

M I S S I O N

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

V I S I O N

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.

V A L U E S

INTEGRITY
INCLUSION
ADAPTABILITY
CIVILITY
ACCESS



Northland Pioneer College

EXPANDING MINDS • TRANSFORMING LIVESSM

Notice of Public Meeting

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Navajo County Community College District Governing Board (Board) and to the general public that the Board will hold a Regular District Governing Board Meeting open to the public on September 15, 2026 at 10:00 a.m. The meeting will be held at Northland Pioneer College Painted Desert Campus, Tiponi Community Center Board Room located at 2251 Navajo Blvd. Holbrook, Arizona 86025. The meeting can also be joined remotely using [WebEx](#). A passcode is required under certain circumstances and it is SEP26DGB.

One or more Board members and/or staff members may participate in the meeting remotely if necessary.

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

I, Julia Wilson, certify that this notice of public meeting, prepared pursuant to A.R.S. §38-431.02, was posted on or before the 14th day of September 2026, at 10:00am.

Julia Wilson
Recording Secretary to the Board

NOTICE DISTRIBUTION

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

Navajo County Community College District

Governing Board Meeting Agenda

Painted Desert Campus, Tiponi Community Center
2251 East Navajo Boulevard, Holbrook, Arizona

The meeting location will be open to the public at 9:55 a.m. at the latest.
Or you can join on [WebEx](#) (Passcode SEP26DGB)

Date: September 15, 2026

Time: 10:00am(MST)

Item	Description	Resource
1.	Call to Order and Pledge of Allegiance.....	Chair Robinson
2.	Adoption of the Agenda (Action)	Chair Robinson
3.	For Discussion and Possible Action: <i>With the adoption of Robert's Rules of Order Newly Revised 12th Edition (Policy 1007) Rule 49-21 governing small boards, a motion and second is not necessary unless required by state or federal statutes.</i>	
	A. Old Business	
	None.	
	B. New Business:	
	1. Request to approve FY2028 Budget Calendar& Assumptions...	Mr. Kupfer
	Director of Financial Services Russell Kupfer will request the Board the FY2028 Budget Calendar & Assumptions.	
	2. Request to Change October 20 Regular Meeting to October 27.	Chair Robinson
	With two Board members traveling to the ACCT Leadership Congress in Chicago, it has been recommended that we move the October regular meeting to October 27.	
4.	Discussion Items:	
	A. Standing Presentations:	
	1. Financial Position	VPAS Ellison
	Vice President Ellison will provide a report on the financial position of the college for period July 1, 2026 to July 31, 2026.	
	2. NPC Student Government Association	Ms. Bishop
	SGA President Pamela Bishop will provide an update to the Board	
	3. NPC Faculty Association	No Report
	No report.	
	4. Classified & Administrative Staff Organization	No Report
	No report.	
	5. Northland Pioneer College (NPC) Friends and Family.....	Ms. Reeck
	Friends & Family Executive Director Jesse Reeck will provide a verbal report to the Board	
	6. Human Resources	VPHR Ulibarri
	Vice President of Human Resources Nicole Ulibarri will provide a report to the Board.	
	7. Construction Report	Mr. White
	Director of Facilities and Transportation Justin White will provide a verbal report to the Board.	
	8. Leadership Council.....	No Report
	No report.	
	9. ERP Implementation/IT Update.....	AVP Jacob
	Associate Vice President of IT Michael Jacob will provide an update to the Board on Project EmpowerED and the IT Division.	
	10. External Relations	President Lawson
	President Lawson will provide a verbal report to the Board on External Relations activities on behalf of AVP Rich Chanick.	
	11. Chief of Staff.....	Ms. Hunt
	COS Rebecca Hunt will provide a l report to the Board.	

