Northland Pioneer College

WWW.NPC.EDU
1-800-266-7945

Our Values:

Integrity

Inclusion

Adaptablity

Civility

Access

FACULTY

HANDBOOK

2023– 2024

Table of Contents

Vice President's Welcome

"Teaching that impacts is not head to head, but heart to heart."—Howard G. Hendricks, Religion Professor

I want to welcome you to a new academic year! I appreciated the quotation above, as it reminds me of the continued work we are doing to create a relational environment between faculty and our students as part of our Guided Pathways inititative that we continue to work on and fine tune. I want to encourage you to continue to work at creating meaningful relationships with your students and colleagues at NPC. In this version of the Faculty Handbook, you can find explanations of college processes that affect your work, as well as guidance for how you can collaborate with a department chair and dean on items like instructional policies and procedures, resources, and support services. For new and adjunct faculty, you will find that our college conversations are often peppered with acronyms. At the end of the handbook is an alphabetical listing of common acronyms you may hear and a definition of what is being referenced. As always, if you have questions, I encourage you to consult with your chair or dean, and you are always welcome to reach out to me directly. Than you so much for your commitment to our students, and the difference you make in their lives through your work.

Sincerely,

Dr. Mike Solomonson
Vice President for Learning and Student Services

NORTHLAND PIONEER COLLEGE OVERVIEW

Welcome to Northland Pioneer College

Northland Pioneer College (NPC) is a comprehensive community college serving Navajo County since 1974. It also provides higher educational services to neighboring Apache County.

From its early history, the institution resolutely determined to deliver its services to the people of Northeastern Arizona, wherever they may be located. To this end, the College decentralized the delivery of instructional and student services to encompass most of the 21,000+ square miles comprising its service area.

Four campuses, five centers, and numerous satellite units form the backbone of NPC's delivery network. Faculty frequently find themselves teaching in multiple locations across the district. Traveling to "where the students are" is the norm for NPC Faculty, who may be teaching in different communities every day, or evening, of the week. NPC provides educational services at approximately 90 different locations across Navajo and Apache counties.

NPC bears a pressing responsibility to meet the educational needs of a population characterized by poverty, a low tax base, unemployment, a high dropout rate from area schools, and a high rate of adult illiteracy. NPC remains the best hope of area citizens who desire to change their lives for the better, and NPC Faculty should gain considerable satisfaction from helping them to do so.

About This Handbook

This instructor handbook is intended as a guide to help you answer questions you may have about teaching at Northland Pioneer College. It does not constitute a contract between you and the College. The policies and procedures that are referenced here summarize NPC programs, policies and practices. You can find the full text of these and all other current Policies and Procedures on the NPC website.

As in all organizations, the contents of this handbook are subject to change and/or revision at any time.

What Is A Community College?

Community Colleges are institutions of higher education with unique relationships to the communities they serve. Among the many dimensions of their mission, community colleges strive to:

- Provide access to higher education for all their citizens
- Be responsive to a wide variety of local needs
- Offer the first two years of coursework toward a baccalaureate degree
- Provide career programs as preparation for employment
- Promote economic development for their communities
- Bring social, cultural, and personal enrichment programming to their communities
- Offer developmental programming in preparation for college-level work
- Customize training for area business and industry

Our Mission

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

Our Shared 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.

Our Values

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 others[1]. 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 design[2] to promote access to campus spaces, events, and activities.

Our Structure

The most up-to-date Northland Pioneer College organizational charts are found at [Administrative Personnel](#).

RESOURCES

NPC Policy & Procedure Manual

Details on institution-wide policies and procedures are found in the Policy and Procedure Manual available in campus/center offices, libraries and all district-level administrative offices. Some of the policies pertaining to instruction are included in this handbook. For the most current [Policies and Procedures](#).

College Catalog

An instructional catalog with official information about NPC degrees, programs, and course descriptions is online at [College Catalog](#).

Tech Support

NPC provides Technology Advancement and Support (TAS) through networks, applications, services and equipment to support the work of the College. The TAS Department's Tech Support is the first point of contact to request help for all computing, telephone, network, and application-related issues. Access Tech Support at [TAS Helpdesk](#).

Technology Advancement and Support (TAS) Policies & Procedures

Computer and electronic access and usage procedures can be found at [Technology Advancement and Support](#).

Diversity, Equity, and Inclusion

Belonging Subcommittee

The Belonging subcommittee is a committee tasked by the college president with the following:

1. Exploring best practices in implementing DEI strategies in higher education.
2. Establishing committee rules and practices, including length of terms, the cadence of meetings, the decision-making process, and other guidelines for how the committee will do its work.
3. Reporting to Leadership Council and President's Cabinet on progress in February 2023 and make regular reports as needed.
4. Completing a DEI plan for the college presentation at the Fall 2023 convocation.
5. Serving as an ongoing steering committee for the DEI plan and responsible for measuring progress to the goals set forth in that plan.

The group consists of seven members nominated by college employees (Shandiin Deputee-chair, Todd Wilcox, Shanna Kukla, Frank Orona, Tonya Thacker, Jenna Herman, and Dr. Tabitha Stickel). The group meets bi-monthly. If you have any questions please email the committee chair.

Land Acknowledgement

Northland Pioneer College's locations are situated on the land of the Diné (Navajo), Hopi, Ndee-Nnēē (Western Apache), Pueblo, Schwinna (Zuni), Dził Łigai Si'án N'dee (White Mountain Apache), and other tribes indigenous to this area. All of NPC's service area, like all of the United States, is Native land.

NPC's service area encompasses spaces that are sacred to the original stewards and relatives of this land, air, water, and all living things. We are all connected in this circle. This was true long before the flags of Spain, Mexico, or the United States flew over this land and will remain so in perpetuity. We are grateful to Indigenous people of the past and present for their continued stewardship of the land where we live, work, and teach.

Inclusive Excellence Framework

In a rapidly changing, global environment, our institutional excellence, manifested primarily in our ability to deliver and cultivate student success, draws upon our capacity to learn, develop, and collaborate. Such institutional excellence is bolstered by an inclusive and innovative workplace. The adoption of a framework that utilizes and leverages our diverse talents, experience, and knowledge to support one another and our students is critical to our institutional health. Inspired by the work from the Association of American Colleges and Universities, the DEI-WG adopted the following framework in order to:

- Help uphold college values
- Guide DEI-related initiatives
- Ensure that any initiatives would be aligned with the college's plans, strategic direction, and integrated strategic planning framework.

This graphic is adapted based on the inclusive excellence framework originally conceptualized by the University of Virginia. https://dei.virginia.edu/inclusive-excellence-plans

Staff Contact

You can access an online staff directory at NPC Directory or *mynpc.npc.edu/ICS/Employee_Info/Human_Resource.jnz* (log into MyNPC and click on this link, scroll down to NPC Department and Alpha Phone List OR NPC Information Guide or Alpha and Department Phone List), or by contacting NPC Human Resources at (928) 524-7471 or (800) 266-7845, ext. 7471.

Email

NPC provides email to support the work of the College. You will receive an NPC email when you begin employment or enroll as a student. You may have "internal" or "external" email in the format *firstname.lastname@npc.edu or firstname.lastname@mail.npc.edu* (mostly used for students, but some faculty have this email address). For more information see Procedure 2201 Computer and Electronic Access and Usage.

Campus/Center Mail System

The NPC mailboxes are housed at your campus/center office. Full-time Faculty have individual boxes and Adjunct Faculty are provided with alphabetical sections (*i.e*. one box for A-F). Campus, U.S. mail and student communications will be placed in these boxes for you. It is important that you check for mail any time you are on your campus.

Any mail you want to send needs to be routed through this system also. NPC provides a courier system to all campuses including Little Colorado Campus (LCC), Painted Desert Campus (PDC), Silver Creek Campus (SCC) and the White Mountain Campus (WMC), as well as service to most centers: St. Johns (STJ), Springerville/Eagar (SPE) and Whiteriver (WRV). Mail for the Kayenta center should be sent to PDC or WMC and it will be mailed via U.S. Postal Service. Mail for Hopi center should be sent to LCC, labeled for Hopi delivery.

See your campus or center manager for arrival and departure times.

Telephones and Voice Mail

NPC provides telephone and voice mail service where available. If you have College voice mail, you can access it from on and off campus using the codes the TAS Department issues you. Refer to the telephone and voice mail instructions posted on SharePoint at TAS Telephone and Voicemail.

Telephone Numbers for Deans/Directors Offices

College Toll-Free Number – (800) 266-7845 • Area Code (928)

Title	Name	Location	Phone #
Vice President for Learning & Student Services Title IX Coordinator	Mike Solomonson	Silver Creek	536-6217
Assistant to VP for Learning & Student Services	Pamela Dominguez	Silver Creek	536-6216
Dean of Arts and Sciences	Melody Niesen	White Mountain	532-6732 241-8401
Admin. Assistant to Dean of Arts & Sciences	Barbara Dixson	Painted Desert	524-7349
Dean of Career & Technical Education and Allied Health	Jeremy Raisor	Silver Creek	536-6231
Admin. Assistant to Dean of Career & Technical Education and Allied Health	Jeanette Hancock Morgan Hancock	Silver Creek NATC	536-6232 536-6265
Dean of Instructional Innovation	Wei Ma	White Mountain	532-6164
Admin. Assistant to Dean of Instructional Innovation	Brian (AJ) De La Cruz	White Mountain	532-6196
Dean of Nursing	Ruth Zimmerman	White Mountain	532-6133
Admin. Assistant to Dean of Nursing	Tamora Van Driel	White Mountain	532-6134
Associate Dean of College & Career Preparation	Tabitha Stickel	Little Colorado	289-6535
Admin. Assistant to Associate Dean of College & Career Preparation	Janice Childers	Little Colorado	289-6536
Associate Dean of Educator Preparation Programs	Allison Landy	Painted Desert	524-7335
Admin. Assistant to Associate Dean of Educator Preparation Programs	Dora Jaquez	Painted Desert	524-7336
Director of Financial Aid	Marletha Baloo	Painted Desert	524-7462
Director of Communications	Katie Matott	White Mountain	532-6157
Director of Student Services	Josh Rogers	Silver Creek	536-6227

Director of Enrollment Management/Registrar	Frank Orona	Painted Desert	524-7482
Chief Information Officer (CIO)	TBD	TBD	TBD
Assistant to Chief Information Officer (CIO)	Karen Baker	Painted Desert	532-6781
Curriculum Coordinator	Dr. Michael Broyles	Silver Creek	536-6236
Faculty in Education Technology	LaTonya Motley	Show Low	532-6146
Instructional Designer	Andi De Bellis	Show Low	532-6149

Academic Calendar

For the most updated information regarding the NPC Academic Calendar, go to Academic Calendar.

