities and student participation with academic professional affiliations <b>SP 2010</b> <b>Responsibility:</b> DES
		Increase course and certificate completion rates	Reduce gaps in graduation rates related to gender, race, and income before <b>SP2010 graduation</b> <b>Responsibility:</b> EMC and Enrollment Services
		Develop resources aimed at	Advocate for new/additional

		ensuring high school students are academically, financially, and personally prepared for college <b>FA09</b> <b>Responsibility:</b> EMC, Faculty & Recruiter	external funding to implement retention strategies <b>SP2010</b> <b>Responsibility:</b> EMC, DES
		Review degree programs to identify any obstacles preventing students from graduating in 2 years <b>Summer2009</b> <b>Responsibility:</b> DES & ILC	Daycare Provisions: <ul style="list-style-type: none"> <li>• Discounts</li> <li>• ECD Collaborations with existing daycare</li> <li>• Daycare scholarships</li> </ul> <b>FA2010</b> <b>Responsibility:</b> VPSS
		Have newspapers publish pictures of graduates in key locations <b>SP09</b> <b>Responsibility:</b> Marketing & EMC	Online degree audits easily accessible to both student and advisor <b>SP2010</b> <b>Responsibility:</b> DES
		Communicate expectation to graduate in 2 years <b>FA09</b> <b>Responsibility:</b> Advisement	Provide Advisement workshops with Faculty to students who are undecided about a major <b>SP2010</b> <b>Responsibility:</b> Advisement & Faculty
		Create incentives for students on track with their associates degree by end of first year (Increase institutional aid for sophomore year) <b>FA09</b> <b>Responsibility:</b> Advisement & FA	Reward campuses and centers that have most improved graduation rates(Pizza party, t-shirts, book/tuition discounts, etc)
		Identify faculty with high percentage of failing students that can be better connected with academic support <b>SP08</b> <b>Responsibility:</b> Records & Advisement	
		Recognize and reward excellence in advising <b>FA09</b> <b>Responsibility:</b> DES & EMC	

Retention strategies recommended to achieving this goal are:

	2008-2011 College Strategic Plan does not address retention rate concerns		
Status	Tasks Completed To Date	Completion Period	
In Progress	Contact students who have not returned to college from the previous semester	2009-2010	2010-2011
Process has been in place must will require follow through		Improve retention rate by 1.5% over next 5 years Begins <b>immediately</b> with assessment of progress following semester <b>Responsibility:</b> DES	Advising Training (Retention, Financial Aid, Orientation and Creating Successful Graduates) <b>FA2010</b> <b>Responsibility:</b> DES, FA Director
<b>In Progress</b>	Implement Midterm Status Alert/Early Warning System <ul style="list-style-type: none"> <li>Improve the success of at risk students</li> </ul> <b>Responsibility:</b> DES/Advisement	Contact students who submitted a Fall application and those who registered but were no-shows <b>FA09</b> <b>Responsibility:</b> Records & Advisement	Identify high-risk students as they enroll at NPC. Apprise & introduce them to the academic skills resources & tutoring programs <b>FA2010</b> <b>Responsibility:</b> Advisement
<b>In Progress</b>	Business Office is reviewing adopting policy for removal of students debts more than x years old and under \$10 or \$25	Make retention and degree completion among the highest priorities. 10% of financial aid student are over the credit limit and they have not earned a degree <b>FA09</b> <b>Responsibility:</b> Enrollment Services & Financial Aid	Increase persistence rate of targeted groups of students <b>SP2010</b> <b>Responsibility:</b> Advisement
Business Office currently reviewing options including changes to drop policy		Create and Complete Pre-major planning sheets for all majors <b>FA09</b> <b>Responsibility:</b> Advisement	
		Develop and implement enrollment management services that can be	Fuel-A-Students Education Program <ul style="list-style-type: none"> <li>Obtain corporate</li> </ul>