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|---|--|
| <p>12. ACCT Federal and State Update</p> <p>Board Member Leslie will provide an update on State and Federal ACCT activities.</p> <p>5. Recruitment Report</p> <p>North Community Recruiter Dawayne Bahe will present the Board an update on recruitment activities across northern NPC areas.</p> <p>6. Expenditure Limitation Presentation.....</p> <p>Vice President of Administrative Services Maderia Ellison will present the Board Information on the Expenditure Limitation.</p> <p>7. President's Report</p> <p>President Von Lawson will provide a verbal report to the Board.</p> <p>8. Consent Agenda for Action</p> <p>A. August 18, 2026 Regular Board Meeting Minutes (Julia Wilson)</p> <p>B. August 18, 2026 Executive Session Minutes (Julia Wilson)</p> <p>9. Call for Public Comment.....</p> <p>Individuals may address the Board on any relevant issue for up to 5 minutes. At the close of the call to the public, Board members may not respond to any comments but may respond to criticism, ask staff to review a matter or ask that a matter be placed on a future agenda.</p> <p>10. DGB Agenda Items and Informational Needs for Future Meetings</p> <p>11. Board Report/Summary of Current Events.....</p> <p>12. Announcement of Next Regular Meeting..... TBD</p> <p>13. Adjournment..... (Action)</p> | <p>Mr. Leslie</p> <p>Mr. Bahe</p> <p>VPAS Ellison</p> <p>President Lawson</p> <p>Chair Robinson</p> <p>Chair Robinson</p> <p>Chair Robinson</p> <p>Board Members</p> <p>Chair Robinson</p> <p>Chair Robinson</p> |
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The District Governing Board may consider any item on this agenda in any order and at any time during the meeting. The District Governing Board may take action regarding any items in sections 5 and 6. The Board may vote to advice from the District's attorney on any (A)(3). Should the District's attorney not may appear by speakerphone.



Northland Pioneer College

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The District Governing Board may take action regarding any items in hold an executive session for the purpose of obtaining legal matter listed on the agenda pursuant to A.R.S. §38-431.03 be present in person, notice is further given that the attorney

Request to Approve Fiscal Year 28 Budget Calendar and Budget Assumptions

Recommendation:

Staff recommends approval of the fiscal year 2027-2028 (FY28) Budget Calendar and Assumptions.

Summary:

The development of the budget cycle starts in July of each year, when NPC develops and submits its State Aid request. The consolidated AZ Community Colleges State Aid request is due to the state by September 1st of each year. In order to complete the State Aid Request, transactions for Accounts Payable, Purchasing and Grants for the prior year ending June 30 must adhere to a tight deadline for completion.

This year, the timeline for budget requests and development has been modified to allow for more thorough analysis. Historically, department Operating and Capital Budget requests were due by mid-January. The new schedule, as illustrated on the Budget Calendar, has Budgets and New Position requests due by mid-November to provide additional time for analysis and address how to better meet the annual Expenditure Limit.



BUDGET DEVELOPMENT CALENDAR

FISCAL YEAR 2027-2028

PROPOSED:

ACTIVITY	RESOURCE	DUE BY
1. Approve budget calendar and budget assumptions	DGB	September 15, 2026
2. Distribute materials for operational & capital budgets and staffing requests	Financial Services	September 30, 2026
3. Financial Services receives Staffing, Information Technology, and Facility Modification (Capital) requests	Business Unit Budget Managers & Financial Services	October 15, 2026
4. Financial Services receives department budget, justifications & new position requests	Department Budget Managers & Financial Services	November 16, 2026
5. President's Cabinet receives staffing requests	Department Budget Managers & President's Cabinet	January 19, 2027
6. President receives compensation recommendation	President, CHRO, FA, CASO	January 19, 2027
7. President's Cabinet finalizes staffing needs and receives preliminary discretionary budget	President's Cabinet	February 1, 2027
8. Receive introductory budget analysis	DGB	February 16, 2027
9. Receive tuition and fee schedules	DGB	February 16, 2027
10. Receive compensation proposal	DGB	February 16, 2027
11. Budget hearing (if necessary)	Department Budget Managers & Financial Services	February 26, 2027
12. Budget hearing (if necessary)	President's Cabinet	March 8, 2027
13. Receive preliminary budget analysis	DGB	March 16, 2027
14. Approve tuition and fee schedules	DGB	March 16, 2027
15. Approve compensation	DGB	March 16, 2027
16. Receive state budget forms and analysis <i>(no later than June 5 A.R.S. 15-1461)</i>	DGB	April 20, 2027
17. Adopt or modify preliminary budgets	DGB	April 20, 2027
18. Publish notice of budget hearing & special board meeting <i>(not later than 15 days prior to hearing A.R.S. 15-1461)</i>	CFO	April 22, 2027
19. Publish budget on website <i>(not later than 15 days prior to hearing A.R.S. 15-1461)</i>	CFO	April 22, 2027
20. Publish notice in newspaper and issue a press release for truth in taxation (TNT) hearing <i>(14-20 days prior to hearing A.R.S. 15-1461.01)</i>	CFO	April 22, 2027
21. 2 nd notice in newspaper for TNT hearing <i>(7-10 days prior to hearing A.R.S. 15-1461.01)</i>	CFO	May 6, 2027
22. 2 nd notice of public budget hearing & special board meeting in newspaper <i>(not later than 5 days prior to hearing A.R.S. 15-1461)</i>	CFO	May 6, 2027
23. Conduct public budget hearing and TNT hearing <i>(no later than June 20 A.R.S. 15-1461 & 15-1461.01)</i>	DGB	May 18, 2027
24. Adopt property tax levy & final budgets at special meeting	DGB	May 18, 2027
25. Notify PTOC of primary property tax levy <i>(within 3 days after hearing A.R.S. 15-1461.01)</i>	CFO	May 21, 2027
26. Submit tax levy to Navajo County	CFO	May 21, 2027

