Northland Pioneer College
Strategic Plan
2011-2014

Presidential Strategic Initiatives, May 2011

Northland Pioneer College's updated 2011-2014 Strategic Plan is thorough and well-thought out. However, the president of the college has identified certain strategic initiatives that must move rapidly to the forefront of college planning, decision-making and implementation. Additionally, the recently unveiled requirement by the Higher Learning Commission for a new accreditation pathway demands immediate attention to these initiatives. The president is issuing the following strategic initiatives as a preface to the NPC Strategic Plan; these strategic initiatives must be the main focus of our work together for the next several years.

1. Re-enroll in the Higher Learning Commission's Assessment Academy with either a continuation of general education assessment or student services assessment, May 2012.
2. Continue to move courses into online or hybrid learning environments with a goal of five courses migrated by May 2012.
3. Conduct quality checks of 10 existing online courses, May 2012.
4. Complete preliminary design of Open Pathway portfolio and begin using the portfolio, January 2012.
5. Roll-out web conferencing for course delivery by May 2012.
6. Dedicate available resources to support of network and technology infrastructure, new accreditation model, assessment of student learning, and facilities infrastructure.

Pillar 1: Advance High Quality and Accessible Learning Opportunities

Overall Responsibility: Vice President for Learning and Student Services

Priority 1: **Improve student learning**

Next Major Milestone: *May 30, 2012*

Responsibility: *Vice President for Learning and Student Services, Director of Information Services, Academic Deans, Director of Enrollment Services, NPC Faculty Association*

Goals:

1.1.1 Continue improvement of distance education delivery systems
Supports HLC Core Components 2c, 3bcd, 4bd, 5c
- Improve hybrid courses and add more hybrid courses where appropriate
- Improve use of Learning Management Systems (LMS) in existing courses

- Enhance audio and video environments by developing a better distribution system for materials/exams, returning student work including piloting the use of temporary employees to facilitate in locations with large numbers of students in audio/video classes.
- Provide training workshops for all faculty and other interested employees
- Implement courses through ADOBE CONNECT (or other system) by Fall 2011 for selected programs (e.g. ECD, ENL, HUS) to reach multiple sites

1.1.2 Emphasize advising and course selection based on placement testing
Supports HLC Core Components 3abcd
- Continue to review and revise placement system through analysis of student performance data

1.1.3 Improve pedagogical strategies and techniques
Supports HLC Core Components 2b, 3b, 3d, 4abcd, 5a
- Identify and prioritize types of professional development activities needed
- Promote faculty sabbaticals that are designed to improve student learning
- Create additional "in-house" development opportunities as identified and as budget constraints allow
- Encourage additional "live" classes at small campuses and centers by relaxing the number of enrolled students required for a "live" class to "make."
- Implement tutor training course and use faculty as tutor trainers and mentors to provide training for 5 to 10 tutors per identified subject area.

1.1.4 Explore day care possibilities (*by May, 2013*)
Supports HLC Core Components 2abd, 3c, 5acd
- Survey communities for day care needs
- Investigate the establishment of a Lab School to support the Early Childhood Development and Education programs.
- Explore a demonstration model and training site for ECD and EDU students

1.1.5 Focus efforts on the retention and academic success of specific student populations including students who are: the first in their family to attend college; students with diagnosed disabilities; low income students; and Native American students
Supports HLC Core Components 2a, 3d, 4a, 5abc
- Provide enhanced student support for students in these populations (see 2.3.3 and 1.1.4 for example)

1.1.6 Maintain and consider increasing tuition-in-kind and/or scholarship opportunities for <u>degree seeking students</u> especially in specific programs as designated by Division Deans and the Vice President for Learning and Student Services (e.g. TLC, ECD, designated CTE programs, Nursing, and the Fine and Performing Arts)
Supports HLC Core Components 2a, 3d, 4a, 5b

1.1.7 Enhance co-curricular activities that promote student learning opportunities
Supports HLC Core Components 2ab, 3bd, 4abd, 5ab
- Support learning focused activities in co-curricular activities such as Northern Flight, student art shows, performing arts projects, and Skills USA
- Enhance support for students in these activities (see 1.1.4 for example)

