Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will will meet for a **Board Retreat**, open to the public, on **February 26, 2021 beginning at 10:00 a.m**. The meeting will be held on **Zoom** and you can also join by calling **1 669 900 6833 and using meeting ID: 825 7119 8824.**

One or more Board members and/or staff members may participate in the meetings by telephone if necessary.

No action will be taken by the Board during the Retreat

The public is invited to check on addenda that may be posted up to 24 hours prior to the meetings. Copies of the meeting agenda may be obtained through the Office of the President, Northland Pioneer College, Painted Desert Campus, 2251 E. Navajo Blvd., Holbrook, AZ, telephone (928) 524-7418 or (800) 266-7845 Ext. 7418, at least 24 hours in advance of the meeting. If any disabled person needs any type of accommodation, please notify Paul Hempsey at the above address or telephone number at least 24 hours prior to the scheduled start time.

I, <u>Paul Hempsey</u>, certify that this notice of public meeting, prepared pursuant to A.R.S. § 38-431.02, was posted on or before the 25th day of February, 2021, at 10:00 a.m.

Paul Hempsey
Recording Secretary to the Board

NOTICE DISTRIBUTION

1. WHITE MOUNTAIN INDEPENDENT NEWSPAPER
2. TRIBUNE-NEWS & SNOWFLAKE HERALD NEWSPAPERS
3. NAVAJO TIMES
4. KINO RADIO
5. KNNB RADIO
6. COUNTRY MOUNTAIN AIRWAVES [KQAZ/KTHQ/KNKI RADIO]
7. KWKM RADIO
8. WHITE MOUNTAIN RADIO
9. NPC WEB SITE
10. NPC ADMINISTRATORS AND STAFF
11. NPC FACULTY ASSOCIATION PRESIDENT
12. NPC CLASSIFIED AND ADMINISTRATIVE SUPPORT ORGANIZATION PRESIDENT
13. NPC STUDENT GOVERNMENT ASSOCIATION PRESIDENT

MISSION

NORTHLAND PIONEER COLLEGE PROVIDES EDUCATIONAL EXCELLENCE THAT IS AFFORDABLE AND ACCESSIBLE FOR THE ENRICHMENT OF COMMUNITIES ACROSS NORTHEASTERN ARIZONA.

VISION

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

VALUES

INTEGRITY
INCLUSION
ADAPTABILITY
CIVILITY
ACCESS

Northland Pioneer College
EXPANDING MINDS • TRANSFORMING LIVES.SM

Governing Board Meeting Agenda
ZOOM
Or you can join by calling 1 669 900 6833 and using meeting ID: 825 7119 8824.

Date: February 26, 2021   **Time:** 10:00 a.m. (MST)

Item	Description	Resource
1.	**Call to Order**..	Chair Lucero
2.	**Adoption of the Agenda** .... **(Action)**	Chair Lucero
3.	**Discussion Items:**	
	A. **Questions to ask Finalists in the Presidential Search** .... A representative from the Association of Community College Trustees will lead the Board in discussion of potential questions to ask finalists in the Presidential Search process	Dr. Cecilia Cervantes
	B. **College Enrollment Data and Tuition Information** .... Vice President Ellison will review current and historical enrollment data with the Board and assist in discussion on Tuition rates	VPAS Ellison
	C. **Strategic Goals** .... Interim President Swarthout will review information gathered from employees on Strategic Goals and assist the Board in discussion	Interim President Swarthout
4.	**Board Agenda Items and Informational Needs for Future Meetings** .	Chair Lucero
5.	**Adjournment** .... **(Action)**	Chair Lucero

The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action to approve, or may take other action, regarding all items of New Business, Old Business, Standing Business, or the President's Report. The Board may vote to hold an executive session for the purpose of obtaining legal advice from the District's attorney on any matter listed on the agenda pursuant to A.R.S. §38-431.03 (A)(3). Should the District's attorney not be present in person, notice is further given that the attorney may appear by speakerphone.