Northland Pioneer College
Budget Development Assumptions
FY28

GENERAL ASSUMPTIONS

- Budget Development Calendar will establish the due dates.
- Introductory budget analysis for DGB in February will be prior to budget hearings and will be limited to an overview of expenditure and revenue trends.
- Preliminary budget analysis for DGB in March will include a detailed examination of budget planning.
- Expenditure limit breaches will use carry-forward amounts to comply with statutory limits.

REVENUE ASSUMPTIONS

- State appropriations for equalization, maintenance & operations, and rural aid is expected to increase compared to current fiscal year.
- Assessed valuations for setting the primary property tax levy will be available in February and an increase is expected. To protect the equalization funding, the levy needs to be set at the maximum allowable of 2% increase over the prior year. For FY28 the levy will be set at the maximum allowed.
- The District Governing Board adopted tuition rates on a three-year cycle that began in FY27. This plan covers the period FY27 to FY29.
 - In-district tuition rates reflect no increase for the years listed:
 - (A) FY27 is \$75 per credit hour
 - (B) FY28 is \$75 per credit hour
 - (C) FY29 is \$75 per credit hour
 - Tuition and general fees are set at a rate that:
 - (A) considers the impact on students, student enrollment, and student retention rates,
 - (B) increases incrementally, and
 - (C) is competitive in our market by maintaining a comparative position to the average overall tuition and general fees at other Arizona community colleges.
- Course fees will be set at a rate to offset expendable supplies and equipment.
- Other revenues will be based on historical information and emerging trends.

EXPENDITURE ASSUMPTIONS

- Overall expenditures will match revenues.
- Budget requests that are higher than baseline budget, based actual historical spending, and all adjunct activities, travel, and professional development, will require **justifications and are due November 16, 2026.**
- Budget requests from Budget Managers for operational and capital expenditures are due **November 16, 2026.**
- Budget requests to add new employee positions or modify existing contractual positions, including grant positions, are due **November 16, 2026.**

• SALARY SCHEDULES

- The college will continue to develop compensation proposals with the following in mind:
 - (A) consider available funds and the impact to expenditure limit,
 - (B) consider competitive market conditions with the goal to maintain a comparative position to the average increases/rates at other local public entities, other Arizona community colleges, and other similar institutions, and
 - (C) consider salary recommendations received through the shared governance process.
- BENEFITS will be developed with:
 - (A) consideration on impacts from third-party partnerships including:
 - (1) Employee benefit trust for medical insurance, and
 - (2) Arizona State Retirement System for retirement contributions.
- Education partner relationships will be maintained with:
 - (A) Apache County,
 - (B) NAVIT,
 - (C) Dual enrollment, and
 - (D) others.
- OPERATING budget requests cover a one-year period.
- CAPITAL budget requests cover a three-year period (FY28, FY29, and FY30).
- GRANT funding will continue to be identified and pursued.
- AUXILIARY fund activities will be maintained.

Northland Pioneer College
Budget Development Guidelines
FY 28

Budget Categories & Targets:

Revenues	• Administrative Services will prepare the budget.
Salaries/Wages & Benefits	• Human Resources and Administrative Services will prepare the budget for contract positions and the benefits for all positions. • Budget Managers will prepare budget for non-contract positions and include in their department budget requests. These include: ○ Adjunct faculty ○ Faculty overload ○ Temporary employee ○ Lab aid ○ Substitute faculty
New Faculty/Staff Positions	• Budget Managers will: ○ Work with Human Resources to estimate salary and hours worked per week. ○ Prepare job description. Review with HR prior to request for proper employee classification (exempt, nonexempt) and salary range. ○ Provide justification for new position or new program. Provide enrollment and class offerings.
Operating Expenditures	• Budget will be justified and in line with strategic plan. • Any new programs/services must demonstrate linkage to the strategic plan.
Capital Expenditures	• Budget requests to align with revenues from the operational budget, grant funds, or reserved funds.
Auxiliary Funds	• Revenues need to support expenses
Grant Funds	• Revenues need to support expenses