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

Next Major Milestone: *May 30, 2012*

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

Goals:

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

1.2.2   Improve AAS and CAS programs as budget constraints allow
Supports HLC Core Components 2abd, 4c, 5abcd
- Explore AAS degrees that respond to community needs and interests; consider eliminating programs that do not meet these interests

1.2.3   Assess short-term curriculum and short turnaround class offerings
Supports HLC Core Components 1e, 2ad, 3c, 4c, 5abcd
- Evaluate results and make recommendations

1.2.4   Continue to expand internship opportunities
Supports HLC Core Components 2a, 3c, 4d, 5abcd
- Identify partners and programs for internships
- Develop agreements
- Continue to promote internship opportunities among students
- Initiate apprenticeships within the college and with government and industry partners

Priority 3:   Document learning in all courses and programs

Next Major Milestone: *May 30, 2012*

Responsibility: *Vice President for Learning and Student Services, Academic Deans, Faculty, Student Services Staff*

Goals:

1.3.1   Participate in HLC Assessment Academy
Supports HLC Core Components 1e, 2c, 3abcd, 4abcd, 5d
- Examine general education course outlines to align specific course outcomes with general education program outcomes
- More clearly and explicitly assess general education student learning outcomes
- Assess critical thinking, communication and at least one other component of the general education program with a sample of students
- Build more widespread faculty involvement in the assessment process

1.3.2   Revise and improve program review
Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac
- Implement new program review cycle with annual reports and full-scale program reviews every three years
- Implement revised program review reporting/documentation template

- Complete needed program reviews
- IC should review effectiveness of all programs

1.3.3 Strengthen departmental assessment of student learning
Supports HLC Core Components 1e, 2c, 3abcd, 4b, 5ac
- Continue annual departmental assessment of student learning while developing multiple measures of student learning
- Provide increased staff support for analysis of student assessment data
- ASK Committee members will work with individual departments to improve the design and measurement of student learning outcomes

1.3.4 Work effectively with advisory committees
Supports HLC Core Components 1e, 2bc, 3a, 4acd, 5abcd
- Focus on more consistent and effective use of advisory committees
- Sustain system of documentation and archiving of results

Pillar 2: Strengthen Institutional Planning and Accountability

Overall Responsibility: President

<u>Priority 1:</u> **Determine service area needs**

Next Major Milestone: *May 1, 2012*

Responsibility: *President, Campus and Center Managers, Executive Team, Institutional Research*

Goals:

2.1.1 Increase utilization of Community Outreach Meetings
Supports HLC Core Components 1de, 2ad, 5abcd
- Schedule Community Outreach meetings annually at all locations
- Bring recommendations forward to appropriate College committees

2.1.2 Conduct survey of local business and industry to determine if the College is meeting their present and future needs
Supports HLC Core Components 2acd, 4ac, 5abcd
- To be conducted collaboratively by Dean of Career and Technical Education, Business and Industry Training Coordinator, and Institutional Effectiveness Director. Target date: May 1, 2012

2.1.3 Conduct a survey of general community focused on core questions, regarding NPC programs and asking community to grade NPC on key issue areas
Supports HLC Core Components 1de, 2ad, 5abcd
- Increase feedback between advisory committees and appropriate faculty
- Compile list of surveys already conducted in service areas and evaluate for usefulness
- Use survey data in business model for new programs and for effectiveness evaluation of current programs

Priority 2:   Enhance enrollment, recruitment and management procedures

Next Major Milestone: *May 30, 2010*

Responsibility: *Vice President for Learning and Student Services, Director of Enrollment Services, Director of Marketing, Enrollment Management Committee, Executive Team, Campus and Center Managers*

Goals:

2.2.1 Develop ideal FTSE goal and attainment plan for the College
Supports HLC Core Components 1abcde, 2abcd, 3c, 4d, 5abcd
- Invite community participation through focus groups and community councils
- Incorporate program growth capacity through Academic Deans, faculty and advisory committees
- Develop College FTSE target and plan for achieving FTSE target (December 1, 2011)