INSTRUCTIONAL POLICIES AND PROCEDURES

Instructional Standards

Basic standards for those who teach for NPC include:

- Lectured-based classes must be held for a minimum of 16 contact hours (student seat time) per semester for each credit hour. (Fifty minutes X number of credit hours X number of weeks of instruction in the semester, currently sixteen).
- Contact hour requirements for lab, practicum, clinical, and studio classes vary depending on the nature of the instruction and licensing requirements. However, for most of these classes, one credit hour equals thirty-two contact hours (varies by discipline).
- For every hour of credit, there should be approximately three hours of activity required of students – a combination of lecture, homework and/or lab time. Students should spend time outside of class reading, studying for exams, practicing, completing exercises, doing research, etc. Faculty members are expected to make the appropriate academic demands on students and have meeting times available for students to meet this standard. Makeup meetings may be necessary if class time is missed by the instructor.
- All classes are to be approached with specific learning objectives/competencies in mind. An official college course outline, available through the ACRES web-based curriculum system, will provide the basis for these objectives. If a course outline is not on file in the Vice President for Learning & Student Services' office, a class may not be offered.
- Faculty must provide their students with a course syllabus outlining course objectives, requirements, criteria for grading, attendance policy, and other pertinent information to assist students in being successful in the course. All course syllabi must be placed in Moodle (Learning Management System) so student may have access. The division dean must receive a copy of each course syllabus for each semester a class is taught.

Grading and Reporting

Grading options are found in the current College Catalog. As a general guideline, the instructor is hired as a professional to instruct and evaluate the learning outcomes of instruction. Balanced grading is usual and customary. The choice of whether to assign an "F" (failure) or "W" (withdrawal) because of student non-attendance is an instructor's prerogative. Special considerations are:

Incompletes ("I")

See current NPC Catalog for detailed information regarding incomplete grades.

Withdrawal ("W")

See current NPC Catalog for detailed information regarding withdrawals.

Student Attendance

Regular class attendance is necessary if the student is to receive maximum learning benefit from the course. Students are expected to attend every class and laboratory period for which they have registered. Moreover, Federal financial aid guidelines require the College to document student attendance.

Accordingly, all NPC students are required to attend the first-class session of each course in which they are enrolled. Failure to attend the first two class sessions, or to notify the instructor prior to the class session of an inability to attend, may result in the student being dropped from the class by the instructor. The NPC College Catalog specifies attendance requirements for students and options for Faculty.

Faculty may drop a student who has three unexcused absences. Faculty are under no obligation to make special arrangements for students who have missed class assignments due to unexcused absences. Students are responsible for notifying their Faculty in advance of any planned absences and for completing all class assignments as required.

Once a student has been dropped from the class for unexcused absences, an appeal for reinstatement will be considered only under extenuating circumstances.

The instructor determines a student's last date of attendance through his/her grade and class attendance records. The student's withdrawal and last date of attendance is noted vis Full-time Student Equivalents (FTSE) and/or grade rosters.

Last Day of Attendance (LDA)

To qualify as LDA, a student must engage in an academic activity that contributes to their course progress.

Allowable activities are:

1. Completing and submitting an assignment or online course activity
2. Communicating with the instructor (email, text, phone, or in-person)
3. For "in-person" classes, attending class or completing a make-up assignment that indicates the recording was watched

If a student stops participating in the course before the 45th day, the faculty member should submit a W grade when submitting mid-term grades.
When submitting final grades and awarding the student a grade of W or an F, faculty **must** use an LDA that is the 45th day or after.

45th Day

The 45th day (45 calendar days after the first day of class) is significant because it is the accounting date use to determine enrollments for state aid allocations. Students who started classes and stopped attending need to be contacted and encouraged to resume participation.

A 45th day class roster, known as a FTSE Verification Roster, indicates who is still participating in the class(es) and must be completed and submitted to the Records & Registration office.

FTSE and Grade Rosters

FTSE (midterm) and final grade reports (known as rosters) are vital college records. State funding is impacted if FTSE reports are not submitted on time. Faculty ~~also~~ can jeopardize student financial aid, educational and career progress when they do not file grade reports on a timely basis or in the manner prescribed by the Records & Registration Office.

Both FTSE and grade rosters **must** be submitted online via *MyNPC* to the Records & Registration Office. Please contact the Records & Registration Office, ext. 7459, if you need assistance with this process.

Class Cancellation Procedure

NOTE: There may be variations in this process for courses offered other than in the traditional time frame.

Open Registration Days

Dean Responsibilities:

- Monitoring classes for low enrollment, additional classes needed in discipline, and other possible problems and solution.
- Generating mid-registration division enrollment printouts. Studying figures to determine early cuts and possible solutions to generate maximum enrollment.
- Deans may cut any scheduled classes that have low enrollment and will not make. (The Records & Registration Office has determined that early cuts prior to Class Cancellation Day (Cut Day) the NPC Cancellation Form may be used.)
- Deans will be available to make decisions on approving or not approving the addition of students when a class has closed.
- Deans will work with Faculty on cuts, prorations, changes and additions.

Faculty Responsibilities:

- Since many times Faculty have better knowledge of the numbers of students enrolled in their classes, they share in the responsibility of contacting their Dean to discuss possible options.
- Faculty should be available on cut day for the Dean to contact should alternate decisions be needed. If not on campus, the instructor is to leave a phone number with the division office.
- If full-time Faculty are interested in prorating an overload class this information will be communicated to the Dean before cut day.
- The Adjunct Faculty Letter of Intent (LOI) is sent by the Deans' Administrative Assistants to scheduled Faculty before the start of the semester to be signed and returned to the appropriate dean by an assigned deadline.

Cancellation Day (Cut Day)

The cancellation process uses the following established guidelines:

1. On the Thursday prior to the start of classes, deans determine cuts in consultation with department chairs and other appropriate personnel.
2. Cut decisions will be made on the basis of 12 students (campuses) or 10 students (centers) constituting a class that has "made." Exceptions to these baselines may be made by the appropriate Dean. The 12 (campus), 10 (center) basis will be noted as 12/10 throughout this handbook.

Deans are concerned with the total balance of the schedule and will be looking at the impact of cuts and what needs to be kept in order to make classes available for students. The Dean has the option of keeping classes with fewer than 12/10 students as determined by some of the following exceptions:

- Faculty member has designated the prorate option.
- Courses needed by students for graduation or program requirements.
- Course is a General Education course needed on the campus.
- Deans can add a course to an existing lab if possible or student may need to wait until the next semester.
- Full-time Faculty member would not have their required load factor. This would usually apply if there is no available Adjunct Faculty class to bump.
- Course is not available at neighboring campus and is necessary for graduation or program requirements.
- Class has a minimum of six (6) students enrolled. Deans may make an exception to this rule.

3. Classes to be cut will be listed with campus/center, prefix, course number, lab/section, course name, day/time and instructor on a Cancellation Report Form that is to be emailed to the Record and Registration

Office, VPLSS, Assistant to the VPLSS, Assistant to the President, Director of Enrollment Management, Campus Centers and Staff, Advisors, Library Staff, Support Center, Deans and Staff, Early College, Marketing, Recruitment, and Apache County Coordinator. This task must be done as quickly as possible to allow students to continue to register. Students are not able to register on Cut Day until 10:00 a.m.

4. The division office will inform Faculty if their class has been cut. The campus/center offices and/or advisors will contact students in classes that have been cut and advise them of their options.

Proration of Classes

1. All Faculty are given the option of proration. In order for this to be used, Faculty must let the dean know that it is acceptable.
2. Full-time Faculty will be notified by the division office if they will prorate.
3. Examination of proration enrollment occurs one week after classes start on the morning after the first full week of classes. Faculty will be paid the highest enrollment number on either Prorate Day or Cut Day.
4. Overload classes scheduled for full-time Faculty that have less than 12/10 students enrolled will be cut unless the Faculty has communicated to the dean that the prorate option is acceptable.
5. Full-time Faculty Load Sheets are to be submitted to the office of the Vice President for Learning and Student Services.
6. LOIs for classes that have made are to be submitted to Human Resources Office.

Bumping

1. Deans may bump Adjunct Faculty from classes for reassignment to full-time Faculty if a class is needed for required load factor. Full-time Faculty will not bump Adjunct Faculty for overload. Adjunct Faculty will not be given the option of bumping the required load or overload of full-time Faculty.
2. The Dean will attempt to contact full-time Faculty to determine an appropriate course of action for meeting the required load factor. If the Faculty member is not available and has not discussed options, the Dean will make the decision based on the best possible assignment. This action is necessary in order to inform the Adjunct Faculty of the status of their assignment before classes begin.
3. The reassignment of an Adjunct Faculty class to full-time Faculty will be determined by the Dean taking into consideration the discussion with the Faculty member, how it fits into their schedule, distance to travel, and the needs of the students. If possible, the reassigned class should be at the closest location and similar to the canceled class.
4. If no other reasonable options exist, Deans may bump full-time Faculty from overload classes for reassignment to another full-time Faculty, if class is needed for required load factor.
5. The Faculty member, with the agreement of the Dean, may agree to instruct additional classes in the subsequent semester in the present academic year to fulfill contract obligations.

Substitute Faculty and Their Remuneration

In the event that a substitute is employed due to instructor absence, the following remuneration criteria apply:

- An exchange of time may be arranged with another instructor with approval of the Dean, and no payment is involved.
- If short periods of absence require substitutes to be scheduled for classes taught by Faculty, payment will be made at the Adjunct Faculty hourly rate.
- Long-term absence requiring substitutes will be reviewed on a case-by-case basis.