Northland Pioneer College
Post Office Box 610 • Holbrook, AZ 86025 • (928) 524-7311 • Fax (928) 524-7312 • www.npc.edu

DGB Enrollment Data Request to Evaluate an In-district Rate Option

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
NORTHLAND PIONEER COLLEGE
2021-2022
APPROVED

TUITION	Approved 2020-21	Approved 2021-22	Approved 2022-23
IN-STATE	$79 per credit hour	$82 per credit hour	$85 per credit hour
APACHE COUNTY	$79 per credit hour	$82 per credit hour	$85 per credit hour
OUT-OF-STATE	$380 per credit hour	$395 per credit hour	$410 per credit hour
EARLY COLLEGE – IN-STATE	$79 per credit hour	$82 per credit hour	$85 per credit hour
EARLY COLLEGE – OUT-OF-STATE	$79 per credit hour	$82 per credit hour	$85 per credit hour
SENIOR CITIZENS 60 years or older	*50% of the applicable rate: In-District, Apache County, or Out-of-State. (Does not apply to non-credit courses)		
CCP COURSES	*50% of the applicable rate: In-District, Apache County, or Out-of-State. (Does not apply to non-credit courses)		
SUMMER SESSION COURSES	*50% of the applicable rate: In-District, Apache County, or Out-of-State. (Does not apply to non-credit courses)		

Excerpt of the tuition and fee schedule presented to DGB in February 2021. Current schedule does not differentiate an in-district rate from the in-state rate.
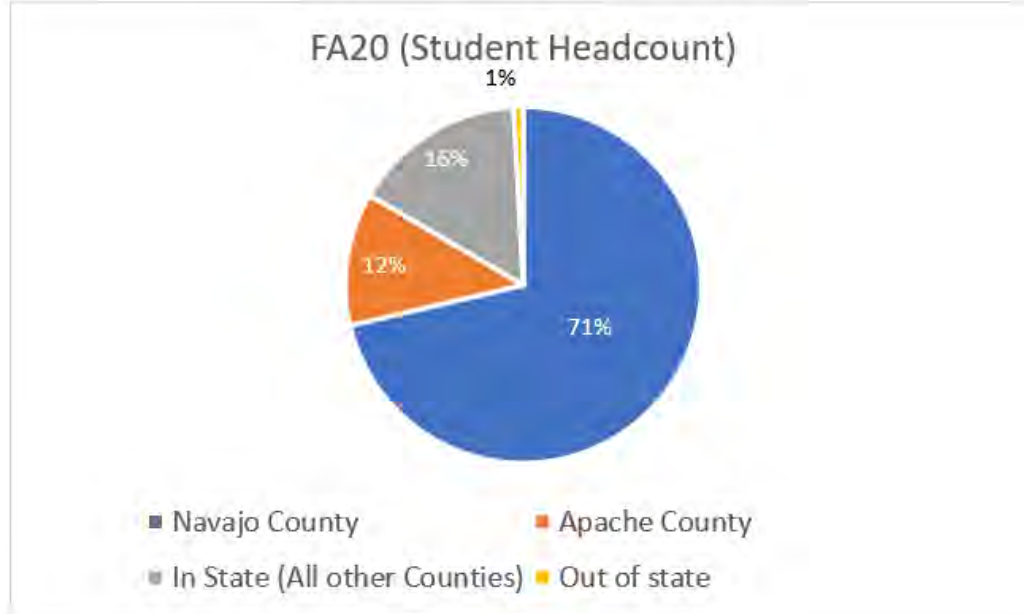
Fall 2020 Enrollment Report
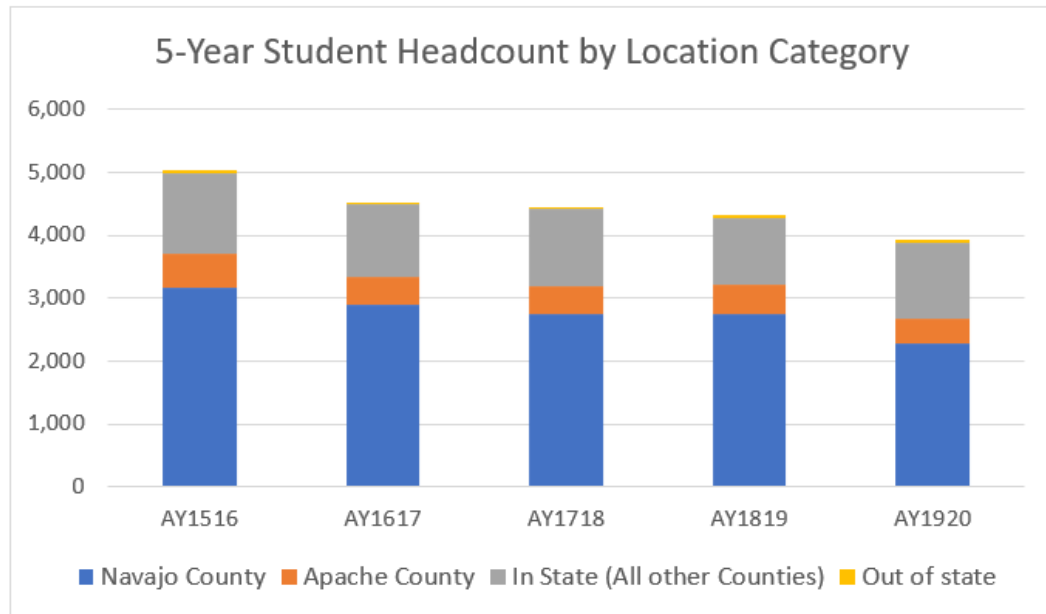