2.2.2 Adopt and implement Enrollment Management Plan *and retention initiatives*
Supports HLC Core Components 1c, 2ad, 5acd
- Increase retention rates over the next five years by 5-7.5%
- Improve graduation rates each year by 5%
- Broaden College's outreach efforts and recruitment of Native American population
- Capture and utilize student intent data to determine retention and goal achievement standards, per AZ CC Strategic Vision – Fall 2011 implementation
- Implement mandatory advising, initially for students with 32+ credits and no declared degree intent, per AZ CC Strategic Vision, Fall 2011 implementation
- Create and implement mandatory orientation for all new students in credit bearing courses, per AZ CC Strategic Vision, Fall 2012 implementation
- Increase student satisfaction through College Wide Service and Training Standards
- Implement series of retention strategies that foster cooperation between instructional and service areas of the College – Retention Plan draft due for review, December 1, 2011
- Develop a plan to improve advising and student retention through analysis of data and in cooperation with the Director of Enrollment Services
- Recommend administrative direction for instructional department review of traditional textbooks vs. alternate learning resources, due date of January 1, 2013
- IE Director and Director of Enrollment Services will evaluate the relative utilities of National Clearinghouse vs. ASSIST on tracking university enrollment and completion of NPC transfer students to meet AZ CC Strategic Vision recommendations, due date January 1, 2012
- Track tutoring performance rates and usage. Use data to assist in recommendations for changes/improvements to tutoring services.

2.2.3 Expand alumni contact program and job placement services to assist with recruitment, retention and fundraising
Supports HLC Core Components 2abcd, 4c, 5abcd

2.2.4 **Evaluate actual costs on individual programs and classes as well as evaluate and update course fees as appropriate to recoup course and program costs**
Supports HLC Core Components 2abcd, 3d, 5a

2.2.5 **Increase pool of qualified adjunct faculty**
Supports HLC Core Components 2b, 3bc, 4ad
- Increase interactions with local high school faculty
- Increase contact between College and high school faculty in dual enrollment course offerings
- Identify major areas lacking qualified adjuncts

2.2.6 **Improve data integrity in the student database and implement Autopackaging for Financial Aid**
- Information Services, Jenzabar, Registrar's Office, and Financial Aid will collaborate to address system data issues, followed by Autopackaging implementation. Timeline TBD by Jenzabar and IS.

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

Next Major Milestone: *August 1, 2011*

Responsibility: *Marketing, Executive Team, Academic Deans, Enrollment Management Committee, Information Services*

Goals:

2.3.1 **Create a competitive, informative, industry standard Web presence at www.npc.edu**
Supports HLC Core Components 1a, 2b, 5d
- IS will train faculty and staff to utilize the Web content management system to manage their NPC information on the public Web site
- Deploy faculty and department pages on the public Web site
- Work with deans and faculty to build out faculty/department pages with current information

2.3.2 **Work to increase enrollment in transfer degree courses**
Supports HLC Core Components 3acd, 4bc
- Emphasize cost savings and ease of transfer
- Update and maintain new Transfer Guide to community partners, high schools and potential students
- Create a pool of student success stories for use with target audience
- Promote new transfer articulation agreements with state universities as they emerge

2.3.3 **Work to increase numbers of Native American students**
Supports HLC Core Components 1b, 2a, 3d, 5c
- Survey Native American students and evaluate current course offerings based on student need, demand and access
- Build out distance delivery of student and academic support services through implementation of TITLE III NASNTI grant
- Produce and distribute brochures and materials targeted at Native American students – implementation date, August 1, 2011

2.3.4 Consider marketing and offering one session "teaser" versions of courses that need to build enrollment which would be free, advertised and run one week prior to the start of the semester

2.3.5 Increase marketing for area vocational skills programs, job retraining and skills enhancement
Supports HLC Core Components 1b, 2a, 3d, 5c
- Create a pool of student success stories for use with target audience
- Increase fun and enticing promotional items available to give away
- Maintain and update a Career Guide to help advertise these programs
- Contact recent CTE graduates and employers to evaluate success and knowledge base of CTE graduates and program effectiveness