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT

Statement of Financial Position

July 1, 2026 to July 31, 2026

Budget Period Expired

8%

Tax Supported Funds				
Current General Fund				
	Revised Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Primary Tax Levy	19,970,918	179,659	179,659	1%
State Aid:				
Maintenance and Operations	1,564,900	391,225	391,225	25%
Equalization	13,698,200	3,384,550	3,384,550	25%
Rural Aid	944,700	236,175	236,175	25%
Tuition and Fees	5,000,000	6,060	6,060	0%
Investment earnings	3,750,000	342,162	342,162	9%
Grants and Contracts	3,230,000	7,149	7,149	0%
Other Miscellaneous	350,000	8,550	8,550	2%
Fund Balance	17,250,000	-	-	0%
Transfers	(21,750,000)	(120,184)	(120,184)	1%
TOTAL REVENUES	\$ 44,008,718	\$ 4,435,346	\$ 4,435,346	10%
EXPENDITURES				
Salaries and Benefits	28,376,969	2,443,345	2,443,345	9%
Operating Expenditures	15,631,749	978,356	978,356	6%
TOTAL EXPENDITURES	\$ 44,008,718	\$ 3,421,701	\$ 3,421,701	8%
Unrestricted Plant				
	Revised Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
State Aid:				
Capital/STEM	350,400	87,600	87,600	25%
Fund Balance	17,400,000	94,567	94,567	1%
Transfers In	3,850,000	(4,816)	(4,816)	0%
TOTAL REVENUES	\$ 21,600,400	\$ 177,351	\$ 177,351	1%
EXPENDITURES				
Capital Expenditures - Construction and ERP	17,400,000	94,567	94,567	1%
Capital Expenditures - Other	4,200,400	(4,816)	(4,816)	0%
TOTAL EXPENDITURES	\$ 21,600,400	\$ 89,751	\$ 89,751	0%

NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT
Statement of Financial Position
July 1, 2026 to July 31, 2026

