



Northland Pioneer College 2022 All-Arizona Academic Team Members

Northland Pioneer College has nominated eleven students to the **2022 All-USA/ All-Arizona Academic Team**. Each will receive a tuition waiver for up to 60 credits, from the Arizona Board of Regents to complete their bachelor's degree at a state public university. The waivers are valued at nearly \$50,000.

Team members will also receive a scholarship check from NPC, based on their ranking by national judges from business, civic, government, and education arenas.

NPC can nominate two students from each campus and center location to the All-Arizona team. A student must have taken a class at, or originating from, that location to be considered for one of the two nominations.

To qualify, a student must have a cumulative 3.5 or higher GPA, be in good academic standing working toward an associate degree, and have demonstrated college and community volunteerism and leadership. Applicants do not have to be members of Phi Theta Kappa, the international honor society of two-year colleges.

All-Arizona Academic Team members from throughout the state will be honored at a virtual ceremony, **Thursday, February 24, 2022** from 1:00 p.m. to 2:00 p.m.

For the past 25 years Arizona has separately recognized the state's top two-year college students as a part of the All-USA Academic Team program, co-sponsored by the American Association of Community Colleges, Phi Theta Kappa International Honor Society (PTK), Follet Higher Education Group, the Coca Cola Scholars Foundation, and USA Today.

A complete list of past NPC recipients of the All-Arizona Academic Team honor can be viewed online at www.npc.edu/past-AllAZ.

Holbrook – Painted Desert Campus



David Aberle

David Aberle

Transferring to: U of A

Major (4Year): Computer Science

Career Goal: David plans to attend the U of A and earn a degree in Computer Science with an emphasis on Cybersecurity. His goal is to work his way up the tech ladder and become a Chief Information Security Officer. He aspires to eventually start his own Cybersecurity firm.

College/Community Activities: Indigenous medicinal/spiritual practitioner and avid volunteer.

College Honors: Phi Theta Kappa Honor Society, NPC President's List, CASO Scholarship recipient.

Self-Descriptive tweet: A father, husband, spiritual leader, and student seeking a higher education to blend the cultural life-way of my people with modern technology.



Ashton Bishop

Ashton Bishop

Transferring to: NAU

Major (4Year): Mathematics

Career Goal: Ashton plans to earn his bachelor's degree in Mathematics from Northern Arizona University and hopes to become a high school mathematics teacher one day.

College/Community Activities: Volunteer for CCP.

College Honors: Phi Theta Kappa Honor Society.

Self-Descriptive tweet: Whether writing stories, making art, or spending time with my loved ones, I have a fierce passion for everything I do! #MathRules

Show Low – White Mountain Campus



Jamie Ortega

Jamie Ortega

Transferring to: ASU

Major (4Year): Nursing

Career Goal: Jamie will transfer to ASU and plans to ultimately earn her Bachelor of Science in Nursing. She wants to try a couple of different careers in the nursing field and find her true calling. She is interested in both psychiatric nursing and women's health nursing.

College/Community Activities: Phi Theta Kappa Chapter President (2019-20), Meals on Wheels volunteer driver.

College Honors: Phi Theta Kappa Honor Society.

Self-Descriptive tweet: The more experience I gain, the more the possibilities intrigue me. I simply want to be an empathetic, caring and hardworking nurse.



Lauren Stidham

Lauren Stidham

Transferring to: ASU

Major (4Year): Nursing

Career Goal: Lauren plans to earn her Bachelor of Science in Nursing and become a pediatric ICU nurse.

College/Community Activities: S.A.D.D. Driving mock crash volunteer, community blood drive volunteer and OTC drug prevention facilitator.

College Honors: Phi Theta Kappa Honor Society, NPC President's List, recipient of NPC President's Scholarship and the P.E.O. National Star Scholarship.

Self-Descriptive tweet: I can achieve anything if I work hard enough for it. I enjoy spending time with my family and my golden retriever "Millie."

Snowflake/Taylor – Silver Creek Campus



Kaylen Wilson

Kaylen Wilson

Transferring to: NAU

Major (4Year): Education

Career Goal: Kaylen plans to transfer to NAU's College of Arts and Letters to ultimately earn her degree in Art Education. She wants to teach high school and community college students in rural communities.