Class Cancellation in the Event of Illness, Emergency or Instructor Decision

In the event that you are unable to meet a class, you must contact your Dean. In the event that the Dean is

unavailable, contact the campus/center manager to cancel the class, and make a follow-up report to the Dean.

In the event of severe weather conditions, classes may be canceled for a period of time at a specific center or campus. Any decision to cancel classes at a specific location will be made by the Vice President for Learning & Student Services.

As a general rule, classes will not be canceled, so Faculty and students need to exercise judgment regarding travel to campuses and centers for classes in severe weather conditions. If a Faculty member is unable to travel safely to a designated instructional location due to weather conditions, the Faculty member will contact his/her Dean. The Dean, in conjunction with the Campus Manager/Coordinator or Center Manager, will coordinate to contact affected students and provide cancellation notification.

CURRICULA

Instructions for Course Forms in ACRES
The Instructions for ACRES Forms is a vital document for anything that involves curriculum. The document can be accessed through the "Help" button in ACRES

The Syllabus
Faculty members are responsible for preparing a syllabus based on the master course outline. The syllabus is a critically important teaching tool and document, and should clearly specify the content and requirements of the course as well as expectations regarding assignments, attendance and participation, examinations and grading policies. The current Office of Accessibility and Inclusion and Academic Dishonesty statements should be included on each syllabus:

> *Information pertaining to the Student Code of Conduct (Procedure 2625), Office of Accessibility and Inclusion (accommodations), Library Services, Tutoring, as well as a Moodle Guide can be found at the Moodle Login page, under the Students tab. In addition, NPC's statement of non-discrimination (Procedure 2110 & Policy 1102) can be found at Procedure 2110 and College Operations Policy (look for Policy 1102).*
> *Students are responsible for meeting the terms of the Student Conduct Code, available at Procedure 2625 Student Conduct Code or in the current College Catalog. Violations of the Code, including acts of academic dishonesty, will be referred to the appropriate College officials for investigation.*

Faculty are free to say more or to define the rules of their class in more detail at Syllabus Statement.

A copy of your syllabus must be on file with your Dean each semester. In the case of learning labs that use a standardized syllabus or study guide, each instructor should supply students an information sheet with specific expectations, meeting dates, how to contact an instructor, etc.

Each NPC course has a Moodle course shell. All course syllabi must be made available to students in the Moodle course shell. Ask your Dean for more information.

Faculty Schedule Sheet
Your Dean may request that you fill out a schedule sheet that outlines your class schedule, office hours, and other workday commitments in order to have a better understanding of your availability. Please fill out your schedule sheet and return to your Dean by the deadline.

Guidelines for Permanent Course Changes
Steps:
1. Read Instructions for ACRES Forms in ACRES to familiarize yourself with curriculum-related matters. The document can be accessed through the "Help" button in ACRES.
2. Changes will be initiated by a Faculty member;
3. The proposer will discuss the proposal with the curriculum coordinator and appropriate Dean, then fill out

the appropriate course change forms on the ACRES curriculum system;

4. In a department with multiple full-time Faculty, the proposer will take the change request to his/her colleagues in that department for their approval; for occupational programs, the Faculty member must consult with his/her Advisory Committee as well as his/her colleagues;

5. After the departmental approval, the Faculty member will forward the proposal via ACRES to the appropriate Dean;

6. The Dean will evaluate the proposal and make a recommendation to the Instructional Council (IC);

7. IC will evaluate the proposal and make a recommendation to the Vice President for Learning & Student Services; the proposer and relevant Dean should be present at the meeting where the proposal is considered;

8. If approved by the Vice President for Learning & Student Services, the proposal will be posted on the IC Group in MyNPC.

Experimental Courses

Experimental Course proposals (099, 199, 299) do not need Instructional Council approval but must be submitted on the appropriate form, through the ACRES curriculum system and approved by the relevant Dean and the Vice President for Learning & Student Services prior to scheduling. An x99 course may be offered for a maximum of three semesters. If the department still wants to offer it, **a New Course Form must be completed and submitted.**

Assessment of Student Knowledge

Northland Pioneer College seeks to ensure all students meet institutional learning outcomes in the areas of Effective Communication and Critical Thinking. To measure student success towards these outcomes, the college implements an annual process of student assessment known as Assessment of Student Knowledge (ASK). The ASK assessment process is intended "…to improve student learning and institutional effectiveness in fostering student success" (Higher Learning Commission, 2016). The diagram below outlines the current assessment process in place. Departments begin by examining their assessment procedures, consider tools, and review data collected from previous cycles. After making any needed adjustments to their assessment plan, the department implements the process. Data is collected throughout the assessment period, and then departments and programs analyze data. Following this analysis, the department or program modifies curriculum as needed and submits a report detailing their process to the Assessment of Student Knowledge Committee (ASK). The college also engages faculty in gathering to participate in Dialogue Day, when departmental/program results are shared with the college as a means of promoting a college-wide discussion on best practices and insights gained through the current year's process. After analysis and consideration of data and its meaning, departments and programs may respond by adjusting curriculum, instruction, or program design.
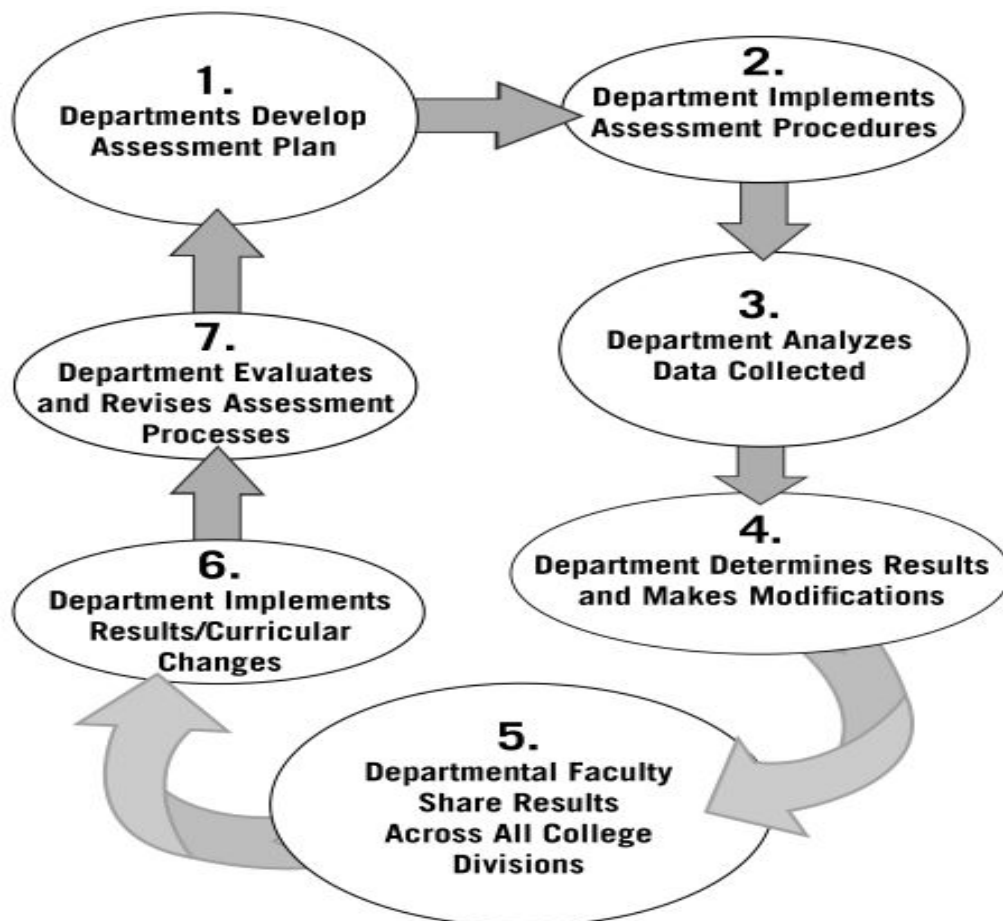
CONFIDENTIALITY OF STUDENT RECORDS

Notification of Rights under FERPA

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records.   See current NPC College Catalog for Family Educational Rights and Privacy Act (FERPA), for detailed information.

Release of Educational Records – FERPA Guidelines & Requirements (Procedure 2616)

For a detailed procedure regarding the release of educational records, refer to Procedure 2616.

ACADEMIC INFORMATION

Information Literacy Standards

Information literacy is the set of knowledge, skills and abilities that enables students to identify and articulate their information needs, and to effectively locate, evaluate and integrate information in order to fulfill their needs in an academically responsible way. The College has adopted the goal of incorporating information literacy standards across the curriculum. The standards are:

- To determine the extent of information needed.
- To access the needed information effectively and efficiently.
- To evaluate information and its sources critically.
- To incorporate selected information into one's knowledge base.

- To use information effectively to accomplish a specific purpose.
- To understand the economic, legal and social issues surrounding the use of information, and access and use information ethically and legally.

Library staff are available to help Faculty develop research projects and assignments, and to locate and acquire relevant materials in support of coursework. Library staff also provides information literacy instruction, plagiarism avoidance instruction, and research assistance for Faculty and their students.

Textbook Selections

If a textbook is identified as required for a course, Faculty are expected to use it. An alternative text may not be used unless the dean gives approval. For both logistical and academic reasons, the use of textbooks where there is a small volume of usage will be discouraged.

New classes, or infrequently offered courses, may not have a standard textbook(s) selected. When the schedule is assembled texts are reported to the dean and the bookstore manager, this will be done 7 to 8 weeks prior to registration beginning for that semester. Late additions to the schedule will need special consideration, or there may not be a textbook(s) available when the course begins. Faculty should also inform the Dean when Open Education Resource (OER) are being used for a course.

How to Help Students Find their Textbooks

After registering for classes, students can find the list of textbooks needed for their classes by going to the NPC Class Schedule Search or go to the NPC Online Bookstore to locate the information. Students will need to know the specific course number of the class to find the required books and can use either website to locate the ISBN number of their textbooks. Current students are always welcome to use an NPC computer at any NPC campus/center to place book orders during normal business hours.