Budget Period Expired 8%

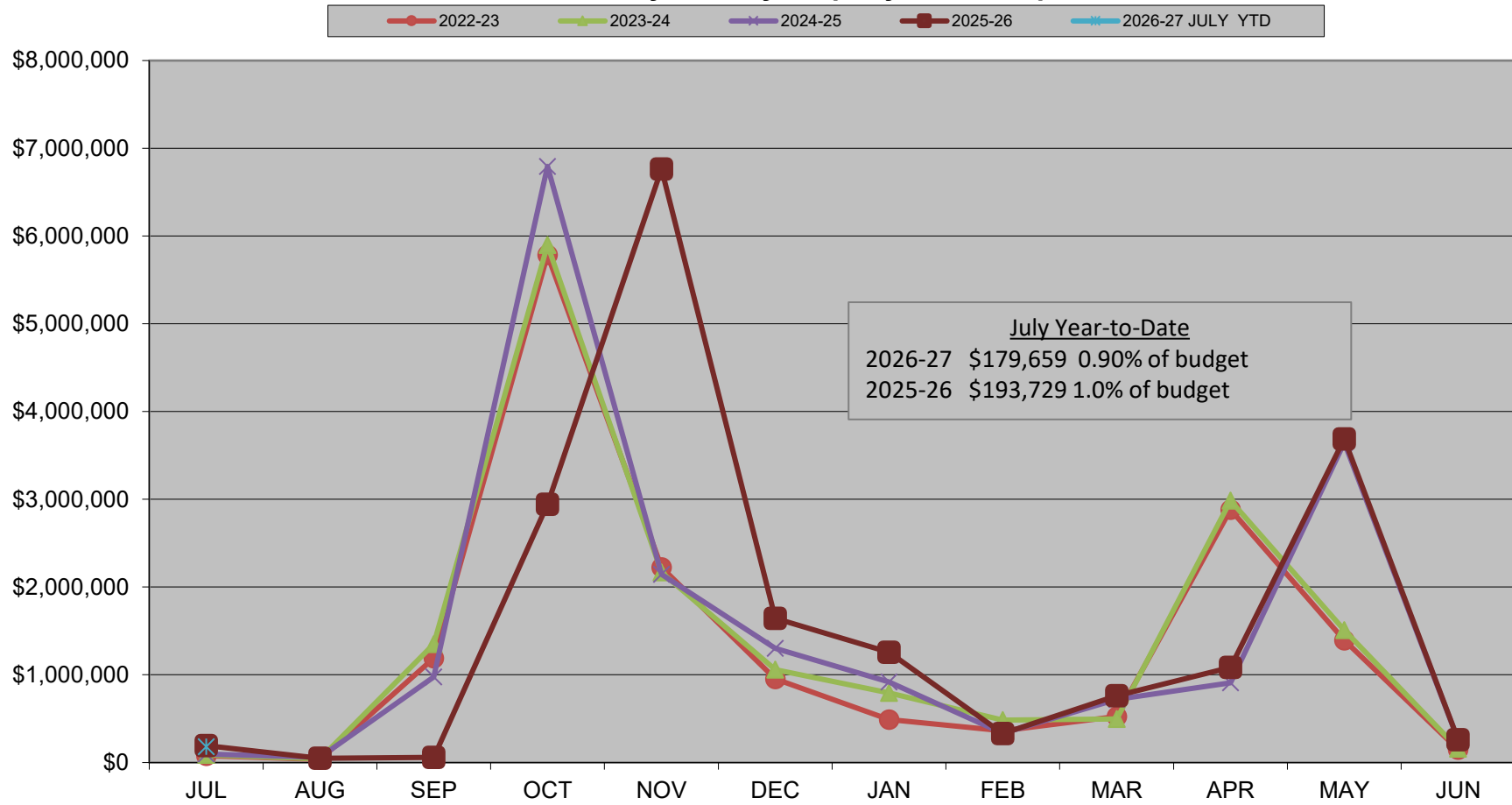
Restricted and Auxiliary Funds				
	Restricted			
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Grants and Contracts	7,610,000	154,371	154,371	2%
Fund Balance	6,000,000	1,373	1,373	0%
Transfers In	300,000	75,000	75,000	25%
TOTAL REVENUES	\$ 13,910,000	\$ 230,744	\$ 230,744	2%
EXPENDITURES				
Salaries and Benefits	1,553,250	187,229	187,229	12%
Operating Expenditures	6,356,750	17,756	17,756	0%
Kayenta Center Construction *	6,000,000	1,373	1,373	0%
TOTAL EXPENDITURES	\$ 13,910,000	\$ 206,359	\$ 206,359	1%

* Kayenta Center Construction - Funded by a grant received in advance of expenses in FY25.
Spending will occur over several years (FY25, FY26, FY27)

	Auxiliary			
	Budget	Current Month Actual	Y-T-D Actual	%
REVENUES				
Sales and Services	684,000	3,420	3,420	1%
Fund Balance	-	-	-	
Transfers	200,000	50,000	50,000	25%
TOTAL REVENUES	\$ 884,000	\$ 53,420	\$ 53,420	6%
EXPENDITURES				
Salaries and Benefits	410,823	26,575	26,575	6%
Operating Expenditures	473,177	9,831	9,831	2%
TOTAL EXPENDITURES	\$ 884,000	\$ 36,406	\$ 36,406	4%

Cash Flows	
Cash flows from all activities (YTD)	\$ 4,896,861
Cash used for all activities (YTD)	\$ 3,754,216
Net Cash for all activities (YTD)	\$1,142,645

Monthly Primary Property Tax Receipts



Northland Pioneer College

STUDENT GOVERNMENT ASSOCIATION

DISTRICT GOVERNING BOARD PRESENTATION

SEPTEMBER 2026



Plans In The Works

FALL 2026 – FALL 2027

Supporting Start of Semester Events

- ▶ SGA approved funds which were made available for all nine NPC Campus Locations
- ▶ SGA offers these funds to these locations to support Start of Semester welcome events
- ▶ While SGA membership is growing, we don't have enough members to be physically at all nine locations during the first week of school
- ▶ Supporting front office staff and other groups who want to host these events allows SGA to support all students, regardless of location.
- ▶ Future plans include: Digital welcome events for students to attend remotely

SGA Laptop Scholarship

- ▶ Annual laptop scholarship is currently open!
- ▶ We are offering the opportunity for students at all nine physical campuses, as well as for entirely online students.