2010-2019 Headcount by Student Type
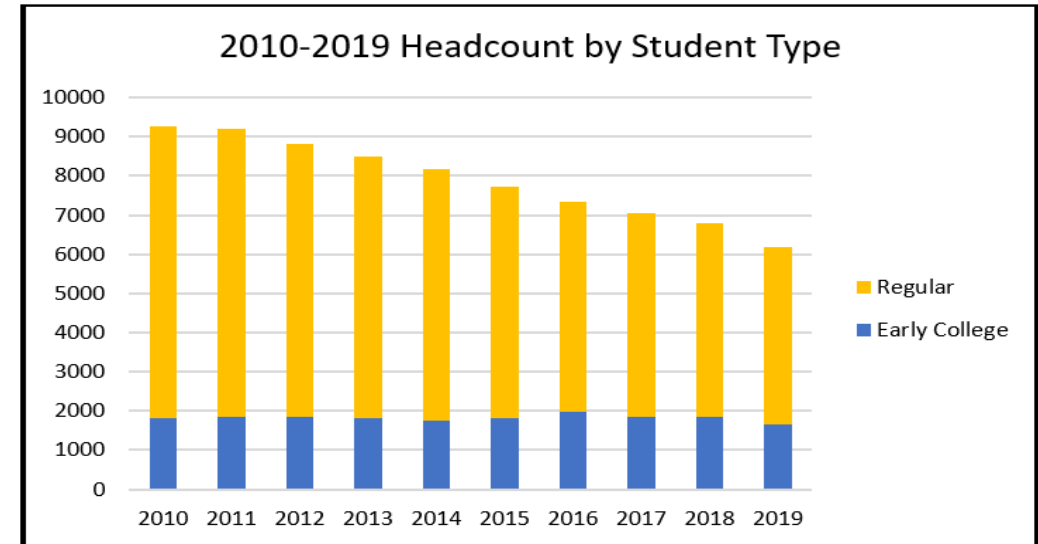
Decline in Regular Students = -39%
Decline in Early College Students = -8%

- Regular student headcount declined over the past 5 years.

Student Headcount	AY1516	AY1617	AY1718	AY1819	AY1920	5-yr change		FA19	FA20
Navajo County	3,160	2,888	2,746	2,761	2,292	-27%		1,519	1,401
Apache County	549	454	452	448	381	-31%		250	237
In State (All other Counties)	1,286	1,144	1,215	1,070	1,214	-6%		302	309
Out of state	51	35	28	39	41	-20%		23	17
Total Headcount	5,046	4,521	4,441	4,318	3,928	-22%		2,094	1,964
Averaging AY15 - AY18	4,582								

5-Year Student Headcount by Location Category

FA20 (Student Headcount)

Navajo County Community College District Governing Board
DGB Enrollment Data Request (Version 20210222)

• Student credit hours (SCH) affect revenue more than student headcount.

Student Credit Hours	AY1516	AY1617	AY1718	AY1819	AY1920	5-yr change		FA19	FA20
Navajo County	33,519	28,822	27,728	28,313	24,523	-27%		11,678	10,403
Apache County	4,993	4,466	4,507	3,996	3,863	-23%		1,883	1,632
In State (All other Counties)	2,858	2,733	2,694	2,420	2,861	0%		864	998
Out of state	183	236	104	234	214	17%		104	74
Total Student Credit Hours	41,552	36,256	35,033	34,962	31,460	-24%		14,528	13,106
Averaging AY15 - AY18	36,950								