		<p>accessed by both distance and on-campus students.</p> <ul style="list-style-type: none"> <li>Advisement could consider having a virtual or telecounselor (instant messaging)</li> </ul> <p><b>FA09</b> <b>Responsibility:</b> DES &amp; Advisement</p>	<p>sponsorship to help students obtain discount gas cards</p> <p>Bus Passes for low income students</p> <ul style="list-style-type: none"> <li>SGA may assist during 08-09 FY and purchase bus passes to be distributed to low income students that apply</li> </ul>
		<p>Implement a “What you need to Succeed” campaign to increase retention</p> <ul style="list-style-type: none"> <li>Establish contact &amp; engage student participants in retention initiatives</li> </ul> <p><b>FA09</b> <b>Responsibility:</b> Advisement</p>	<p>Create a more student-focused, culturally diverse faculty and staff</p> <p><b>FA2010</b> <b>Responsibility:</b> Human Resource, Deans &amp; VPLS</p>
		<p>Tailor advisement and some support service needs to our Native American student population</p> <p><b>FA09</b> <b>Responsibility:</b> EMC, DES, Advisement</p>	<p>Redefine our retention strategies as “Student Success” Strategies. More positive</p> <p><b>SP2010</b> <b>Responsibility:</b> EMC</p>
		<p>Financial Aid may want to revisit the student academic progress policy to make it more efficient and student friendly</p> <p><b>FA09</b> <b>Responsibility:</b> Financial Aid</p>	<p>Review reduction of degree substitutions and waivers</p> <ul style="list-style-type: none"> <li>Students need to be encouraged to follow the curriculum that was pre-designed for optimal success in program area</li> </ul> <p><b>FA2010</b> <b>Responsibility:</b> EMC, IC, Faculty &amp; Advisement</p>
		<p>Ensure all students are getting an “accurate” and “consistent” (30,60,90) billing statement.</p> <p><b>FA09</b> <b>Responsibility:</b> Business Office</p>	<p>A collaborative dept dialogue to coordinate class schedules to meet the needs of degree-seeking students</p> <p><b>FA2010</b> <b>Responsibility:</b> EMC &amp; Faculty</p>

## GOAL 5: Creation of a Marketing Plan

### **Mission Statement:** *Who is NPC and what are our objectives?*

Northland Pioneer College creates, supports and promotes lifelong learning.

- NPC creates a learner-centered environment.
- NPC responds to community needs.
- NPC provides effective and responsive service to our constituencies.
- NPC fosters professional growth and collegial collaboration.

With this as our guide, the Marketing and Public Relations Office proposes the following focus for the current fiscal year, 08/09. NPC and the Marketing Office have limited resources and manpower so it is imperative that we chose a few key areas to focus on in any given year instead of trying to cover all areas at once.

### **Industry Trends:** *What external factors will affect higher education this year?*

With the slowing of the U.S. economy, declining equity in homes, difficulty obtaining loans and the continued rising costs of a college education, it is becoming more difficult for students and parents to afford the cost of college. Community colleges have become a more affordable alternative to pursuing a college education and thus a more accepted path to a bachelor's degree.

In addition, more students are pursuing a college education through classes offered over the Internet.

### **Target Market:** *Whom specifically do we want to deliver our message to?*

- Native American Students
- High school students who want a Bachelor's degree
- Traditional high school grads (juniors and seniors, girls in particular)
- Parents of HS students
- Direct to employment students (job retraining, unemployed (DES), better paying job, skill building)
- Men, ages 20-40 (traditionally low enrollment at all community colleges)

### **Goals:** *What will the 08/09 marketing efforts accomplish?*

1. NPC will have a competitive, informative, industry standard web presence at [www.npc.edu](http://www.npc.edu)
2. Work to increase enrollment numbers of students who want a university transfer degree (complete the first two years of a bachelor's degree at NPC, then transfer to an AZ university)
3. Work to increase enrollment numbers of Native American students.
4. Inform parents at the current 17 high schools that offer Dual Enrollment that their son/daughter can earn credits toward a college degree while in high school.
5. Increase awareness in our coverage area that NPC offers many direct to work employment skills programs, job retraining, and skills enhancement.
6. Increase community awareness of NPC locations and offerings.
7. Build community relations through advertising art and cultural events offered at NPC.

Strategic Plan Goal 2.3.1		Create a competitive, informative, industry standard web presence at <a href="http://www.npc.edu">www.npc.edu</a>	
		Supports HLC Core Components <i>1a, 2b, 5d</i>	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Contract with an outside vendor to rebuild NPC's website</li> <li>Deploy a web content management system to allow all faculty and staff to manage their NPC information on the public website through an approval and posting process</li> </ul>	
Completed	<ul style="list-style-type: none"> <li>Website done</li> <li>CMS deployed</li> </ul>		
		2009-2010	2010-2011
		Work with IS to conduct training sessions by end of Spring 2010 semester <b>Responsibility:</b> IS and Marketing	
Strategic Plan Goal 2.3.2		Work to increase enrollment in transfer degree courses	
		Supports HLC Core Components <i>3acd, 4bc</i>	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>Emphasize cost savings</li> <li>Conduct timely postcard campaign</li> <li>Advise and encourage various departments on letter writing campaigns they could conduct</li> <li>Create a pool of student success stories for use with target audience</li> <li>Increase fun and enticing promotional items available to give away</li> </ul>	
Completed	<ul style="list-style-type: none"> <li>Cost savings advertised</li> <li>Postcards done</li> <li>Advised Dual Enrollment</li> <li>Pool of student stories done and continuing</li> <li>Promotional items purchased and distributed</li> </ul>		
		2009-2010	2010-2011
		<ul style="list-style-type: none"> <li>Create a list of “talking points” to distribute to faculty and staff by the end of Fall 2009 semester</li> </ul> <b>Responsibility:</b> Marketing	