Pedal the Petrified

- ▶ The SGA is volunteering at this year's Pedal the Petrified fundraising event.
- ▶ SGA representatives will be present at the Pre-Ride Check-In to discuss their stories and successes with NPCFF Scholarships.
- ▶ SGA Volunteers will also be at the ride event itself, welcoming riders back at the completion of the ride!
- ▶ SGA Tradition for the past 4 years



SGA Recruitment

- ▶ SGA Recruitment events and initiatives have led to an increase in SGA membership.
- ▶ Implemented a new role in SGA: the Onboarding Officer to help students new to the SGA settle in and learn their way around meetings, volunteer opportunities and chances for leadership.
- ▶ Special Elections recently held



**STUDENT GOVERNMENT ASSOCIATION
NORTHLAND PIONEER COLLEGE**

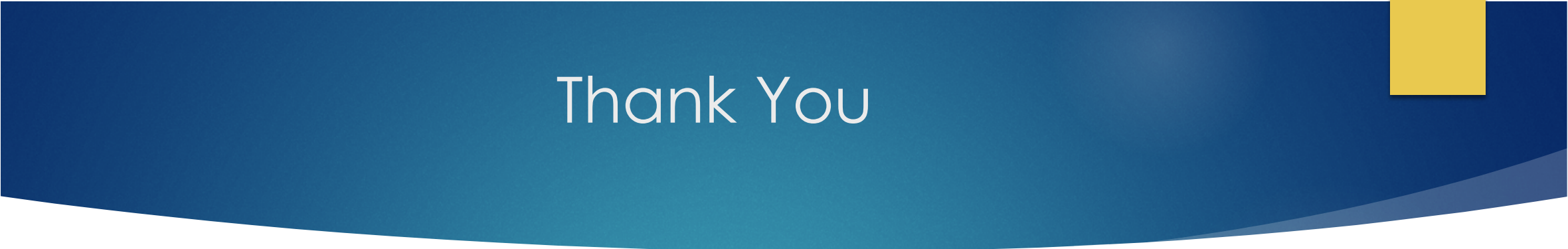
University Tours

- ▶ SGA's major goal for Fall 2027-Spring 2028
- ▶ We are focused on offering University trips for our interested transfer students
- ▶ Will be holding student polls to find out which Arizona university locations matter most to the student body
- ▶ This school year: Polls, fundraising events, coordination with universities.
- ▶ Next year: Hosting the trips for our students with travel accommodations



Future Plans

- ▶ Eagle Fest October 2026
- ▶ Brain Food Events for Finals Fall 2026
- ▶ Start of Semester Events for Spring 2027
- ▶ Recruitment Drives
- ▶ SGA T-Shirt Contest Winner Production



Thank You

Thank you for your time, consideration, and opportunity to speak with you about the students here at NPC.



Northland Pioneer College

HUMAN RESOURCES

MONTHLY REPORT

September 2026

EMPLOYEE RELATIONS AND STAFFING

The next New Employee orientation is scheduled for **October 7th, 2026** at Painted Desert Campus in the Nizhoni Learning Center Room 143.

WELCOME AND RECOGNITION (Updated 9/2/26)

We would like to welcome the following new employees to Northland Pioneer College:

- ❖ Kyasia Kaytoggy Campus Monitor (WRV)
- ❖ Amber Fuller Learning Assistant (WMC)
- ❖ Shawn Baker Registrar (PDC)

The following employees have left the institution since the last report:

- ❖ Brittany Jones Academic Advisor (WMC)

RECRUITMENT (Updated 9/3/26)

Job Title	Location	# Qualified Applicants	Date Opened	Closing Date	Status
Allied Health Faculty	WMC	5	7/10/2026	Open Until Filled	Open Committee Reviewing Applicants
Campus Custodian	WMC	0	8/31/2026	Open Until Filled	Open Awaiting Applications
Cashier/Bursar	PDC	4	7/8/2026	Open Until Filled	Open Awaiting Applications
Campus Manager	SCC	24	4/14/2026	9/2/2026	Closed Committee Interviewing Applicants
ERP Analyst	Remote	12	8/10/2026	9/1/2026	Closed Committee Reviewing Applicants
Faculty in Instructional Design	WMC	15	6/25/2026	8/26/2026	Closed Positions Offered
Payroll Specialist III	PDC	6	5/29/2026	9/2/2026	Closed Position Pending Offer

EMPLOYEE CENSUS DATA (Currently Unavailable Reports in Development)

Training and Development

All-College Training:

A training course on **FERPA** will be launched 9/15/2026 through our new NEOED Learn platform and has a due date of 10/15/2026. The course is intended to help employees understand their responsibilities under the Family Educational Rights and Privacy Act (FERPA), protect student education records, recognize appropriate and inappropriate information sharing, and apply FERPA requirements in daily work.