2.3.6 Increase community awareness of NPC locations and offerings
Supports HLC Core Components 2ad, 5bd
- Build community relations through increased advertising of art and cultural events
- Meet with Academic Deans to decide on key programs to market
- Conduct direct mail campaigns that announce registration dates
- Create a general information brochure that will be placed in local community businesses and around our campuses/centers in 4 color
- Purchase advertising time on movie theater screens in Show Low and Pinetop
- Create targeted open houses to highlight key programs as identified by deans
- Maintain and improve relevant NPC social media presence

Pillar 3: Strengthen Technology to Support Learning and Service

Overall Responsibility: Director of Information Services

Priority 1: **Develop and maintain a reliable, safe, progressive and efficient infrastructure to support the essential functions of the College**

Next Major Milestone: *August 31, 2012*

Responsibility: *Director of Information Services*

Goals:

3.1.1 Enhance technology resources and infrastructure to increase and improve support for College operations while reducing the College's impact on the environment
Supports HLC Core Components 1cde, 2abcd, 4d
- Provide ubiquitous wireless capabilities College wide (*August 2011*)
- Ensure that there are effective advisory groups in place to actively communicate the needs of College employees and students in areas related to information technology (*September 2011*)
- Deploy remote network, server, and desktop management systems College wide (*October 2011*)
- Upgrade telephone to Voice Over IP at all campuses and centers and integrate TTY/TDD services (*December 2011*)

- Implement security and recovery plans that include active secondary or parallel systems and backup at remote locations and between locations for critical services (e.g. e-mail, Web servers, file servers, core network, databases and financial systems) (*December 2011*)
- Ensure that the role of the Support Center is to provide highly efficient and effective Tier 1 support by integrating Support Center and IS Technician roles (*December 2011*)
- Implement a comprehensive print management and access solution (*December 2011*)
- Explore the implementation of single sign-on authentication for all College systems (*August 2012*)
- Establish technology policies and procedures following industry best practices and aligned with college procedures and government laws and regulations. (August 2012)
- Explore grant funding opportunities to install wireless audio-amplification systems in PAC and symposiums (*August 2012*)
- Implement an internal NOC (*August 2012*)
- Build private network connections to the Hopi Center (*December 2012*)
- Provide minimum 100Mbps WAN connections between all locations and backup WAN connections between the four campuses (*December 2013*)
- Integrate document-imaging and electronic form processing into primary business and enrollment processes (*December 2013*)
- Maintain standardized technology infrastructure aligned with College and industry standards
- Maintain regular replacement cycles for all equipment and software according to an approved maintenance plan
- Ensure all computer and communications systems comply with federal and state laws, regulations and policies
- Expand computer support positions as budget allows
- Monitor and manage direct and indirect energy consumption of all IS Assets with real time reporting and annual reduction targets
- Provide continuous, reliable and secure network data storage for all college employees
- Strengthen and support existing network infrastructure through discovery, documentation, and remediation efforts
- Automate recurring IR generated reporting
- Provide automated reports for enrollment, budget and auditing
- Support Title III EAGLE project efforts.
- Explore the use of mobile devices within the college

Priority 2:	**Provide technological solutions to increase instructional effectiveness and administrative support**
Next Major Milestone:	*August 31, 2012*
Responsibility:	*Director of Information Services*

Goals:

3.2.1 Enhance technology resources and infrastructure to increase and improve support for classroom instruction, including all areas of distance learning
Supports HLC Core Components 1c, 2abcd, 3bcd
- Enable video remote interpreting and other assistive technologies in every classroom, lab and at least one conference room per campus/center (*August 2011*)
- Provide audio/video-capable portable computers with access to DRA resources for every student requesting access and migrate DRA software to domain profiles (*December 2011*)
- Enable infrastructure to support 100% online and universally accessible curricula (*December 2011*)
- Pilot at least four course offerings on Adobe Connect (May 2012)
- Evaluate Audio/Video classroom infrastructure and environment to provide improved quality of service through enhanced equipment and software. (August 2012)
- Provide at least one mobile or permanent interactive whiteboard with audio/video transmission capabilities for 50% of classrooms and labs (*December 2012*)
- Explore the option of centralized scheduling for computing labs to accommodate departments outside of AIS/BUS/CIS to use the labs and also allow for open lab time for all students. (December 2012)
- Support the updates and upgrades for the College's learning management systems

