Northland Pioneer College
Strategic Plan
2009-2012

Key to Abbreviations

AAS – Associate of Applied Science
ATO – Automotive Technology
BOC – Construction Technology
CRM – Constituent Relationship Modules
DGB – District Governing Board
DRA – Disability Resource and Access
FDLP – Federal Depository Library Program
FRS – Fire Science
FTSE – Fulltime student equivalent
HLC – Higher Learning Commission

IC – Instructional Council
IS – Information Services
IMO – Industrial Maintenance and Operations
ITV – Independent television
JICS – Jenzabar Internet Campus Solution
LCC – Little Colorado Campus
LMS – Learning management system
PDC – Painted Desert Campus
SBDC – Small Business Development Center
S-STEM – (National Science Foundation) Science
– Science, Technology, Engineering, Math

Pillar 1:	**Advance High Quality and Accessible Learning Opportunities**
Overall Responsibility:	Vice President for Learning and Student Services
<u>**Priority 1:**</u>	**Improve student learning through diversification and enhancement of teaching modalities**
Next Major Milestone:	*May 30, 2010*
Responsibility:	*Vice President for Learning and Student Services, Director of Information Services, Academic Deans, NPC Faculty Association*

Goals:

1.1.1 Continue improvement of distance education delivery systems
Supports HLC Core Components 2c, 3bcd, 4bd, 5c
- Develop priorities for new online courses
- Revise guidelines for online course development
- Survey students on scheduling and delivery platform preferences
- Improve hybrid courses and add more hybrid courses where appropriate
- Improve use of Learning Management Systems in existing courses
- Enhancing 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

1.1.2 Emphasize advising and course selection based on placement testing
Supports HLC Core Components 3abcd
- Develop a plan to improve advising through analysis of data
- 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
- Improve 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
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

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

Next Major Milestone: May 30, 2010

Responsibility: *Vice President for Learning and Student Services, Academic Deans, Instructional Council (IC), Faculty*

Goals:

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

1.2.2 Improve AAS & Certificate of Applied Science programs as budget constraints allow
Supports HLC Core Components 2abd, 4c, 5abcd
- Instructional Council should review effectiveness of all programs
- Explore AAS degrees that responds to community needs and interests and 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 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 2009)*
- Initiate apprenticeships with industry partners *(to begin by August 2010)*

Priority 3:   **Document learning in all courses and programs**

Next Major Milestone: *May 30, 2010*

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 asses general education student learning outcomes
- Assess critical thinking, communication and one other component of the general education program with a sample of students
- Build more widespread faculty involvement in Planning and Dialog Days

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
- Revise program review reporting/documentation template
- Complete needed program reviews (formal Goal 1.2.1)

1.3.3   Strengthen departmental assessment of student learning
Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac
- Continue current program of a one year cycle of departmental assessment of student learning while developing multiple measures of student learning
- Assessment of Student Knowledge Committee members will work with individual departments to improve the design and measurement of student learning outcomes

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
- Establish system of documentation and archive of results

Pillar 2:   Strengthen Institutional Planning and Accountability

Overall Responsibility: President

Priority 1:   **Determine service area needs**

Next Major Milestone: *May 30, 2010*

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

<u>**Priority 2**</u>:   **Enhance enrollment, recruitment and management procedures**

Next Major Milestone: *May 30, 2010*

Responsibility: *Vice President of 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
- Obtain Master Facilities Plan
- 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 by June 1, 2010

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% percent
- 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

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. 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
- Identify major areas lacking qualified adjuncts
- Increase contact between college and high school faculty in dual enrollment course offerings

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

Next Major Milestone: May 30, 2010

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
- I.S. will train faculty and staff to utilize the web content management system to manage their NPC information on the public website
- Deploy faculty and department pages on the public website
- 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
- Conduct timely postcard campaign
- Provide faculty with a letter/email template and student contact information for students expressing interest in a faculty's academic discipline
- Disseminate new Transfer Guide to community partners, high schools, and potential students
- Create a pool of student success stories for use with target audience
- Create a list of "talking points" to distribute to faculty and staff
- 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
- Increase recruitment efforts on reservation school sites
- Emphasize cost savings
- Create a pool of student success stories for use with target audience
- Increase fun and enticing promotional items available to give away
- Contact tribal education departments for increased funding
- 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. These courses 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
- Emphasize cost savings
- 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
- Purchase live radio time to allow dean and faulty to speak about their programs
- Conduct direct mail campaigns that announce registration dates
- Create a general information brochure that will be placed in local community businesses around our campuses and centers in 4 color
- Hire a professional photographer to create a library of images for the college
- Purchase advertising time on movie theater screens in Show Low and Pinetop
- Distribute feather flag registration signs to all locations
- Create targeted open houses to highlight key programs as identified by deans
- Create and promote Transfer Night and Transfer Visit events in cooperation with state universities