5-Year Student Credit Hours by Location Category

FA20 (Student Credit Hours)
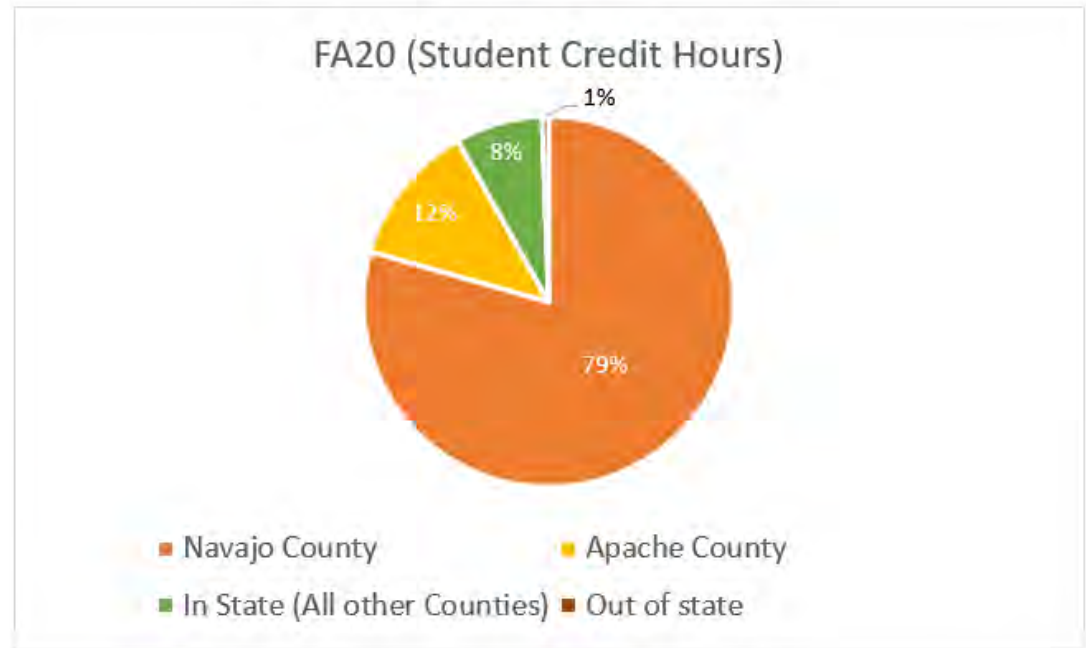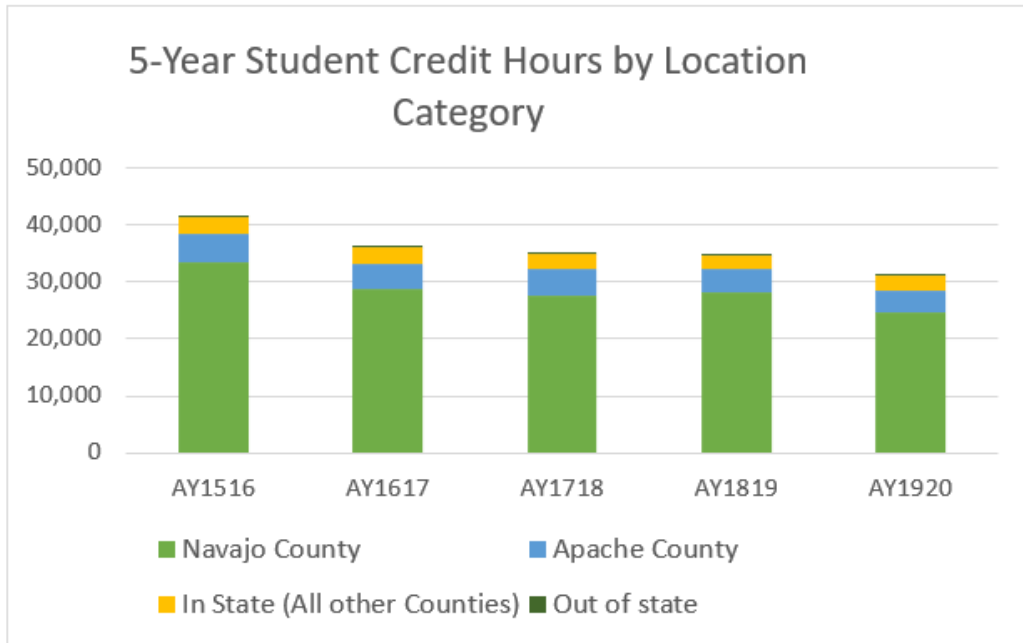
Student Credit Hours (SCH) by Division, AY 2015 - FA 2020