3.2.2 Provide administrative and student services with increased efficiency, scope and reach through technology
Supports HLC Core Components 1cde, 2acd, 4d
- Reevaluate the College's current needs for various types of notifications for faculty, staff and students and ensure that the proper technology based solution is in place (August 2011)
- Develop, implement, and monitor a five year plan to address issues related to college wide efficiencies related to the current ERP/SIS (Jenzabar) (*August 2011*)
- Provide training and information to staff and students for the College's emergency notification system (*October 2011*)
- Pilot online collaboration tools for sharing and managing projects and ideas. (December 2011)
- Enable 100% online registration and offer as a student enrollment option (*August 2012*)
- Enable audio/video desktop conferencing systems on 100% of staff computers (*August 2012*)

3.2.3 Establish, develop and deliver training
Supports HLC Core Components 1ce, 2abcd, 3bd, 4abd
- Provide basic curricula for using all College wide systems (*December 2011*)
- Develop an efficient solution for 24/7/365 user self help for technology issues to include a knowledge base on common issues as well as screencasts that walk users through setup and usage of supported applications (December 2011)
- Establish professional educational organization memberships, as budget allows
- Provide continuous training for IS staff

Pillar 4: Strengthen Human Resources and Employee Relations

Overall Responsibility: Vice President of Administrative Services

Priority 1: **Foster an institutional environment that encourages teamwork, pride in job and institution, and professional growth and development**

Next Major Milestone: *May 30, 2012*

Responsibility: *Director of Human Resources & staff, Executive Team*

Goals:

4.1.1 Improve communications College wide
Supports HLC Core Components 1a 3bd, 4d
- HR monthly topics e-mailed to All NPC with links to info on MyNPC (if applicable)
- Conduct college wide site visits by HR Director every October and March.
- Explore how MyNPC could help facilitate better communications college wide and provide training
- Establish and enhance written communication protocols and training
- Monthly President's newsletter (employee's responsible for sending news)

4.1.2 Develop programs that recognize individual and group achievement
Supports HLC Core Components 1d, 2c, 5ad
- Review or establish a written procedure for college service awards
- Review or establish written procedure for retirement recognition for faculty & staff
- Review Employee Recognition Program established and implemented at Spring Convocation 2010
- Develop and implement a more comprehensive wellness program

4.1.3 Promote professional development opportunities for staff and faculty
Supports HLC Core Components 1de, 2b, 3b, 4abd
- Actively recruit in-house talent to present professional development workshops
- Develop in house training calendar
- Investigate expanding adjunct faculty participation and recognition
- Implement the customer service components outlined in the Enrollment Management plan

4.1.4 Foster teamwork
Supports HLC Core Components 2c, 4bd, 5bd
- Research effective team-building activities
- Train employees on appropriate professional behavior
- Promote interdisciplinary teaching and/or cross-training

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

Next Major Milestone: *June 30, 2012*

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

Goals:

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

4.2.2   Update policies and procedures
Supports HL Core Components 1abcde, 2d
- Make a list of policies/procedures and prioritize for review
- Review and revise 12 policies/procedures annually, one per month.
- Revise and re-implement lateral move procedure

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

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

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

Next Major Milestone: May 30, 2012
Responsibility: *Executive Team, Director of Human Resources, Academic Deans, Campus and Center Managers*

Goals:

4.3.1 Create and maintain an equitable and transparent compensation structure
Supports HLC Core Components 1e, 2bd
- Evaluate, and possibly revise, our current hiring placement system for faculty, non-exempt, and exempt employees
- Evaluate recommendations and implement updates to the compensation process based on funding

4.3.2 Create more automated plan to enhance procedures that foster the hiring of quality qualified personnel
Supports HLC Core Components 1e, 2ab, 5abcd
- Evaluate current hiring processes
- Survey all departments to formulate a plan for enhancement
- Submit plan for 2012--2013 budget consideration by January 2012
- Implement and utilize Jenzabar version 2011