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, 2010*

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 and district office *(December 2012)*
- 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 and fax system at all campuses and centers *(June 2010)*
- Provide ubiquitous wireless capabilities college-wide *(August 2011)*
- Deploy remote network, server, and desktop management systems college-wide *(August 2010)*
- Train staff to provide network engineer services, system administrator services, and expand computer support positions as budget allows
- Provide at least one conference room with mobile or permanent interactive whiteboard and audio/video capabilities per campus/center *(August 2011)*
- 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 Heber, Hopi, and Kayenta *(December 2012)*
- Increase network reliability by adding active secondary connection to Internet and between key retransmission locations (e.g. between PDC and WMC, WMC and Greens Peak) *(August 2010)*
- Provide public and internal remote access to college meetings via web conferencing *(June 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, financial systems) *(August 2010)*

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)*
- Provide libraries with the capability to print to color printers at a centralized location within each campus or center *(August 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)*
- Install wireless audio-amplification systems in PAC and symposiums *(August 2010)*
- Provide audio/video-capable portable computers with access to DRA resources for every student requesting access *(August 2010)*
- 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 Institutional Research-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)*
- Install audio/video desktop conferencing systems on 25% of staff computers *(June 2010)*
- Integrate emergency notification system into college-wide communications systems *(June 2010)*
- Evaluate and install access control and monitoring for buildings, labs, ITV classrooms and parking lots *(December 2012)*

3.2.3 Establish, develop and deliver training
Supports HLC Core Components 1ce, 2abd, 4ad
- Provide basic curricula for using all college-wide systems *(August 2010)*
- Provide continuous training for Information Services 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, 2010*

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
- Develop college wide meeting calendar on MyNPC
- 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
- Survey employees to find out what they want to be recognized for
- Establish a program and protocol for outstanding job performance awards, Employee of the Month and Presidents Award, and award at DGB
- Develop and implement a more comprehensive wellness program (with wellness funding)

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

Priority 2:   **Establish stability, consistency and excellence in college staff and services**

Next Major Milestone: *June 30, 2010*

Responsibility: *Human Resources Director & staff, Employee Relations Committee*

Goals:

4.2.1 Update policies and procedures
Supports HL Core Components 1abcde, 2d
- Make a list of policies/procedures and prioritize for review
- Review and revise 12 policies/procedures annually, one per month
- Implement the Drug/Alcohol procedure once approved

4.2.2 Create an employee mentoring program
Supports HLC Core Components 1ce, 2bcd, 4ad
- Research current practices and needs in NPC departments
- Create a comprehensive plan for college-wide mentoring
- Implement initial phase of plan August 2010 if supported by the budget

4.2.3 Provide training appropriate for all employees
Supports HLC Core Components 1ce, 2abcd, 4ad, 5c
- Survey all employees to find out what kind of specialized training they need.
- Provide opportunity for new and current employee training, for example: MyNPC, Moodle, Outlook, Drupal, Mac, etc.)
- Continue to evaluate and revise the employee two-part orientation program in August and January of every year
- Provide specialized technology training for specific departments and specific jobs in conjunction with IS
- Provide customer service training to all front line personnel
- Work with Academic Deans and faculty to create and provide short term 2-4 hour workshops to facilitate teaching effectiveness
- Create a list of employee expertise to draw on for in-house training workshops
- Create and implement a year long in-house training calendar
- Provide customer service training as outlined in the Enrollment Management pla

4.2.4   Provide mandatory training regarding legal issues in the workplace
Supports HLC Core Components 1cde, 3bd, 4ad, 5c
- Create and prioritize a list of mandatory training topics regarding legal issues that need to be developed, as well as scheduling time-frame
- Explore best options for delivering mandatory training and training completion-accountability (online, convocation, small group, etc.)