How to Order Textbooks through NPC Online Bookstore

Northland Pioneer College does not have a physical bookstore but offers students the option to purchase their textbooks online through the NPC Online Bookstore run by eCampus. Students may have several different textbook purchase options: new, used, rental, e-Books and Market Place. *
*Not all purchase options may be available for all textbooks.
Using the specific course number, students can view information on the correct textbook used in the course. Students receive free shipping for orders over $35.00 (excluding Market Place).
IMPORTANT: Students are **NOT** required to purchase their textbooks from the *NPC Online Bookstore* and can chose to purchase textbooks from another vendor. Students should be aware of any vendor's **return policy**, since NPC classes can be canceled. Students assume all liability for the cost of purchased textbooks and the ability to return those textbooks should their classes be canceled. Students should use the ISBN number to ensure they purchase the correct edition needed for their class.

Desk Copies

Desk copies are textbooks and supplementary materials for Faculty. The Deans request materials for Faculty. Faculty may retain desk copies as long as they are teaching the course that uses those materials. Desk copies remain the property of NPC and are to be returned when the course is no longer taught or textbooks are revised.

Field Trips and Special Activities

Field trips are allowable and encouraged within certain constraints. You must contact your Dean for assistance and approval. A *Field Trips and Special Activities Packet* instruction booklet can be obtained from each campus/center office or Dean's Administrative Assistant.

The following guidelines apply:

Guidelines

- Reservations for vehicles will not be scheduled until the completed *Travel Request Authorization* form has been approved. This can be completed prior to the approval of the activity.
- *Field Trip/Special Activities Liability Waiver Agreement* forms must be filled out by all participants (Students, Chaperones, Guests [person other than a registered student], Drivers, and Guest Faculty).
- Complete the *Field Trips/Special Activities* form.
- Create a packet of information. Attach a list of participants, itinerary, completed *Field Trip/Special Activity Liability Waiver Agreement* forms and a copy of the approved *Travel Request Authorization* form (if applicable) to the completed *Field Trips/Special Activities* form.
- Send packet to Dean/Supervisor/Administrative Assistant. Packets must arrive at Dean's office at least one week before activity. After the Dean has signed approval, the Dean's office will send copies back to you and to the appropriate offices.
- Participation in Field Trips/Special Activities by persons other than registered students is subject to space availability, approval by the instructor, and final approval by the Dean.
- Employees of the college may participate as drivers, chaperones, or guest Faculty.
- All travel expenses not covered by the College that are incurred during the Field Trip/Special Activities, will be the responsibility of the participant.
- Budgets for all Field Trips/Special Activities must be developed prior to scheduling the Field Trip/Special Activity.
- Enrolled students are covered by college liability insurance. Guest Faculty must be listed as volunteer (if not paid for services) to be covered by the insurance. If paid, guest Faculty are considered employees.
- Forms must be on file in Dean's office, Office of Administrative Services, Office of the Learning and Student Services, and Marketing & Public Relations office.

Driver Qualifications

- Valid Arizona Driver's License
- College Employee or designated student driver
- A signed Vehicle Use Agreement must be on file
- A safe driving record check, MVR (Motor Vehicle Report), may be requested through the insurance company. If possible, a CDL (Commercial Driver's License) driver is preferred.
- Persons from organizations other than the College, even when co-sponsoring an event, cannot drive a College vehicle.

ALL FORMS ARE AVAILABLE ON SHAREPOINT

MODALITIES

Stand Alone Learning Environment (SA)

Stand-alone courses with the instructor present in the classroom for traditional lecture, discussion, and/or hands-on laboratory or studio.

Connected Course Learning Environment (CC)

NPC expands course offerings by using interactive instructional video and multimedia technologies linking all of our locations. In CC courses, the instructor may or may not be in your actual classroom. Many instructors do travel during the semester to be present with students at distance locations.

Online Courses (OL)

A variety of internet courses are available through NPC. In these classes, students learn course material presented via the internet. These courses are great for those who have busy schedules or difficulty commuting to an NPC campus or center.

Hybrid Courses (HY)

NPC also offers some blended courses that take advantage of the best aspects of stand-alone and online learning. A hybrid course is designed to integrate face-to-face and online activites, reinforce, complement and development upon one another.

NPCFlex *(PILOT)* (NF)

Students have the option of attending any class session through one of the three options: 1. Live on campus; 2. Live online; 3. Watch the recorded lecture.
Students must select the campus/center of their choice when registering to ensure a seat is available for the live on campus option.

NPCSync *(PILOT)* (NS)

Students have the option of attending any class session through one of the two options: 1. Live on campus; 2. Live online.
Students must select the campus/center of their choice when registering to ensure a seat is available for the live on campus option.

Multi-Course Learning Environment (MC)

This type of nontraditional instruction allows a single teacher to instruct 16 to 18 students in several classes at once. In these classes, students work at their own pace with individualized instruction materials. The teacher becomes a facilitator working with each student, one-on-one, as the need arises.

MC classes allow the teaching of subjects where there are often only one or two students at any given time. At NPC, "MCs" are used in studio art, business, computer science, film and digital video and several other subjects.

Conducting a Multi-Course Learning Section

Making multi-course sections successful for a diverse student body is challenging and difficult work. The experiences of NPC Faculty teaching multi-course sections have provided considerable insight into the variables influencing their effectiveness. The following factors have been identified as critical to student success:

- The more frequently an instructor interacts with each student during every class period, the higher will be the probability of student completion. Multi-course teachers, who ignore students, unless approached by them, are much less successful than those who actively facilitate the learning process.

- The more structured class objectives and assignments are made, with frequent checks for completion by the instructor and enforced due dates for completion, the higher will be the probability of student completion.

- Multi-course sections that engage students in a wide variety of learning activities, promote higher retention and learning than those which rely upon fewer, or passive, strategies of instruction. Students who are actively involved in learning projects learn more effectively than those who passively listen or read, for example.

No one is surprised to learn that the major predictor of how much students will learn is simply how much time they devote to learning activities. Competencies and the curricula supporting multi-course sections should be challenging and sufficiently extensive to occupy student time throughout the semester. With individualized instruction, it may be appropriate for high achieving students to complete the course objectives in shortened periods of time, but course expectations should be sufficiently challenging for most students to expend a semester completing them.

Instructional and Curriculum Support At NPC

The Instructional Technology and Curriculum Support Department within the Instructional Innovation Division assists faculty and staff with the use of technology for teaching and learning and the creation of well-designed instructional content for all delivery modes. The ITCS Department offers the following faculty services:

- Moodle LMS Support and Training
- Instructional Design Consultations
- Course and Syllabus Templates
- Curriculum and Program Mapping
- Course Design Reviews
- One-on-One and Group Consultations
- And More!

The ITCS Department also manages the eResource Center for Learning Technologies at NPC. Faculty can visit the eResource Center for training and other teaching resources or contact LaTonya Motely in the ITCS Department. The ITCS Department provides instruction in online formats, either in Connected Classrooms or via faculty-chosen video conferencing. Please work with library staff to determine appropriate instruction such as, but not limited to: Information Literacy, Research skills, Plagiarism, obtaining library materials on-site or remotely, and other topics.

Test Monitoring Procedures

Each campus library has a Respondus Testing computer, available during regular library business hours, for students if they are unable to test at home. Students can also be directed to the Tech Hubs for individual testing. Students must contact library staff to make an appointment in order to use the Respondus Testing computers. Make-up testing is available on a very limited basis. Please contact Library Services to make arrangements or more information.

Internet-Based Course Guidelines

The Distance Education Guidelines provide direction for the development and offering of distance education (connected classrooms, online, hybrid) courses. The guidelines are available at eResource.

Visitors to Classes

Faculty have some discretion in regards to allowing visitors into their classroom. For more information see Procedure 2508 Visitors and Children in/on NPC Facilities .

Student Conduct Code

Procedure 2625

Refer to the current NPC Catalog for NPC's Student Conduct Code. For more information see Procedure 2625 Student Conduct Code.

Academic Integrity Tutorial

Faculty have an alternative to the Student Conduct Code when addressing plagiarism.

To be used when:

- Teaching students how to avoid plagiarizing
- Instructor's referral in cases of suspected plagiarism:

For complete information, online referral form and tutorial/quiz use this link: Citations-Guide/Plagiarism.

The **Virtual Academic Integrity Laboratory** was developed by the Center for Intellectual Property at University of Maryland University College.

Reminder - FERPA regulations apply.

Drug-Free Student Environment

Refer to the current NPC Catalog for NPC alcohol and Drug Policies.

Safety Procedures

Safe practices should be employed at **all** times – shops and labs are especially critical areas where carelessness can lead to injuries. If you teach in a lab or shop situation, please consult your Department Chair or Dean about proper procedures.

Incident Report

Students, employees and others must report all emergency or non-emergency related incidents occurring on College facilities to the campus or center office. Also, notify your Dean about the incident. An *Incident Report* form is filled out by the Campus/Center Manager while interviewing the individual reporting the incident. Please use caution, good judgment and the best safety measures at all times.

Liability Insurance

NPC retains liability insurance to cover Faculty and staff while performing authorized functions for the College.

Emergency Closing/Response to Weather Emergencies

Visit Procedure 2517 Response to Weather Emergencies for detailed information regarding this procedure.

PERSONNEL

Faculty Credentials

Consistent with Northland Pioneer College's intent to provide the highest quality of education possible to our students and members of our communities, the standards by which the College qualifies both full- and part-time Faculty are designed to be in alignment with our accrediting, university and industry partners. The College's accrediting partner, The Higher Learning Commission, states that a qualified Faculty consists of "people who by formal education and tested experience know what students must learn" and that such Faculties "create the curricular pathways through which students gain the competencies and skills they need".

In order for Faculty to teach transfer courses, they must have a master's degree in the discipline they are teaching or have a master's degree in another discipline with at least 18 graduate hours in the discipline.

Faculty Qualifications

An NPC application for certification must be submitted as soon as possible, normally prior to beginning college instruction. It is the responsibility of the instructor to see that he or she becomes certified and to follow through with procuring letters, transcripts, and other appropriate documentation.

The College insists that the burden of proof for qualifications remains with the potential instructor. The College will be forced to terminate someone who has misled the institution about qualifications, or cannot effectively meet his or her professional obligations, regardless of certification status. Below is the chart for Deans to use to determine teaching qualification.

Qualifications Required to Teach

The requirements shown below are the minimum standards to qualify to teach at Northland Pioneer College.