College/Community Activities: Snowflake High School Academic Decathlon volunteer.

College Honors: Phi Theta Kappa Honor Society, NPC President's Scholar Scholarship recipient.

Self-Descriptive tweet: I have always been inspired by teachers, especially the ones that have inspired me. I also love trivia and anything and everything creative!

Winslow – Little Colorado Campus



Ashlyn Adakai

Ashlyn Adakai

Transferring to: U of A

Major (4Year): Medical Sciences

Career Goal: Ashlyn plans to transfer to the University of Arizona and earn a Bachelor of Science degree. She aspires to work in the medical field (biomedicine) and focus on the health needs of her rural community.

College/Community Activities: United National Indian Tribal Youth (UNITY).

College Honors: Phi Theta Kappa Honor Society, NPC Fill the Gaps, and AndyVon Scholarship recipient.

Self-Descriptive tweet: I am a young Navajo woman. I am hardworking and diligent and am extremely grateful to my family for helping me along the way. #Diné #Taahwòajit'éeego



Britainy Pennington

Britainy Pennington

Transferring to: U of A

Major (4Year): Nursing

Career Goal: Britainy plans to transfer to the University of Arizona and to ultimately earn a Bachelor of Science in Nursing. Her career goal is to become a flight nurse.

College/Community Activities: Winslow Elks Lodge Christmas baskets and Rotary Food Bank volunteer.

College Honors: Phi Theta Kappa Honor Society, NPC President's and Dean's Lists.

Self-Descriptive tweet: In addition to school and work, I love to thrift for vintage space items, take photos and travel. I can't wait for my future! #futureRN

Hopi Center



Angelica Abeita

Angelica “Angel” Abeita

Transferring to: ASU

Major (4-Year): Business Administration

Career Goal: Angel plans to transfer to ASU's W.P. Carey School of Business and earn a Bachelors degree in Business Administration. She plans to continue working in the field of Human Resources.

College/Community Activities: Current Phi Theta Kappa Public Relations Officer and community volunteer.

College Honors: Phi Theta Kappa Honor Society, NPC President's List, NPC Leg-Up Scholarship, Hopi Tribe Scholarship and Sinnuy Amungem Lois Qumyintewa Memorial Scholarship recipient.

Self-Descriptive tweet: I am a proud Indigenous woman who is hardworking, dedicated and always willing to provide a helping hand. I am grateful for the support and encouragement I have received from my fiancé and family; this is an achievement for US!

#Hopi-Laguna-Santa-Ana #ForMySisterAmelda

Saint Johns Center



Erica Novak

Erica Novak

Transferring to: U of A

Major (4-Year): Nutrition

Career Goal: Erica is transferring to the University of Arizona to become a pre-med student. She hopes to pursue a career in Emergency Medicine and looks forward to exploring her career options while attending medical school.

College/Community Activities: WMRMC health fair volunteer, Apache County Attorney's Office victim's compensation advocate.

College Honors: Phi Theta Kappa Honor Society, President's Scholar Scholarship recipient, First Place 2020 SkillsUSA Regional Competition.

Self-Descriptive tweet: I'm hard working and always on the go. In my spare time I enjoy lifting weights, walking my dog (Koda) and spending time with friends and family.

Springerville/Eagar Center



Hannah Bahr

Hannah Bahr

Transferring to: NAU

Major (4-Year): Nursing

Career Goal: Hannah is transferring to NAU and plans to obtain her Bachelor of Science in Nursing. She ultimately wants to work as the director of a labor and delivery or neonatal unit.

College/Community Activities: Current Licensed Nursing Assistant, and creator and facilitator of the Ruthie Lindsey Project.

College Honors: NPC President's and Dean's Lists, Honors Student.

Self-Descriptive tweet: I'm a diligent, motivated and kind leader who wants to better my life by bettering the lives of others. #futurenurse #AllAZteam

Whiteriver Center



Jolie Selestewa

Jolie Selestewa

Transferring to: ASU

Major (4-Year): Community Health

Career Goal: Jolie will attend ASU's Edson College of Nursing and Health Innovation. She plans to earn a Bachelor of Science in Community Health and work to provide healthcare to underdeveloped communities. She hopes to one day implement an inter-disciplinary team of healthcare professional to address both traditional and modern views of medicine among indigenous tribes.