In addition, there will be a training course through NEO Learn on **recognizing signs that a student may be experiencing distress, abuse, or other barriers to wellbeing and academic success**. Employees will learn how to document concerns objectively and connect students with appropriate support, Public Safety, the CARE team, or emergency services when needed.

Leadership Training:

Human Resources leadership will provide a training session on **Conflict Resolution for Leaders**. This session will equip leaders with practical strategies for addressing workplace conflict constructively and fostering productive, respectful working relationships.

TOTAL REWARDS

BENEFITS AND COMPENSATION

EMPLOYEE WELLNESS PROGRAM

September Focus: Immune Resilience

This September, our wellness program focuses on **Immune Resilience**. Thrive is offering several opportunities to support immunity and overall well-being.

Hands-On Wellness Experiences: Recovery Supports Immune Resilience

- **Foot Zone Therapy** | Wednesday, Sept 16, | 11 AM – 3 PM | Painted Desert Campus
- **Mini Massage** | Thursday, Sept 17 | 9:30 AM – 1 PM | Kayenta Campus

Live Power Hours via Zoom: Immune Resilience – Strengthen Your Foundation

- **Your Circadian Clock & Strong Immunity** | Friday, Sept 25 | Noon – 1PM
- **Nutrition for Immune Balance** | Wednesday, Sept 30 | Noon – 1PM

Employees are encouraged to visit their dedicated Wellness page at <https://thrivemtn.com/npc> to read monthly newsletter, explore upcoming events, register for wellness opportunities, and access their employee wellness benefits – all in one convenient place.

Employee wellness information is also available on the NPC SharePoint under Human Resources > Benefits. Employees can access monthly wellness information and newsletter by clicking the thrivemtn.com/npc link (above), which will take them directly to NPC's dedicated Thrive Mountain Wellness website.



Information Technology District Governing Board Update

September 2026

IT DGB Update – September 2026

Infrastructure & Security

A Look at our Current Infrastructure

Northland Pioneer College (NPC) has historically relied on deploying several telecommunication technologies to connect our campuses which span large geographical areas. Over the past few years, we have invested resources into improving the bandwidth and redundancy of our college infrastructure. Currently most of our locations are operating on high-speed internet (100 Mbps or more) with many of them operating on ultra-fast internet (1,000 Mbps or more) with redundancy to fail-over to an Internet Service Provider (ISP) circuit or microwave tower equipment if the main infrastructure line goes down.

The table below reflects our current infrastructure and associated monthly fees.

		DIA Lines		Circuits		Towers
		Mbps	Price	Mbps	Price	Mbps
North of I-40	Kayenta Campus			100	\$2,000	
	Hopi Campus			50	\$1,800	
	Little Colorado Campus			200	\$1,250	1,000
	Painted Desert Campus	1,000	\$7,200	1,000	\$5,400	1,000
	- Admin Butte					1,000
	Construction Building (old PAD)			200	\$1,200	918
	- Dry Lake					1,000
South of I-40	Silver Creek Campus			200	\$2,200	1,000
	Taylor NATC			100	\$1,200	
	St. Johns NAVIT			75	\$2,950	
	St. Johns Campus			100		
	White Mountain Campus	5,000	\$3,870	300	\$2,400	1,000
	- Porter Mountain					731
	Springerville Campus			200	\$2,050	1,000
	- Greens Peak					731
	- McKay's Peak					731
	- Whiteriver Point					1,000
	Whiteriver Campus			200	\$2,200	1,000

Vendor Legend

Aviat	
Cellular One	CELLULARONE
Sparklight	/ Sparklight

In April 2025 the District Governing Board approved that NPC upgrade their on-premise Voice over Internet Protocol (VoIP) phone system to a fully cloud-hosted solution, Webex Calling, which is currently underway. We also recently changed payment processors to TouchNet and subsequently upgraded our credit card readers to modern network-based readers. These strategic upgrades allowed us to divest from older Plain Old Telephone Service (POTS) copper lines to systems that are agnostic of the underlying infrastructure. Consequently, external infrastructure shifts, such as Frontier replacing legacy copper lines with fiber, will not negatively impact our college as the college is no longer on those copper lines.

IT DGB Update – September 2026

The recently approved Sparklight upgrade of the majority of our ISP circuits and Direct Internet Access (DIA) lines is being planned with the ISP and will further increase bandwidth and internet speeds across the college as highlighted on the below table.