Qualification Levels	Course Type	Degree Required*	Required Semester Credit Hours/Training*	Occupational Experience*	License or Certification*	Other/Comment
A.1	Academic or Occupational	Master's	18 graduate semester hrs in teaching field	N/A	as appropriate	Meets GIR #9 & #16 requirements of NCA
A.2	Academic or Occupational	Master's	24 upper division and/or graduate semester hrs in teaching field	N/A	as appropriate	Meets GIR #9
B.1	Academic	Bachelor's or higher degree in field to be taught	N/A	N/A	as appropriate	Assoc Faculty only, meets GIR #9
B.2	Occupational	Bachelor's or higher degree in field to be taught	N/A	3 years in field to be taught	Current license or certification in the field taught	assoc faculty or full time faculty, meets GIR #9
B.3	Occupational	Associate's degree OR 64 semester hrs	N/A	5 years in field to be taught	Current license or certification in the field taught	assoc faculty or full time faculty, meets GIR #9
C.1	Various Occupational or Special Interest	N/A	Documented training or abilities & letter from Dean of Director	N/A	Current license or certificate as appropriate	Letter on file from Dean or Director

*all requirements must be met under each area

1. Only degrees and credits from regionally accredited colleges or universities will be accepted to meet the qualification standards. Degrees earned from a foreign institution will be considered on an individual basis, applicant may be required to submit foreign transcripts to an approved foreign credential evaluation agency for certification and translation as needed.
2. Occupational license or certificate must be current and issued by a state or national regulatory body/agency.
3. Official transcripts from all prior universities or colleges must be submitted.

Approved Foreign Transcript Evaluation Agencies:

Word Communication International, Inc.
PO Box 32926
Phoenix, AZ 85016
602-265-0678
http://www.wordcommunicationintl.com/index.html

International Education Research Foundation, Inc.
PO Box 3665
Culver City, CA 90231
310-258-9451
http://www.ierf.org/

Educational Credentials Evaluators, Inc
PO Box 514070
Milwaukee, WI 53203-3470
414-289-3470
http://www.ece.org/

Faculty Teaching Load Information

Faculty Load Assignment

Load Assignment may consist of a combination of instruction, load release, and other responsibilities as determined between the faculty and the supervising Dean such as curriculum development, special projects, committee assignments, or administrative duties.

Assignment of Load Points by Instructional Modality

Load Point calculations are determined by the combination of contact hours as identified in course forms located in ACRES at the following rates:

> a. Lecture Instruction - Courses that are taught via lecture, whether face to face, by distance, or virtually are assigned as 1.0 load point per lecture Contact Hour.
> b. Lab Instruction - Courses that are taught in a lab setting are assigned a minimum of 0.7 load points per contact hour.
> c. Practicum Instruction - Courses that require a practicum component where the instructor is responsible for supervising practicum in addition to lecture are assigned a minimum of 0.7 load points per practicum contact hour.
> d. Clinical Instruction- Courses that require a clinical component where the supervisor is responsible for teaching and supervision in a clinical setting are assigned 1.0 load point per clinical contact hour.

For more detailed information and a sample chart see Procedure 2910 Faculty Teaching Load

When the size of an online course exceeds 20 students, each additional student is compensated for at 1/20 of the load factor. The compensation proration will be calculated based on enrollment on the first day of the second week of class for fall and spring semesters and the third day of the first week for the summer session.

Faculty Salary Schedule

The current Faculty Salary schedule can be found on the college website, Human Resource page Faculty Salary Schedule

Full-Time Faculty Overload Paid at Adjunct Faculty Pay

Overload Limits

a. Full-time faculty are limited to 12 overload points per semester or summer session, excluding Load Release or summer session.

b. Exceptions to the overload limitation may be made as a joint agreement between the faculty and respective department chair. The department chair then submits a recommendation to the dean for approval.

c. If the dean disagrees with the overload recommendation, an appeal for overload exception may be made to the Vice President for Learning and Student Services.

Philosophy:

The Adjunct Faculty Pay schedule was developed for payment of instructional services by Adjunct Faculty and to compensate full-time Faculty for additional courses taught above the contractual load factor per semester. Full-time Faculty members are eligible for the Adjunct Faculty increment for courses taught on an overload basis.

Adjunct Faculty Load Assignment

Adjunct faculty load points are determined using the same load formulas as full-time faculty. Compensation is determined by multiplying the assigned load points by the appropriate adjunct rate for the instructor. Current adjunct rates can be found on the college website, Human Resources page Adjunct Faculty Rate

For example: Using the 2021-22 Adjunct Rates:

Level 1-$814

Level 2-$840

Level 3-$893

Adjunct Faculty Pay Raises

Adjunct Faculty members can move one base level higher by the following activities:

- **Level 2:** Completion of an *Instructional Skills Workshop* or a required division certification of at least 30 contact hours approved by their Dean, or 3 years/6 semesters (including summer semesters) of teaching.
- **Level 3:** Completion of an *Instructional Skills Workshop*, if not taken for Level II, or required division certification of at least 30 contact hours approved by their Dean not used for Level II, or 6 years or a total of 12 semesters (including summer semesters) of teaching.

For Adjunct Faculty to apply for a pay increase, make a request in writing to the Human Resources Office. Accompany the request with written documentation of your participation/grade/attendance for the appropriate activities. You must submit the request by **July 1** for it to be approved during the fiscal year**.** The HR Department will evaluate the activities as indicated and forward the request to the Vice President for Learning & Student Services for final approval. Once approved, HR will send a letter to the Adjunct Faculty member confirming the approved level and base pay.

Adjunct Faculty Letters of Intent (LOI)

Deans will contact Adjunct Faculty members to determine their willingness to schedule an NPC course in the coming year. If so, prior to the beginning of the semester, Adjunct Faculty members will receive a Letter of Intent (LOI) from the Deans' Administrative Assistants. The LOI is the only formal acknowledgement of the College's responsibility for employment. Adjunct Faculty members will not receive a contract.

Adjunct Faculty who wish to teach then indicate their willingness to prorate on the LOI and return it to the Dean before the deadline indicated on the letter. Once the semester has begun and class enrollments have been determined, salary payments will begin as described below.

Adjunct Faculty Course Proration & Reassignment of Sections

Prior to the start of class, Adjunct Faculty will be notified of enrollments - 12 (campus)/10 (center) students are

required to make a full class, unless an exception is made by the dean. Classes with fewer than six (6) students will be cut unless the Dean makes an exception. In some instances, based upon need, classes are permitted to run with fewer students enrolled.

If enrollment is not sufficient, Adjunct Faculty members have the option of teaching for a prorated amount based upon the number of students enrolled or canceling the class. The numbers of enrolled students at the end of the first full week of a semester will be the basis for payment even if the number varies up or down following that date.

In the event a full-time Faculty member has a class cut due to low enrollment or cancellation and needs an additional course for his/her regular load, he or she may be assigned an Adjunct Faculty's section. The appropriate Dean will make such a determination according to enrollment and scheduling information. Every effort will be made to determine this concern prior to the first-class meeting.

Learning Contracts

On occasion, your Dean may ask you to teach a course as a Learning Contract – generally, a course not offered during that semester but required by a student in order to graduate at the end of that semester. **For each Learning Contract, Faculty are paid at the prorated rate for one student (according to the correct load for the class) using the current Adjunct Faculty Pay Schedules for Campuses** (approved by IC 09-09-16 & President Swarthout approved 09-13-16). The instructor receives this payment for any earned grade, including an 'F.'

If the student withdraws from the course, the instructor does not receive reimbursement. It is to the instructor's benefit to make clear, in advance, to the student that a withdrawal ('W') without the instructor's signature is available only until the 2nd week of the semester (the exact date is noted in the annual academic calendar). After that time, if a student wishes to withdraw it is up to the instructor whether or not issue a 'W' or a failing grade ('F').

If the instructor allows the student more time to finish the course, they enter an 'I' in the grade roster for that semester. However, no compensation is paid until a final letter grade is submitted and the following applies:

- Students issued learning contracts in the fall semester who receive an incomplete must finish the course by the end of spring semester or receive an 'F.' Students issued learning contracts in the spring semester who receive an incomplete must finish the course by the end of fall semester or receive an 'F.' (In this instance only, summer is not counted.)
- Students issued learning contracts in either summer session semester who receive an incomplete must finish the course by the end of fall semester or receive an 'F.'

Tuition Waiver for Faculty

Refer to the following policy and procedure regarding who qualifies for NPC Tuition Waivers:

Policy 1136 at General College Operations Policies and Procedure 2744 at Procedure 2744 Tuition and Fee Waivers.

Nepotism

Faculty/student nepotism can be an issue. In small communities the only opportunity a student may have to take a class may be from a parent or spouse and NPC does not want to deprive people of these opportunities. In order to ensure fairness for all students, Procedure 2115 College Enrollment of Faculty Dependents requires children and spouses of Faculty to routinely make a request for a waiver of nepotism ban for each applicable semester. The Petition to Enroll in a Course Taught by a Relative can be found at mynpc.npc.edu/ICS/Employee_Info/Faculty-Adjunct_Faculty_Information.jnz (log into MyNPC and click on this link, then click on Petition to Enroll in a Course Taught by a Relative).

Pay Periods

The pay cycle is the 15th & last day of the month following the start of class. See list of payroll dates at 23-24 Payday Schedule (log into MyNPC and click on this link, to the left – click blue Payroll tab, then click Payroll Dates link).

The reliability of these dates depends on the cooperation of many people: Deans, local coordinators, Business office,

Human Resources office, Registrar, and the Instructor. Late certification, inaccurate information, slowness in returning grade sheets or letter of intent, a late start of the class, an untimely submittal of pay forms and other necessary paperwork and other process activities can affect delivery of your paycheck. Paychecks are processed on the next pay cycle following the receipt of all correct pay forms and paperwork.

Short-term courses, summer school and special training efforts can have a different pay process than that of the regular semester. Please check with your Dean or their assistant for further information.

Grievance

At Northland Pioneer College, each employee or student is encouraged to address his or her concerns on an informal and personal basis with a college community member, before using the grievance procedures If the employee's or student's concern cannot be resolved informally, they can then file a written grievance using the appropriate procedures. See Procedure 2760 Grievance (employees) and See Procedure 2605 Student Grievances (students).