	Strategic Plan Goal 2.3.3	Work to increase numbers of Native American students	
		Supports HLC Core Components <i>1b, 2a, 3d, 5c</i>	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Emphasize cost savings</li> <li>• Create a pool of student success stories for use with target audience</li> <li>• Increase fun and enticing promotional items available to give away</li> </ul>	
Completed	<ul style="list-style-type: none"> <li>• Cost savings advertised</li> <li>• Pool of student stories done and continuing</li> <li>• Promotional items purchased and distributed</li> </ul>		
		<ul style="list-style-type: none"> <li>• Contact tribal education departments for increased funding</li> <li>• Increase recruitment efforts on reservation school sites</li> </ul> <p><b><u>Responsibility:</u></b> Recruitment</p>	

	Strategic Plan Goal 2.3.4	Create dual enrollment campaign for parents of area high school students	
		Supports HLC Core Components <i>1b, 2a, 3d, 5c</i>	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Emphasize cost savings</li> <li>• Conduct timely postcard campaign to parents of potential dual enrollment students</li> <li>• Advise and encourage dual enrollment departments on letter writing campaigns they could conduct</li> <li>• Create a pool of student success stories for use with target audience</li> </ul>	
Completed	<ul style="list-style-type: none"> <li>• Cost savings advertised</li> <li>• Postcard campaign became a letter mailing campaign</li> <li>• Gave campaign advise and wrote letter for letter campaign</li> <li>• Provided promotional items</li> </ul>		
		2009-2010	2010-2011
		Dual Enrollment needs to mail out letter provided by Marketing. <b><u>Responsibility:</u></b> Dual Enrollment	

Strategic Plan Goal 2.3.5		Increase marketing for area vocational skills programs, job retraining, and skills enhancement	
		Supports HLC Core Components 1b, 2a, 3d, 5c	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Emphasize cost savings</li> <li>• Create a pool of student success stories for use with target audience</li> <li>• Increase fun and enticing promotional items available to give away</li> </ul>	
Completed	<ul style="list-style-type: none"> <li>• Cost savings advertised</li> <li>• Pool of student stories done and continuing</li> <li>• Provided promotional items</li> </ul>		
		2009-2010	2010-2011
		<ul style="list-style-type: none"> <li>• Create a Career Guide to help advertise these programs by beginning of Fall 2009 semester.</li> </ul> <u>Responsibility:</u> Marketing	
Strategic Plan Goal 2.3.6		Increase community awareness of NPC locations and offerings	
		Supports HLC Core Components 2ad, 5bd	
Status	Tasks Completed To Date	<ul style="list-style-type: none"> <li>• Change and refine NPC's slogan/tag line to "Quality education you can afford"</li> <li>• Conduct a media survey of NPC students to assess favored media outlets</li> <li>• Build community relations through increased advertising of art and cultural events</li> <li>• Meet with Academic Deans to decide on key programs to market</li> <li>• Purchase live radio time to allow dean and faculty to speak about their programs</li> <li>• Conduct direct mail campaigns that announce registration dates around our campuses and centers in 4 color</li> <li>• Publicize technology improvements</li> <li>• Hire a professional photographer to create a library of images for the college</li> <li>• Purchase advertising time on movie theater screens in Show Low and Pinetop</li> </ul>	
Completed	<ul style="list-style-type: none"> <li>• Slogan changed</li> <li>• Media Survey done</li> <li>• Increased arts advertising</li> <li>• Met with Deans and got list of key programs</li> <li>• Conducted two live radio remotes for programs</li> <li>• Blanket mailed postcards to announce registration</li> <li>• Have publicized technology improvements</li> <li>• Have hired professional photographer to take photos in Fall and Spring</li> <li>• Ran movie theatre ads</li> </ul>		
		2009-2010	2010-2011
		<ul style="list-style-type: none"> <li>• Create a general information brochure that will be placed in local community businesses by beginning of Fall 2009 semester.</li> </ul> <u>Responsibility:</u> Marketing	



## **Final Considerations**

### **Stakeholders We Serve**

In support of the college's mission statement, NPC's EMC has established the following goals as they relate to the stakeholders we serve. The stakeholders include prospective and current students, community members, faculty, administrators, and staff throughout the College.