College/Community Activities: Phi Theta Kappa Honor Society, White Mountain Women's Club student speaker.

College Honors: Phi Theta Kappa Honor Society, NPC Dean's List.

Self-Descriptive tweet: #NativeScholar #ForksUp

**Northland Pioneer College
Strategic Plan
2021-2024**

In January 2020, Northland Pioneer College (NPC) began its conversation on developing a more systematic and integrated strategic planning process by reviewing and revising its mission, vision, and values statements. This document presents the College's new mission, vision, and values statements and describes the overall strategy, strategic goals, objectives, and initiatives for academic years 2021-2024.

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.

Shared Values

NPC will live our vision through the following Shared Values. At NPC, we value:

Integrity

By Integrity, we mean consistently taking responsibility for our actions and preserving the trust communities place in us. We demonstrate Integrity by:

- Setting achievable and measurable goals.
- Maintaining transparency in project planning, implementation, and reporting while honoring the College's shared governance process.
- Being consistently truthful and fair in our internal and external interactions.

Inclusion

By Inclusion, we mean empowering all people – regardless of individual differences and/or historical under-representation – to have the right to be involved, engaged, respected, and appreciated as valuable members of our communities. We demonstrate Inclusion by:

- Ensuring all individuals, regardless of race, color, religion, national origin, gender, or sexual orientation, have opportunities to equitably engage with, participate in, and benefit from the NPC community.
- Recruiting individuals and partnering with organizations that reflect and represent the diverse backgrounds, perspectives, and interests of our area.
- Using diverse perspectives to make better-informed decisions.

Adaptability

By Adaptability, we mean a commitment to being agile in responding to the ever-changing needs of our diverse communities through collaboration, innovation, and informed risk-taking. We demonstrate Adaptability by:

- Keeping an open mind to learn or develop new ways to respond to changes.
- Experimenting with different styles of working and adjusting as needed.
- Using valid and reliable data to make decisions with confidence and efficiency.

Civility

By Civility, we mean maintaining one's own beliefs and perspectives without demeaning the beliefs and perspectives of others¹. We demonstrate Civility by:

- Using active listening and acknowledgment without judgment while interacting with others, even when there are deep-rooted and fierce disagreements.
- Seeking common ground as the starting point for dialogue about differences.
- Modeling, teaching, and promoting the practices of civility and expecting others to do the same.

Access

By Access, we mean striving to minimize barriers to lifelong learning. We demonstrate Access by:

- Striving to keep costs low and connect students with available resources and financial support.
- Offering education, student services, information, and resources in multiple formats to optimize equitable opportunities across our communities.
- Implementing the principles of universal design² to promote access to campus spaces, events, and activities.

Strategic Goal Areas and Objectives (Key Result Areas)

NPC faculty, staff, and the District Governing Board affirmed three strategic goal areas in the spring of 2021. These broad strategic goals provide three focus areas for the College.

1. **Increase Enrollment:** NPC is currently in the midst of a slow but steady enrollment decline. With educational attainment rates in the district well below the national average and the mission to serve the needs of students in northeastern Arizona, it is critical that NPC reverse this trend.
2. **Improve Student Outcomes:** A majority of the students who attend NPC come intending to complete a degree or certificate or transfer to a 4-year university. With the mission of serving students, we need to make sure that students have clear pathways to reach their goals, and, for the good of the community, we need to encourage students through to completion.
3. **Improve College Sustainability:** NPC has a nearly fifty-year history in northeastern Arizona and is a critical part of the community. We provide education and training to district residents and contribute to the economic development and cultural vitality of the region. Ensuring NPC is around for another fifty years and has the resources needed to meet new challenges is a critical component of the strategic plan.

NPC's progress in these goal areas will be measured by reviewing the Key Result Indicators (KRI's) developed by the College and affirmed in the fall of 2021. KRI's represent how the College measures its success in achieving the three strategic goal areas and provide an overall summary of the College's

progress in strategic improvement efforts from multiple departments or teams within the College. Under each goal area, several KRI's are established to assess the College's success in accomplishing that specific goal area.