Committees and Shared Governance Process

With the vast geographical service area, the number of College service sites, and the organizational structure, good communication is needed to make the College community effective in achieving the College's Mission. In addition to regularly scheduled meetings within each of Northland's organizational units, the College promotes the flow of information between its internal constituencies and provides the means to appropriately involve them in the decision-making process through various institutional committees, task forces, councils, and forums. These groups have a significant role and responsibility in the collaborative environment at the College. Depending on the group's function and charge, they may advise the President and other administrators, complete specific tasks in on-going College operations, and/or make recommendations and develop action plans. As one of the vehicles for communication, the current committee structure encourages participation by all pertinent segments of the College community. Minutes are also regularly posted in NPC's SharePoint. This internal governance system is based on General College Operations Policies Policy 1115 of Northland Pioneer College's *Policy and Procedure Manual*, which authorizes the President to form such committees as deemed necessary to assist in the operation of the College. Procedure 2100 Procedure Development and Review of the *Policy and Procedure Manual* guides the President in developing or revising procedures from input received from appropriate committees, Faculty, staff, deans, or others. Please refer to Procedure 2125 Shared Governance.

Faculty Professional Development Proposal Guidelines

NPC provides funding for the professional development activities of Faculty. The basic guidelines are revised by the Faculty Professional Development Committee (FPDC) and approved by the Instructional Council. The complete set of guidelines and the application form can be found at mynpc.npc.edu/ICS/Employee_Info/Faculty-Adjunct_Faculty_Information.jnz (log into MyNPC and click on this link, then click on Faculty Professional Development Application). Proposals must be submitted on the *Faculty Professional Development Application*, and forwarded through the applicable dean/director to the Chair, FPDC.

Faculty Mentoring Program

The Faculty Mentoring Program is an integral component of faculty professional development. The purpose of the program is to facilitate peer collaboration and support between a new faculty and a mentor. New full-time and adjunct faculty will be enrolled in Faculty Mentoring Program at the request of their dean. Visit the eResource site for more information about faculty mentoring.

Instructional Skills Workshop (ISW)

The Instructional Skills Workshop - ISW (IPD 275) is an intensive experiential learning approach designed to enhance the teaching effectiveness of college faculty. Each workshop can accommodate from three to five participants and is usually co-facilitated by trained faculty. Participants review best practices of teaching adults, practice new strategies

for student engagement, and test technolgy and techniques within the safe environment of the workshop. Probationary faculty are required to complete the ISW within the probationary period, and are strongly encouraged to complete it in their first year. Visit the eResource site for more information about Instructional Skills Workshop.

Adjustments in Salary for Professional Development Activities Faculty and Exempt Staff

Certain college undergraduate and graduate level courses may apply toward a Faculty member meeting the requirements for a salary adjustment. Complete details are at Procedure 2966 Adjustments in Salary.

Assessment of Instructional Effectiveness of Faculty

All teaching Faculty undergo an assessment of instructional effectiveness according to guidelines codified in Procedure 2970 Assessment of Instructional Effectiveness. Faculty should read the entire procedure.

Course Improvement Survey

All Faculty must make the student course evaluations available through Moodle. Instructions are provided in the Moodle Faculty Guide at Moodle Training.

Assessment of Adjunct Faculty

A detailed explanation of assessment of Adjunct Faculty is contained in Procedure 2970 Assessment of Instructional Effectiveness.

Specific guidelines for assessment of Resident and Special Status Faculty are also found in *Procedure 2970.*

Staff Development Units – Faculty

Staff Development Units (SDU) are designed as incentives to promote Faculty development toward work-related improvements. They may be awarded for course completion, workshop attendance, or related activities designed to facilitate job performance. For more information see Procedure 2967 Staff Development Units-Faculty.

Harassment and Unlawful Discrimination

Consistent with its commitment to provide a healthy working and learning environment for all Faculty, staff and students, Northland Pioneer College will not tolerate sexual harassment or discrimination that violates federal or state law. Definitions, educational programs, complaint procedures, and disciplinary actions regarding harassment and unlawful discrimination are online in the *Policies and Procedures Manual* at: See *Procedure 2110* at Procedure 2110.

Personnel Attendance Obligations

The following meetings and ceremonies have obligatory attendance for full-time Faculty unless absence has been arranged and approved by the appropriate vice president or president.

1. All convocations
2. Commencement, in academic regalia (Faculty and designated administrators)
3. Division/department meetings
4. Special meetings wherein required attendance is announced

See *Procedure 2765 Personnel Attendance Obligations Disaster Response* for detailed information regarding attendance.

Emeritus and Meritorious Service

In recognition of service to Northland Pioneer College, regular employees who (1) retire after 15 or more years of service; (2) are eligible for retirement under the rules of ASRS will be formally recognized for their service by the

College. See – [Procedure 2776 Emeritus and Meritorious Service](#).

Due Process - Termination, Suspension without Pay or Demotion
[Procedure 2755 Discipline of Employees](#) details the definitions, applications, duties of the college, and the duties and rights of employees regarding suspensions without pay for longer than ten days or dismissals of regular non-probationary college employees.

Sabbatical Leave
A full-time Faculty or staff member may be granted a sabbatical leave for advance study, related industry experience, or other professional activities which are related to his/her field of teaching or employment, and which will improve his/her professional competence and performance if certain circumstances apply.

For complete details see [Procedure 2785 Sabbatical Leave](#).

Sick Leave
The college provides paid sick leave benefits to all eligible employees for periods of temporary absence due to illnesses, injuries, doctors' appointments and, to a limited degree, for the same purposes for the employee's dependents or family members. For more information see [Procedure 2738 Sick Leave](#).

Employees who are eligible for paid sick leave benefits are Regular Employees and Administrators as defined in [Procedure 2702 Employment Classifications](#).

Other Paid Leaves
In addition to sick leave, full-time Faculty members have access to additional paid leaves. For details of the procedures governing paid leaves, see [Procedure 2740 Other Paid Leaves](#).

Northland Pioneer College Faculty Association
The NPC Faculty Association promotes full participation in the shared governance process and represents all Faculty to the administration and District Governing Board.

The NPCFA meets regularly on the College's interactive audio or video system. Your attendance and participation is encouraged. https://mynpc.npc.edu/ICS/Employee_Info/Faculty-Adjunct_Faculty_Information.jnz (log into MyNPC and click on this link, then click on Faculty Association Constitution).
outs

SUPPORT SERVICES

Supply and Equipment Purchase Requisitions
Instructional supplies need to be requested directly from the Dean of the program area in which you are teaching. Depending on the nature of the supply requested, the Dean will provide supplies from local stock, order the supplies, or arrange for reimbursement for supplies purchased elsewhere. Please plan to notify your Dean in advance of the date of usage to assure that materials are on hand. For acquiring office supplies contact your campus/center manager.

Library Services
The Library's mission is to provide services and resources that promote information literacy, lifelong learning, and student success. We offer support for the academic, research, and social media needs of the college community, as well as provide a friendly, welcoming space to research, study, or just relax. For mor information see [Library Services](#).

Campus & Center Profiles

Each campus has a full-service library with a full range of materials and services. Centers have limited physical collections, but do provide a full range of library services and online resources.

Resources

We provide many resources for Faculty and students, including:

> Computers and wireless access, research databases, reference materials, books, eBooks, newspapers, journals, DVDs, A/V equipment, citation-creation tools, and much more.

Services

We are excited to offer you:

- Subject Guides for all courses and relevant subject areas
- Open Educational Resources (OERs)
- Information Literacy Instruction and Library Orientation for your classes
- Collaboration with coursework and research assignment development
- Research and reference help
- Plagiarism avoidance resources and instruction
- Citation help
- Inter-campus and inter-library loan
- Delivery of course materials to distance-learning classrooms
- Inter-campus courier and email of assignments
- Course reserves
- Much, much, more!

Your library card is your ticket to success! Come get yours today!

Marketing & Public Relations Office

The Marketing & Public Relations (M&PR) office is responsible for the promotion of the college by providing pertinent information to the public regarding NPC services, course offerings, special functions and accomplishments.

M&PR staff is ready to assist in the design, printing or generation of business cards (for full-time administrative staff and Faculty), forms, event programs, special advertising, news releases, fliers, posters, brochures and other materials to help promote classes and special events. We work regularly with the U.S. Post Office and can design your mail pieces to comply with postal regulations. This is important because it saves NPC money.

M&PR is also responsible for the online versions of the College Catalog. The design and content of general information pages on the college's public website, www.npc.edu , is also handled by M&PR. Limited assistance is available to NPC departments needing web graphics, web forms or design elements.

M&PR oversees digital communication through social media channels as well as **bulk** student emails and texts. These outlets are used to inform students and the public about NPC events, student deadlines and opportunities. Anyone who wishes to utilize these outlets on behalf of the college must first contact the Marketing office for assistance and approval. For more information see Procedure 2410 Marketing, Spokesperson, Publishing.

To request services from M&PR, please complete a support ticket at M&PR Support Request. Due to a very small staff and possible delays in delivery based on location, please allow FOUR (4) WEEKS lead time to complete your project. At least one draft will be sent to you for approval prior to printing or publication. Your prompt attention and return of the draft will expedite completion.

Self-generated promotional materials **MUST** be submitted to and reviewed by M&PR prior to publication to assure compliance with copyright, design and content standards.

M&PR has the capability to print 2-sided color copies up to 12x18 inches. Printing fees may apply; contact M&PR for details. [M&PR ***CANNOT*** open or print MS Publisher files. Please convert to PDF.] Large-format prints/posters, up to 24 inches wide, can also be printed from computer files. Contact M&PR for details.

An *Events* Calendar, listing NPC and area community events, is maintained by M&PR on the college's website. You can submit event items via the *Media Release Form*. Also, the most recent version of the Non-Discrimination statement

(required on all NPC publications) can be found on the same web page as the media release form.