1. To promote student development, which includes fostering student independence and learning.
2. To be service-centered with regard to our actions with students, the public and the various communities we serve.
3. To provide high quality customer service to our constituents.
4. To enhance the seamless educational system for all students.
5. To work closely with both our internal and external partners in order to help meet NPC's recruitment goals.

By fulfilling these goals we take a step closer to the following learning outcomes for NPC's students:

1. Students develop an understanding of NPC policies and procedures.
2. Students have a better understanding of the quality academic programs and services NPC offers.
3. Students understand what services are available and know they can pursue these services when needed.

### **Assessment and Evaluation**

To date, much of the assessment and evaluation of student learning has been conducted informally. For instance, as College staff work with students, we take each opportunity to educate them on institutional policies and practices. It is important for the staff to take the extra moments to not only understand themselves what is in place but to also take the time to understand and explain to the student the purpose behind the policy/practice (e.g. PROP 300). NPC staff are encouraged to collect student feedback and share that with their supervisor so that ineffective policies/practices are examined. In the upcoming year EMC will implement a service survey and other methods for collecting student feedback in a more quantifiable manner in order to assess whether or not our policies and practices are having their desired effects.

### **Data Collection and Integrity**

One of the highest priorities for NPC and its enrollment management decision makers is the collection and dissemination of data that is:

- reliable

- easily accessible
- has the ability to be used for decision-makers
- consistently updated
- properly stored

Better data results in better decision making. During times of economic hardship and reduced state aid the College is more than ever in need of data that will give managers the tools to make enrollment decisions that lead to financial stability. Quality data will also lead to strengthening our priorities as enrollments grow or decline.

Institutional research, Information Technology, and the Records areas will be critical to the collection and dissemination efforts. The College should review Jenzabar SIS capability for automated reporting or utilize third party vendor software (e.g. Hobsons) with template reports and graphs. The EMC looks forward to working with these departments to create a seamless effort for obtaining data that produces consistent short term and long-term enrollment decision-making.

### **From Service Delivery Model to Student Support Model**

#### **Definition of Service Delivery Model**

*The service delivery model is a comprehensive student services approach to reach the most students. A service delivery model would implement a student services center with a front-desk staff that actively triages students based on their needs either assisting the student or referring students to someone else. The purpose of this approach is to keep student's wait time for services as short as possible. This model focuses on process flow and assumes the student's needs are met effectively and accurately.*

#### **Definition of Student Support Model**

*The student support model promotes improved communication and collaboration with students to develop individualized success plans that outline strategies for academic and personal success. The student support model implements programs such as*

- *Intensive orientation programs*
- *Parent involvement with first-generation students*
- *Effective tools for combating the lack of academic support*
- *First-year interest groups and Residence living groups*
- *Community building activities*
- *Strong tutorial and supplemental instruction*
- *Integrated study groups*
- *Activities that bond students, parents, faculty and staff*

*Many of these student support programs involve the collaborative efforts of student affairs and academic affairs through academic support systems and course curricula, can provide a strong system to meet the academic, personal, and social needs of first-generation college students and to increase their retention through graduation.*

With current state of Arizona and federal budget constraints tightening NPC is continually assessing "how we do business". We have been operating under the service delivery model but this model of business has become increasingly difficult with increased enrollments, more customer expectations,

and greater demand for services. This has created students who become dependent upon us rather than becoming the independent learners that we ask them to be in the classroom. Our staff spends more time learning unwritten policies only to struggle to determine where those policies should be applied.

Movement to a student support model will require several changes:

1. Expand our delivery methods to email and web. The College has already begun to move in this direction and continual efforts should be required.
2. Short-term strategies include eliminating multi-part paper forms by placing office forms on the web, implementation of all student services with web access.
3. We must develop college-wide acceptable authentication methods to reduce/eliminate the need for ink signatures to reduce time in processing.
4. We need to reconfigure technology so that we can understand how technological improvements can assist us. Finding out more about those areas not utilized within the Jenzabar SIS. Are there ways Jenzabar can reduce manual checking?
5. Policies need to be reviewed for simplification so that the appropriate services are accessed by anyone.
6. Additional cross training of staff where appropriate.
7. Customer service training program for staff, including staff team-building and continually recognizing staff for outstanding service.
8. Degree audit system online for students.
9. Implementation of querying and reporting mechanisms that will allow staff to more easily collect and analyze data.
10. Annually established department goals tied to NPC's Strategic Plan.

A student support model will still require assessment and regular comparison against enrollment management goals to ensure efficient and effective use of already limited resources. Some of the proposed changes are currently underway and have already resulted in both reduced barriers for students as well as cost efficient practices during a uncertain period of reduced apportionment and economic turbulence.