Increased Enrollment	Improved Student Success	Improved College Sustainability
<p><u>Student Headcount:</u> This KRI measures the number of registered students compared with the previous year.</p> <p><u>Full-Time Student Equivalency (FTSE):</u> Since students have different course loads within a semester, this KRI compares a student's actual course load against the standard full-time course load of 15 credits per semester.</p> <p><u>Replacement Ratio:</u> This KRI is calculated by comparing the number of students with a program intent to the number of students who complete a degree or certificate at NPC for a particular year.</p>	<p><u>Number of Completers:</u> This KRI measures the number of students who complete an NPC degree or certificate in an academic year.</p> <p><u>Enrollment-to-Award Ratio:</u> This KRI describes the number of students who enroll at NPC relative to the number of degrees or certificates awarded for a particular year.</p> <p><u>150% On-Time Graduation Rate:</u> This KRI measures the number of students who complete their program within one and half the standard amount of time required to complete that program.</p>	<p><u>Contracts/Grants-to-Taxpayer Funds Ratio:</u> This KRI measures the comparative amount of funds obtained via contracts and grants relative to the amount of taxpayer funds allotted to the College.</p> <p><u>Composite Financial Indicator:</u> This KRI measures the relative financial health of the institution. It is derived in a weighted manner using four ratios: primary reserve ratio, net operating revenues ratio, return on net assets, and viability ratio.</p> <p><u>Employee Satisfaction:</u> This KRI measures the number of categories that NPC achieves "recognition" status as measured in the <i>Great Colleges to Work For</i> Survey</p>

Overall Strategy: Building Relations, Removing Barriers

For years, what set NPC apart from other post-secondary educational institutions has been our small class size, faculty and staff's willingness to take care of our students, and low cost of attendance. College employees recognize the challenges and struggle our students go through, and we go above and beyond to help them achieve their goals. Even when COVID-19 hit our service area, our focus on assisting students to complete their goals remained unchanged. Yet, we need to question our assumptions and current practices in light of the new COVID endemic landscape.

Throughout the fall of 2021, multiple presentations and dialogues were initiated with division heads, directors, different shared governance groups and committees such as the Student Success Alliance and special task forces created for grant applications. We heard both faculty and staff emphasize the need to move from a transactional service model to a relational service model when working with students. The College recognizes how our diverse student population requires personalized and flexible assistance and services to meet their needs. An overall theme that emerged from these conversations is a commitment to the idea of "Building Relations, Removing Barriers" for our students and communities. The phrase

emphasizes the importance of building relationships with students and the positive impact that has on learning and the quality of service provided to students. We understand that to achieve this goal, we need to build a vibrant and thriving workplace where all NPC employees are united in the effort to continually improve student service. This strategy will guide our allocation of resources when we evaluate how we will achieve each strategic goal area.

Strategic Initiatives

Strategic Initiatives are specific actions or tactics the College will take to improve the KRI's. Each summer, the President and his cabinet will determine a list of strategic initiatives selected from a pool of idea proposals put forth by any college department, shared governance group, or committee. The President and cabinet members will appoint special teams to oversee the planning and implementation of each selected initiative. As initiatives are completed, they will be replaced with new initiatives to move the College closer to the strategic goal area. This process is an effort to ensure that NPC's strategic plans remain active where regular dialogue, planning, measurement, and implementation will take place on an ongoing basis for continuous improvement.

NPC's strategic initiatives require the College to allocate significant resources and sustain active collaboration and attention from multiple departments. Individual departments, committees, task forces may still have their own strategic initiatives that align with the strategic plan. All initiatives will be required to undergo a budget development and resource prioritization process.

The initiatives listed below are currently underway, and some may continue into the 2022-23 academic year. All have gone beyond the ideation or feasibility evaluation stage and have obtained college-wide commitment and support from NPC leadership.

	Increased Enrollment	Improved Student Success	Improved College Sustainability
Student-focused initiatives			
I. Improve Student intake and onboarding process	✓		✓
II. Develop student one-stop-shops	✓	✓	
III. Restructure advising with the "Ask-Connect-Inspire-Plan" principle	✓	✓	
IV. Complete construction of the Show Low Skills Center	✓		✓
Employee Capacity and Climate Building Initiatives			
V. Re-envision HR function			✓
VI. Develop a healthy culture/climate via training and mentoring (e.g., supervisor training)			✓
VII. Develop criteria for evaluating new ERP systems		✓	✓