The Marketing & Public Relations offices are located at the White Mountain Campus in Show Low and the Silver Creek Campus in Snowflake/Taylor. The following are M&PR staff:

Director: ....(office at WMC)   ext. 6157

Media Relations Coordinator: ....(office at WMC)   ext. 6174

Graphic Designer: ....(office at WMC)   ext. 6151

Marketing Generalist: ....(office at WMC)   ext. 6177

Printing and Duplicating Center (PAD)

Printing and Duplicating serves as your district-wide center for copying and printing college material. Located at the District Service Center in Holbrook, service includes black and white copying, collating, stapling, folding, 3-hole punching, laminating and spiral binding. Color copies are only available through the M&PR office.

Documents sent to PAD must be in the exact form you wish duplicated. Poor quality originals will produce poor quality copies. PAD is not equipped to handle typesetting or editing. Those requests must be sent to M&PR at SCC.

The small copiers located at campuses, centers or individual offices are **NOT** intended to produce high-volume copies. The College pays nearly three times the charge per copy for these small campus units as for the "high-volume" units located at PAD. Please send materials needing copying to PAD.

PAD complies with the *Copyright Law of the United States* (*Title 17, U.S. Code*) and guidelines of Circular 21 of the United States Copyright Office. Further copyright information is available at *https://www.copyright.gov/circs/circ21.pdf*

To use PAD services, send your original material paper-clipped to a *Printing and Duplicating Request Form*, available from all campus and center offices and on MyNPC at mynpc.npc.edu (log into MyNPC, click on the Employee tab, then – to left, click blue Printing and Duplicating Tab – to right, click Printing Request for black ink only copies OR online form). Carefully follow instructions PAD reserves the right to return originals, if, in their judgment, good copies cannot be produced.

PAD generally returns completed copies within 48 hours after receiving the request, however, delays in delivery may occur due to the courier schedule. Larger jobs may take much longer depending on the scale of the project.

Thoughtful and advanced planning on your part is necessary to effectively utilize PAD services. PAD serves the entire College, so please submit your requests as early as possible to allow PAD the adequate time needed to fill your copying needs.

For further information, questions and/or problems, contact PAD at 928-524-7897 or 1-800-266-7845, ext. 7697.

The Office of Institutional Effectiveness (OIE)

The Office of Institutional Effectiveness (OIE) supports NPC Faculty in a variety of areas:
1) Course evaluations (Course Improvement Survey) – every semester, OIE works with Instructional Technology and Curriculum Support (ITCS) and Faculty to ensure that the course improvement survey is uploaded to each Moodle course shell and is made available for students to complete. Faculty and Adjunct Faculty members are requested to encourage their students to participate in the survey. Course-specific survey results will be sent to individual Faculty members and copied to their respective Deans typically within three weeks of the end of the classes.
2) Survey Assistance - NPC has designated Qualtrics as the official college survey platform to collect information/responses on college-related topics. OIE provides suggestions regarding survey development and design, supports survey administration and compiles summary results for surveys if requested. If you have any survey need for your department or your committee, please contact IE to obtain a Qualtrics account or to discuss specific survey needs.
3) Program review data support – Every October/November, OIE provides standard program review data to each department that offers degrees/certificates to conduct schedule 5-year program review or annual review. These data include 5-year enrollment trends, demographics, successful course completion rates, and degree/certificate award numbers. Please contact your Dean/Department Chair for program review schedule and data appendices.

4) Student data query – OIE can help Faculty to extract information from the college's student management system and other student-level data to meet Faculty's specific data needs associated with the courses taught. Data requests related to college-wide student information will require additional institutional research board processes.

Student Writing Centers

The Student Writing Centers provide students an on-campus location to complete college writing assignments and resumes. Writing Centers are part of the Division of Education & College and Career Preparation, and at most NPC locations are adjacent to the CCP classroom. Learning Assistants provide technical assistance with computer use, college writing and resume writing. Computers, printers and common writers' references are available.

Faculty are invited to contact the Learning Assistants to request a 5-minute in-class presentation for students. Faculty may schedule the Writing Center for special events by contacting the Learning Assistant; requests should be made at least 2 weeks in advance. Each term, Learning Assistants contact Faculty to update Writing Center files with current course syllabi; having instructor expectation information on file helps them better assist students.

Use of NPC and Leased Facilities

Northland Pioneer College utilizes a large number of rented, borrowed, and leased facilities in its instructional activities. This situation places a burden on NPC personnel to treat these classrooms, laboratories, etc., with special consideration. Under no circumstances should an instructor move to another classroom or area without clearing it with the Satellite Coordinator or Campus/Center Manager. Please leave the facility as it was found – if chairs or tables were moved, they should be returned before leaving.

Smoke-Free Environment

Northland Pioneer College is a smoke-free workplace – smoking is not permitted in any of its facilities, or those it leases. For More information see Procedure 2545 Smoke-Free Workplace & Student Environment.

Use of NPC Vehicles

NPC provides a fleet of vehicles for Faculty and staff use. If you are scheduled to teach a class away from your home center, submit your transportation needs to your Campus/Center Manager using a Vehicle Use/Request form. Before driving an NPC vehicle, it is important to first read Procedure 2370 Travel. Gas cards are required at certain gas station locations and can be obtained from your campus/center office, or the Business Office.

Gas Stations to fill NPC Vehicles

When using a college car, ask the campus/center manager for a gas card (PIN number if needed) List of gas station locations is on SharePoint, click on Forms on top row, under Administrative Services is the Fuel Stations List.

Out of Area Trips/Field Trips/Etc.

Check with your campus/center manager or the Business Office to find out which is the best card to use (*i.e.*, available gas stations).

Travel Expenses and Allowances (Including Mileage Reimbursement for a Privately Owned Vehicle)

Travel reimbursement rates for the College are now tied to the Arizona Department of Administration General Accounting Office *Reimbursement Rate Index*. For detailed information on travel expenses and allowances see Procedure 2370 Travel.

Appendix A: Mileage Chart

	Heber	Holbrook	Hopi	Kayenta	Mesa	Phoenix	Sanders	Show Low	Sky Harbor Airport	Snowflake	Springerville	St/ Johns	Tucson	Whiteriver	Winslow
Heber		45	125	230	128	139	99	37	136	33	84	77	212	71	55
Holbrook	45		81	169	173	184	54	49	181	30	85	57	238	82	33
Hopi	125	81		144	237	242	98	130	245	108	167	138	319	163	71
Kayenta	230	169	144		310	295	143	234	299	198	228	198	418	267	203
Mesa	128	173	237	310		16	226	158	13	161	206	205	109	162	167
Phoenix	139	184	242	295	16		237	174	5	172	222	216	117	179	177
Sanders	99	54	98	143	226	237		100	244	83	83	54	290	133	85
Show Low	37	49	130	234	158	174	100		171	20	49	47	190	35	81
Sky Harbor Airport	136	181	245	299	13	5	244	171		169	219	213	113	175	174
Snowflake	33	30	108	198	161	172	83	20	169		62	47	209	52	62
Springerville	84	85	167	228	206	222	83	49	219	62		30	238	57	118
St/ Johns	77	57	138	198	205	216	54	47	213	47	30		237	80	89
Tucson	212	238	319	418	109	117	290	190	113	209	238	237		194	270
Whiteriver	71	82	163	267	162	179	133	35	175	52	57	80	194		114
Winslow	55	33	71	203	167	177	85	81	174	62	118	89	270	114	

Appendix B: District, Campuses, and Centers Information

Northland Pioneer College serves Navajo and Apache counties
of northeastern Arizona, an area of 21,158 square miles
For directions and maps, visit NPC Locations.
For office hours, visit NPC Office Hours.

Campuses

Little Colorado
1400 E. Third Street
Winslow, AZ 86047
928-289-6511
fax 928-289-6512

Painted Desert
2251 E. Navajo Blvd.
Holbrook, AZ 86025
928-524-7311
fax 928-524-7312

Silver Creek
1611 S. Main Street
Snowflake, AZ 85937
928-536-6211
fax 928-536-6212

White Mountain
1001 W. Deuce of Clubs
Show Low, AZ 85901
928-532-6111
fax 928-532-6112
Welding/Automotive in SL Industrial Park
Welding 928-532-0269
Automotive 928-532-5377
Metal Arts (no phone)

District Support
102 N. 1st Ave.
Holbrook, AZ 86025
Printing & Duplicating 928-524-7697
Purchasing 928-524-7695
Facilities/Fleet
928-524-7691

Centers

Hopi Center
First Mesa
SR 264, Milepost 397
(Next to Hopi Jr/Sr High School)
Keams Canyon, AZ 86034
928-738-2265
fax 928-524-7608

Kayenta Center
¼ mile N of Hwy 160 on Hwy 163
Kayenta, AZ 86033
928-697-8333
fax 928-524-7652

Springerville/Eagar Center
940 East Maricopa St.
Springerville, AZ 85938
928-333-2498
fax 928-524-7641