Division	Academic Year					5-year change		FA 2019	FA 2020
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020				
Arts & Sciences	19,585	16,959	17,611	17,273	16,202	-17%		6,950	7,522
Career & Technical Education	12,730	10,599	8,565	9,707	7,879	-38%		4,059	3,151
College and Career Preparation	3,825	3,417	3,306	3,025	2,449	-36%		1,080	793
Nursing and Allied Health	5,409	5,263	5,547	4,957	4,930	-9%		2,439	1,640

* Regular student enrollments; excluded high school program enrollments; registration status (Registered or Withdrawals)

Comparing AY 2015 and AY2019, all divisions experience a decline in the student credit hours. Program enrollment evaluation require careful consideration of the interdependence between department-specific courses.

2015-16	Student #	WMC	PDC	LCC	SCC	WRV	HOPI	KAY	STJ	SPE	ONLINE	Other (ALU, APAC, CDA, DOC, NAVA)	Total
		Campus				Center							
Navajo County	3,160	11,072	4,022	4,101	2,446	2,084	1,401	570	217	85	2,932	4,591	33,519
Apache County	549	1,155	288	102	101	27	47	86	1,168	659	706	656	4,993
In State (All other Counties)	1,286	167	55	266	5	18		14	13	19	2,026	275	2,858
Out of state	51	12	22	9		1				3	47	89	183
Total	5,046	12,406	4,387	4,477	2,552	2,130	1,448	670	1,398	766	5,710	5,611	41,552

2019-20	Student #	WMC	PDC	LCC	SCC	WRV	HOPI	KAY	STJ	SPE	ONLINE	Other (ALU, APAC, CDA, DOC, NAVA)	Total
		Campus				Center							
Navajo County	2,292	7,393	2,420	3,125	2,349	1,930	605	564	46	14	5,919	158	24,523
Apache County	381	906	259	112	222	54	6	45	685	597	896	82	3,863
In State (All other Counties)	1,214	170	128	145	301	24			30		2,063		2,861
Out of state	41		102								85	27	214
Total	3,928	8,469	2,909	3,382	2,872	2,008	611	609	761	611	8,962	267	31,460

Note: Campus and center locations are presented in the order of the number of student credit hours in AY 2015-16.

Location legend: WMC - White Mountain Campus; PDC - Painted Desert Campus; LCC - Little Colorado Campus; SCC - Silver Creek Campus; WRV - Whiteriver Center; HOPI - Hopi Center; KAY - Kayenta Center; STJ - St. John Center; SPE - Springerville Center.

Developing Estimates based on Scenarios

- The approved in-state and out-of-state tuition rates for 2020-21 are used to apply to the average student credit hours (SCH) by residential location category.

- The residential location categories include:
  - Navajo county
  - Apache county
  - In-state (all other counties)
  - Out-of-State

- For each residential location category, the average student credit hours are calculated by dividing the sum of the student credit hours from AY 2015-16 to AY 2018-2019 by four.

- Three scenarios are built by creating different in-district tuition reduction options, using the in-state tuition rate as the base:
  - 75%
  - 80%
  - 85%

Break-Even Analyses For Different Scenarios

Regular Student Revenue Amount to Offset (Break-Even)	Approved 20-21 Tuition $79(IS)-$380(OS)
No Change	$ -
75% In-state	$ (673,186.16)
80% In-state	$ (538,548.93)
85% In-state	$ (403,911.69)

	Estimated additional SCH to offset (rounded)	Estimated range of additional students to offset*	Estimated additional FTSE (SCH/15)
75% In-state	11,362	1,623 - 1,704	757.5
80% In-state	8,521	1,217 - 1,278	568.1
85% In-state	6,015	859 - 902	401.0

*Two student estimation options are considered here to present a range:
(1) average 7 SCH per student (2) 80%-20% part-time/full-time split with 6 SCH for part-time and 12 SCH for full-time

Assuming all things are equal.

If a new in-district tuition rate was created, the 75% discount could create a revenue loss of $673K. To offset this loss, an additional 11,362 student credit hours would be needed. Depending on the different student estimation options, the college would need to recruit an additional 1,623 to 1,704 In-district students to offset the potential revenue loss. To support the option, these additional students would represent an increase of 41% to 43% over the AY1920 headcount (3,928).

Mission

Northland Pioneer College provides educational excellence that is affordable and accessible for the enrichment of communities across northeastern Arizona.