Priority 3:	**Strengthen hiring, evaluation and compensation standards**

Next Major Milestone: May 30, 2010

Responsibility: *Executive Team, Director of Human Resources, Academic Deans, Campus and Center Mangers*

Goals:

4.3.1   Create and maintain an equitable and transparent compensation structure
Supports HLC Core Components 1e, 2bd
- Evaluate all positions, and update/revise/create position descriptions
- Evaluate, and possibly revise, our current hiring placement system for faculty, non-exempt, and exempt employees
- Survey all contracted employees to ensure that their credentials are current and on file with the Human Resources Department.
- Evaluate recommendations and recommend 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 2010-2011 budget consideration by January 2010.

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
- Establish and implement a 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, SBDC, Dean of CTE*

Goals:

5.1.1   Seek grant opportunities
Supports HLC Core Components 2ab, 3bc, 4, 5abcd
- Explore the implementation of a grant position as budget allows
- Identify available federal and state grants
- Determine annual grant target funding level
- Establish process for prioritizing which grants to apply for
- 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
- Support governance structure
- Support recruitment of membership plan
- Collaborate to develop an Alumni Association
- Support fund-raising targets to grow capabilities to fulfill its mission
- Support and publicize achievements and efforts to create awareness and commitment in local communities
- Support efforts to solicit funds from ongoing local communities and national philanthropic organizations
- Actively support awarding all scholarships
- Explore the value of a Development Office

5.1.3   Support community development to maximize assessed valuation
Supports HLC Core Components 1d, 2abd, 4cd, 5abcd
- Continue to provide business and community-based training and support
- Develop and monitor key performance indicators *(May 2010)*
- Develop multi-year targets for assessed valuation growth *(May 2012)*
- Cultivate partnerships with business, industry, governments and other entities
- 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

5.1.5 Develop a revenue resource analysis
Supports HLC Core Components 1e, 2abcd, 4ad, 5bc
- 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, 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
- Use strategic plan to prioritize resource allocation during budget process
- 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 Jenzabar requisition and PO process *(August 2010)*
- Develop and implement procedures for Jenzabar requisition and purchase order (PO) approval/processing *(May 2011)*
- Continue to develop/revise/improve budget 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 *(January 2010)*
- Develop a three year departmental capital needs plan *(May 2010)*
- Develop a resource analysis
- 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
- Establish and publish a program review calendar *(October 2009)*
- Use program review to analyze present and future allocation of resources *(December 2009)*
- Link program reviews to budget requests and past operational accomplishments
- Develop a business plan template and cost model for new programs by IC *(January 2010)*
- Identify benchmarks and key indicators
- Identify risks and opportunities during budget development and reviews

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, Director of Marketing, 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
- Compare current systems of internal controls with best practices *(May 2010)*
- Develop 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
- Establish community meeting to determine what management reports and reporting calendar are needed*(May 2010)*
- Develop a management reports and reporting calendar based on feedback from community *(December 2010)*
- Obtain feedback from communities and management on effectiveness of reports and additional information needs *(May 2011)*

5.3.4   Post all public data on HLC 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 use 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, 2009*

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

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
- Implement ongoing crisis/safety training for all employees

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

Next Major Milestone: *May 30, 2010*

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

Goals:

6.2.1   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
- Investigate grant funding options for implementation of distance learning plans
- Explore options for potential partnering of new program development

6.2.2   Establish a preventative facility and equipment maintenance program
Supports HLC Core Components 2ad, 3c, 4ac, 5abcd
- Establish planned maintenance and replacement cycle as appropriate
- Inventory and identify existing equipment and identify equipment categories
- Establish costs for maintenance based on planned cycle
- Incorporate facility and equipment maintenance program in budget

6.2.3   Evaluate and prioritize facility use for existing programs
Supports HLC Core Component 2b
- Evaluate facility needs of existing programs and departments
- Develop and implement retention or disposal plans for dormant program materials
- Base evaluation and prioritization on community, student and workforce needs, cost and trends

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: *May 30, 2010*

Responsibility: *Executive Team, 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
- Evaluate the current carbon footprint
- Implement one recommendation annually to move toward sustainability

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