St. Johns Center
65 South 3rd West
938-337-4768
fax 928-524-7622
(Welding/Cosmetology on SE Corner of 13th &
Airport)
St. Johns, AZ 85936
Welding 928-337-3458
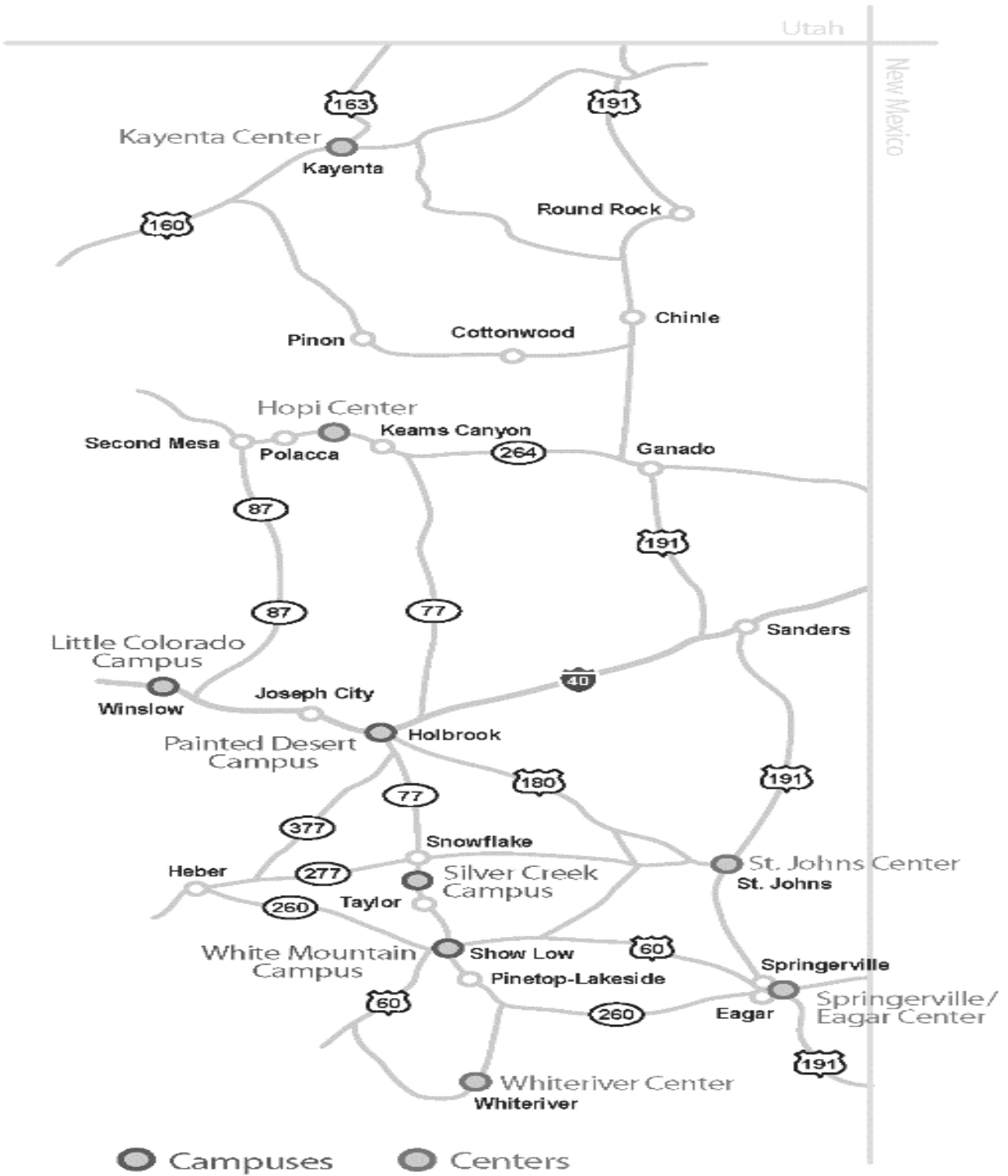Cosmetology 928-337-4867

Whiteriver Center
720 S. Chief Ave.
Whiteriver, AZ 85941
928-338-5185
fax 928-524-7673

Please use this address, no matter what campus or center
you are mailing to:
Northland Pioneer College
P.O. Box 610, Holbrook, AZ 86025

Appendix D: NPC Acronyms

Most (but probably not all) Acronyms & Initialisms Used at NPC.

AA	Associate of Arts (degree)
AAAA	Arizona Academic Administrators Association
AACC	American Association of Community Colleges
AADGB	Arizona Association of District Governing Boards
AAEE	Associate of Arts in Elementary Education (degree)
AAEC	Associate of Arts in Early Childhood
AAS	Associate of Applied Science (degree)
AB (or ABus)	Associate of Business (degree)
ABE	Adult Basic Education
ABEA	Arizona Business Education Association
ABOR	Arizona Board of Regents
AC	Aspen Center (WMC – Show Low)
ACCA	Arizona Community College Association
ACCPC	Arizona Community College President's Council
ACPE	Arizona Commission for Postsecondary Education
ACRES	Academic Curriculum Review & Evaluation System
ACTE	Arizona Career & Technical Educators
ACT	American College Testing
ADA	Americans with Disabilities Act
ADC	Arizona Department of Corrections (formerly known as DOC)
ADE	Arizona Department of Education
AGEC	Arizona General Education Curriculum
AGS	Associate of General Studies (degree)
AL	Alternate Learning
ANSI	American National Standards Institute
AOAA	Arizona Occupational Administrators Association
APASC	Academic Program Articulation Steering Committee
AS	Associate of Science (degree)
A&S	Arts & Sciences Division
ASSIST	AZ State System for Information on Student Transfer
ASU	Arizona State University (Phoenix, also E-East, M-Main, W-West)
ATAC	AZ Transfer Articulation Committee
ATASS	AZ Transfer Articulation Support System
ATF	Articulation Task Force

AU	Audit Grades
AZCAS	Arizona Course Applicability System
AzLEAP	Arizona Leveraging Educational Assistance
BAS	Bachelor of Applied Science
BHSC	Blunk Health Sciences Center (LCC – Winslow)
BIT	Business and Industry Training (Career and Technical Ed area)
BO	NPC Business Office (Holbrook)
CAAHEP	Commission on Accreditation of Allied Health Educational Programs
CAO	Chief Academic Officer
CAS	Certificate of Applied Science
CASO	Classified and Administrative Support Organization
CC	Connected Course Learning Environment
CCC	Coconino Community College (Flagstaff)
CCP	College and Career Preparation
CEC	Tiponi Community Education Center (PDC)
CEG	Course Equivalency Guide
CIO	Chief Information Officer
CHRO	Chief Human Resources Officer
CP or COP	Certificate of Proficiency
CP III	Carl Perkins III, IV, etc. (Federal Grant for vocational programs)
CTE	Career & Technical Education Division
DARS	Degree Audit Reporting System
DGB	District Governing Board
DO	NPC District Support Offices (Purchasing/Receiving, PAD, Maintenance and Automotive) – 102 N. 1st Ave. Holbrook
DOC	AZ Department of Commerce (former initialism of the Department of Corrections that is now known as ADC)
DRA	Disability Resource and Access Office
ERP	Anthology
FA	Faculty Association
FAFSA	Free Application for Federal Student Aid
FAO	Financial Aid Office
FERPA	Family Educational and Rights and Privacy Act
FIPSE	Fund for Improvement of Post-Secondary Education (Grant)
FMLA	Family and Medical Leave Act
FSEOG	Federal Supplement Education Opportunity Grant

FTSE	Full Time Student Equivalent (15 credit hours = 1 FTSE)
FWS	Federal Work Study
GED	General Education Development (high school equivalency tests)
GW	Goldwater Center (WMC – Show Low)
HLC	Higher Learning Commission (of the NCA) our accrediting agency
HY	Hybrid Courses
"I"	Incomplete Grade
IC	Instructional Council (NPC committee that determines curriculum and academic standards)
IPEDS	Integrated Postsecondary Education Data System
ISW	Instructional Skills Workshop
ITCS	Instructional Technology and Curriculum Support
JCC	Joint Conference Committee (of the Arizona State Legislature)
JENZABAR	Our software vendor that provides services including Enterprise Resource Planning (Jenzabar CX) and MyNPC (JICS). Jenzabar CX is accessed through a menu for class lists and budget. JICS is a portal-based website for grade entry, employee and student information, etc. Through an automated process, a JICS-Moodle connector builds Moodle course shells, and Faculty and students are populated form CX to JICS to Moodle.
JLBC	Joint Legislative Budget Committee (of the Arizona State Legislature)
JRC	Joint Review Committee (of the Arizona State Legislature)
JTEDs	Joint Technological Education Districts (NAVIT is one, NATIVE is another in our area)
KAY	NPC Center located at Kayenta, AZ (on Navajo Nation)
LCC	Little Colorado Campus (Winslow)
LOI	Letter of Intent (Adjunct Faculty contract)
MCCCD	Maricopa County Community College District
MOODLE	NPC's Learning Management System
MPB	Multi-Purpose Building
MPR	Marketing and Public Relations Department (*aka* Miracles Performed Regularly)
NACOG	Northern Arizona Council of Governments
NAH	Nursing and Allied Health Division
NATC	Northeast Arizona Training Center
NAU	Northern Arizona University (Flagstaff)
NATIVE	Northeast Arizona Technological Institute of Vocational Education (a JTED serving the northern areas of the NPC district)
NAVIT	Northern Arizona Vocational Institute of Technology (a JTED serving the southern areas of the NPC district)
NCA	North Central Association (better known as Higher Learning Commission (HLC) – Our accrediting agency
NCCCD	Navajo County Community College District (NPC's legal name)

NCCER	National Center for Construction Education & Research
NCOE	National Council for Occupational Education
NISOD	National Institute for Staff & Organization Development (NISOD) University of TX at Austin program promoting best practices at Community Colleges
NF	NPCFlex (Pilot)
NLC	Nizhoni Learning Center (PDC – Holbrook)
NPC	Northland Pioneer College
NPC FFF	NPC Friends and Family Foundation
NS	NPCSync (Pilot
OIE	Office of Institutional Effectiveness
OL	Online Courses
"P"	Pass Grade
PAC	Performing Arts Center (Silver Creek Campus)
PAD	Printing and Duplicating (District Support Center, 102 N. 1st Ave. Holbrook)
PC	Ponderosa Center (WMC – Show Low)
PDC	Painted Desert Campus (Holbrook)
PO	Purchase Order
PTK	Phi Theta Kappa (community college student honorary society)
RFP	Request for Proposal
R&R	Records & Registration office (Holbrook)
SaVE ACT	Campus Sexual Violence Elimination
SA	Stand Alone Learning Environment
SBDC	Small Business Development Center
SCC	Silver Creek Campus (Snowflake/Taylor)
SNC	Student Center (SCC – Snowflake/Taylor)
SPE	NPC Center serving Springerville/Eagar communities
TALON	Technology to Advance Learning Outcome at Northland
TANF	Temporary Assistance for Needy Families
TAS	Technology Advancement and Support
TATF	Transfer Articulation Task Force
TC	Tawa Center (PDC – Holbrook)
TCC	Tiponi Community Center (PDC – Holbrook)
U of A	University of Arizona (Tucson)
VPAS	Vice President for Administrative Services
VPLSS	Vice President for Learning & Student Services
"W"	Withdrawal

WIA	Workforce Investment Act
WICHE	Western Interstate Commission for Higher Education
WMAT	White Mountain Apache Tribe
WMC	White Mountain Campus (Show Low)
WRV	NPC Center at Whiteriver, AZ

Northland Pioneer College

EXPANDING MINDS • TRANSFORMING LIVES℠