Vision

NPC continually responds to the needs of our communities by cultivating generations of learners. By 2030, NPC will transform lives by advancing student success and socio-economic well-being through a spirit of innovation, partnership, and creative problem-solving.

Values

Integrity ◆ Inclusion ◆ Civility ◆ Adaptability ◆ Access

What can we do to help our student Alex to be sucessful?
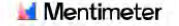
Make multiple options for accessing learning opportunities accessible.

Make enrollment easy

Get to Alex where she is, both literally and figuratively.

Understand Alex's educational goals and match as many resources that are available.

Connect them with a college team: a short list of actual people they can go to who will help them with whatever issue they may be facing

Develop a strong relationship in which Alex's goals, context, learning needs, and interests are known and followed by a caring college person.

What are Alex's goals; barriers; what is already completed

Fix our registration issues

Fully understand Alex's situation and obstacles

Prioritize Alex's needs. She's the reason we are here.

Don't make assumptions about students.

Successful in what?

Proactive outreach for unfinished applications and class difficulty

require that the student meets with an academic advisor

Provide high-quality, interactive instruction that engages Alex in critical thinking.

Identify how Alex learns best.

Bridging the digital divide, providing clear degree/career pathways and scaffolding, and equitable inclusive learning experience (Wei)

appeal to his interest with relevant programs and course offerings

make information about registration and courses and areas of interest easily accessible

We must fix our Jenzabar/MyNPC problem above all else!!!

follow up with the student

First we must identify what success is to her. Once we know where she wants to go, or what target she wants to hit, we can then identify how to best support her.

What is Alex studying?

What are Alex's interests? Help Alex determine what his career goals are (why is he coming to college?). Connect Alex with staff, faculty, and other students to create a sense of community.

Identify what motivates/drives Alex

Make sure she/he is oriented to the college and connected with an advisor, has the tools he needs (technology) and knows how to use them, can get into Moodle and access courses, and knows who her/his faculty is.

Make our enrollment process easier.

Ensure systems at the college work well together so that Alex is able to navigate from advisement to registration to graduation.

Help student determine goals or interest

suggest they complete financial aid

Identify goals, help layout a plan to achieve those goals, support Alex along the way, identify barriers and help to reduce those barriers.

Give him 100% support

Get a student app so students can interact with us and get questions answered faster and easier!

make application process seamless and simple

Ask Alex what is success to Alex

Make multiple learning formats accessible to Alex.

Make sure she/he is oriented to the college and connected with an advisor, has the tools she/he needs (technology) and knows how to use them, can access the LMS and knows who her/his faculty are.

Meet Alex where she is, both literally and figuratively. Don't expect her to come to us.

1. Provide clear degree/career pathways and scaffolding; 2. Bridging the digital divide; 3. Providing equitable, inclusive learning experience

Focus on Alex's needs. She's the reason we are here.

Have him assigned to a faculty mentor who works with Alex's progress toward his pathway goal. The faculty member will check in with Alex at the beginning, and toward the end of the semester.

Make sure Alex is oriented to the college and connected with an advisor.

Make sure Alex has the tools (technology) necessary and knows how to use them.

evaluate transfer transcripts within 2 days

Assure that Alex can access his/her courses and connect with faculty.

Collaborate with Alex to develop goals and identify a safety net.

What are the 3 greatest NPC strengths in achieving its vision?

Word cloud:

support staff
nursing program
current tas leadership • current faculty
we want their success • student-centric faculty
fiscal stability • people who genuinely care
welding program • shared governance
faculty and staff
excellent faculty
leadership council
desire
committed faculty
amazing innovators
employees
student-centric tas team
staff
caring
dedicated faculty focused
good academic programs
ssa
caring employees
student-centered
technology
connections with students
caring people
fiancial aid options
dedication
tas problem-solving
we care about students
we go the extra mile
faculty
locations • hs programs • creativity

What are the 3 biggest challenges NPC that would affect how we achieve our vision?

What are the four top areas NPC has to advance on to reach its vision?

scheduling

new erp

easy of access

recruitment

community relationships

human capital investment

meet students needs

collaboration

reg and enrollment issues

succession planning

access on reservation

growth mindset   funding

lms

expenditure limit fix

stable leadership

registration

student startup

civil discourse

communication

resource allocation

effective communication

course offerings

technology

administrative stability

clear strategy and goals

solve registration issues

tas support

advisment

enrollment strategy and g

strategic prioritization

shared governance

resource allocation align

hire more employees

registration process

retention

processes

advising

erp

innovations

recruitment

civility