4.3.3 Review adjunct faculty employment standards, hiring procedures and compensation
Supports HLC Core Components 1e, 2ab, 5abcd
- Audit and ensure that adjunct faculty are being compensated at the correct levels
- Review tracking system for adjunct faculty qualifications
- Investigate creating a salary schedule similar to fulltime faculty
- Annually survey Deans regarding needs for adjunct faculty
- Explore the option of expanding benefits to adjunct faculty

4.3.4 Evaluate and assess job performance
Supports HLC Core Components 1de, 2c, 3b, 4bd
- Facilitate supervisors in conducting annual performance evaluations for all employees
- Review, evaluate and revise evaluation tools and procedures
- Improve completion rates of probationary performance reviews by sending reminders to supervisors and creating more accountability
- Research, develop, and implement training for supervisors on how to conduct a performance review

Pillar 5: Strengthen Fiscal Resources to Support Critical Programs and Services

Overall Responsibility: President, Vice President of Administrative Services

Priority 1: **Identify and develop a variety of funding opportunities**

Next Major Milestone: *June 2012*

Responsibility: *President, Vice President of Administrative Services, Vice President for Learning & Student Services, NPC Foundation Executive Director*

Goals:

5.1.1 Continue to expand financial resources through grants, partnerships and foundation activities
Supports HLC Core Components 1cd, 2abd, 3bc, 4a, 5abcd
- Develop grant needs for three years (December 2012)
- Develop procedures for identifying grants, prioritizing which grants to apply for, and the internal approval process (June 2012)
- Continue to support NPC Foundation fund-raising activities and enhancement of Alumni Association by providing marketing, office space, and volunteers
- Establish an annual NPC Foundation target (June 2012)

Priority 2:	Improve financial planning/reporting

Next Major Milestone: *December 2011*

Responsibility: *President, Vice President of Administrative Services, Director of Financial Services, Controller, Director of Maintenance, Director of IS, Vice President of Learning, Deans*

Goals:

5.2.1 Develop core financial management reports using Argos software (December 2011)
Supports HLC Core Components 1de, 2acd
- Financial Services to partner with IS to develop financial data blocks and core financial reports (balance sheet, income statement, and trial balance reports) for audits and management needs

5.2.2 Modify Jenzabar accounting structure (December 2012)
Supports HLC Core Components 1de, 2acd
- Financial Services to partner with IS to:
  o Change general fund code
  o Provide Jenzabar led training sessions for financial services staff
  o Realign reports
  o Modify business processes

5.2.3 Develop annual multiple year capital budget plan
Supports HLC Core Components 1de, 2abcd, 3cd, 4ad, 5bc
- Maintenance to continue to develop a three year revolving facilities maintenance plan
- Divisions to continue to develop a three year capital needs plan

5.2.4 Continue to link program review and assessment to budget development
Supports HLC Core Components 1de, 2abcd, 3cd, 4abcd, 5abc
- Deans to annually use program review to analyze present and future allocation of resources via budget requests
- Deans to link program reviews to budget requests and past operational accomplishments during the annual budget cycle

Priority 3:   **Improve accountability and transparency**

Next Major Milestone: *December 2011*
Responsibility: *President, Vice President for Administrative Services,*
                                 Director of Financial Services, Controller, Director of IS,
                                 Audit Committee

Goals:

5.3.1 Continue to define and document policies and procedures for a comprehensive system of internal controls
Supports HLC Core Components 1acde, 2acd
- Financial Services to partner with IS to develop procedures and processes to comply with PCI requirements related to security of credit card payments (December 2011)
- Financial Services to develop procedures and processes to comply with Red Flag Rules related to identity theft (June 2012)
- Financial Services to monitor new state transparency requirements and develop process to comply with requirements

5.3.2 Continue annual outreach programs to identify community desires
Supports HLC Core Components 1de, 2ad, 5abcd
- Executive Team to continually obtain feedback from District Governing Board, key partners, and community on type of information they want to see; develop reports or other data based on feedback

Pillar 6:   **Strengthen Facilities through Planning, Development and Renewal**

Overall Responsibility: President, Vice President for Administrative Services

Priority 1:   **Disseminate and implement safety and emergency plan for natural disasters, manmade events, health threats, and hazmat events**

Next Major Milestone: *September 30, 2011*

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

Goals:

6.1.1 Regularly review and update safety and emergency plan
Supports HLC Components 1e, 5c
- Communicate plan elements to employees, students and communities (September 2011)
- Develop plan to implement ongoing crisis/safety training for all employees *(December 2011)*
- *Develop plan to schedule and conduct safety and emergency plan drills (December 2011)*

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

Next Major Milestone: *October 31, 2011*

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

Goals:

6.2.1 Develop and implement Master Facilities Plan that responds to current needs and provides capacity for growth
Supports HLC Core Components 2ad, 3c, 4ac, 5abcd
- Include two CTE skill centers as a central focus of Master Facilities Plan (October 2011)
- Identify specific facility needs for existing and future programs through the district (October 2011)
- Explore partnership options for skill centers development (February 2012)
- Investigate capital funding options for implementation of Master Facilities Plan (March 2012)

6.2.2 Establish a preventative facility and equipment maintenance program
Supports HLC Core Components 2ad, 3c, 4ac, 5abcd
- Establish costs for maintenance based on preventative maintenance cycle for facilities *(January, 2012)*
- Incor*porate facility* maintenance program in budget *(July 2012)*
- Inventory and identify existing equipment and identify equipment categories *(December, 2012)*
- Establish planned maintenance and replacement cycle for equipment *(June 2013)*
- Incor*porate equipme*nt maintenance program in budget *(July 2013)*

6.2.2 Evaluate and prioritize facility use for existing programs
Supports HLC Core Component 2b
- Evaluate facility needs of existing programs and departments *(August 2012)*
- Develop and implement retention or disposal plans for dormant program materials *(October 2012)*
- Base evaluation and prioritization on community, student and workforce needs, cost and trends *(December 31, 2012)*

6.2.3 Identify specific facility needs for existing and future programs throughout the district
Supports HLC Core Components 2ad, 3c, 4ac, 5abcd
- Develop a current use catalog and future program plans *(May 2012)*
- Investigate grant funding options for implementation of distance learning plans *(October 31, 2011)*
- Explore options for potential partnering of new program development *(October 31, 2011)*

<u>Priority 3</u>:   Evaluate and implement the Higher Education Presidents Climate Commitment

Next Major Milestone: *November 30, 2010*

Responsibility: *Executive Team, College Council, Sustainability Committee*

Goals:

6.3.1 Develop a plan to move the College toward sustainability
Supports HLC Core Components 1d, 2a, 4b
- Obtain recommendations through sustainability committee *(November 30, 2011)*
- Evaluate the current carbon footprint
- Implement one recommendation annually to move toward sustainability *(March 2012)*

6.3.2 Develop sustainability curriculum
Supports HLC Core Components 1a, 2bc, 3b, 4ac, 5bc

Key to Abbreviations

AAS – Associate of Applied Science
AIS – Administrative Information Services
ASK – Assessment of Student Knowledge
ASSIST –
ATO – Automotive Technology
AZ CC – Arizona Community College
BOC – Construction Technology
BUS – Business
CAS – Certificate of Applied Science
CIS – Computer Information Systems

CRM – Constituent Relationship Modules
CTE – Career and Technical Education
DGB – District Governing Board
DRA – Disability Resource and Access
EAGLE – Equitable Access to Gainful Learning Experiences
ECD – Early Childhood Development
EDU – Education

ENL – English
FRS – Fire Science
FTSE – Fulltime Student Equivalent
HR – Human Resources
HLC – Higher Learning Commission

HUS – Human Services
IMO – Industrial Maintenance and Operations
IC – Instructional Council
IP – Internet Protocol
HUS – Human Services
IR – Institutional Research
IS – Information Services
ITV – Independent television
JICS – Jenzabar Internet Campus Solution
NASNTI – Native American Serving Non-Tribal Institutions
NPC – Northland Pioneer College
PAC – Performing Arts Center
PCI – Payment Card Industry
PDC – Painted Desert Campus
SBDC – Small Business Development Center

SIS – Student Information System
S-STEM – (National Science Foundation) Science – Science, Technology, Engineering, Math
TBD – To Be Determined
TLC – The Learning Cornerstone
TTY/TDD – Telecommunication Device for the Deaf
WAN – Wide Area Network
WMC – White Mountain Campus