		DIA Lines		Circuits		Towers	
		Mbps	Price	Mbps	Price	Mbps	
North of I-40	Kayenta Campus			100	\$2,000		*
	Hopi Campus			50	\$1,800		*
	Little Colorado Campus			1,000	\$600	1,000	
	Painted Desert Campus	7,000	\$2,600	3,000	\$800	1,000	
	- Admin Butte					1,000	
	Construction Building (old PAD)			1,000	\$600	918	
	- Dry Lake					1,000	
South of I-40	Silver Creek Campus			1,000	\$600	1,000	
	Taylor NATC			1,000	\$600		*
	St. Johns NAVIT			1,000	\$1,150		*
	St. Johns Campus			1,000	\$1,150		*
	White Mountain Campus	7,000	\$2,720	3,000	\$800	1,000	
	- Porter Mountain					731	
	Springerville Campus			1,000	\$1,150	1,000	
	- Greens Peak					731	
	- McKay's Peak					731	
	- Whiteriver Point					1,000	
	Whiteriver Campus			200	\$2,200	1,000	

Vendor Legend

Aviat	
Cellular One	CELLULARONE
Sparklight	/ Sparklight

However, the geographic location of some of our campuses has made it difficult to offer higher bandwidths and the same level of redundancy that we have at elsewhere at the college. Unfortunately, without that redundancy in place, these campuses suffer from power loss or ISP outages that negatively impact our students and the ability of these campuses to operate.

Internet Service Disruptions in 2026

The following table details the internet and power service disruptions that have occurred across the district so far in calendar year 2026. In accordance with Procedure 2515, designated executive leadership assessed each situation and made a judgement call as to when an affected campus would be closed. Prolonged power loss caused roughly 36% of disruptions, while 64% were the result from ISP outages. The vast majority of these disruptions were caused by factors outside NPC's direct control. Currently, the ISP circuits connecting many of our locations are provided by CellularOne, which leases segments of its infrastructure from other regional providers. Although CellularOne contractually guarantees high uptime, that level of service is not extended to these leased segments, which frequently experience failures.

IT DGB Update – September 2026

Internet and Power Service Disruptions					
Reported	Affected Locations	Cause of Disruption	Responsible Party	Campus Closures	Restoration
08/29/26 00:00	St. Johns NAVIT	ISP service outage (antenna alignment issue caused by heavy thunderstorm activity).	CellularOne	NO	08/31/26 15:15
08/24/26 13:14	Kayenta, PDC	ISP service outage (cut main fiber line) but PDC network services failed over to redundant links.	CellularOne	NO	08/25/26 14:33
07/23/26 15:20	Whiteriver	NPC's microwave tower equipment at McKays Peak was struck by lightning and needed to be replaced but network services were later manually failed over to the redundant ISP circuit.	Monsoon season weather	NO	07/23/26 19:00
06/30/26 06:05	PDC & systems across NPC	Cisco software defect corrupted core server configuration files which needed to be rebuilt.	Cisco	YES	06/30/26 15:56
06/25/26 07:02	Kayenta, PDC	ISP service outage (main hub power loss) but PDC network services failed over to redundant links.	CellularOne	NO	06/29/26 15:33
06/24/26 06:47	Hopi	Power loss.	APS	YES	06/24/26 16:00
05/13/26 00:00	Taylor NATC	ISP service outage.	CellularOne	NO	05/13/26 23:33
04/13/26 13:40	Springerville	Power loss.	Navopache Electric	NO	04/13/26 14:18
04/01/26 07:13	SCC, Taylor NATC	ISP service outage & misaligned microwave dishes.	Sparklight & JTS	NO	04/01/26 10:48
04/01/26 08:15	Hopi	Power loss.	APS	YES	04/01/26 17:14
02/18/26 12:02	Hopi, SCC, Taylor NATC, WMC, Whiteriver, St. Johns Campus & NAVIT	A power loss at WMC caused the backup generator to start. Problems with the generator caused it to turn off. Although our equipment ran on the failover batteries for some time, after they were depleted, our equipment suddenly lost power, resulting in server damage.	APS & NPC	YES	02/19/26 16:18
02/12/26 09:07	Whiteriver	ISP service outage but network services failed over to microwave equipment.	CellularOne	NO	02/12/26 14:16
02/09/26 00:00	Whiteriver	Power loss.	Navopache Electric	NO	02/09/26 16:00
02/09/26	St. Johns Campus & NAVIT	Intermittent ISP service outages.	CellularOne	NO	02/10/26

IT DGB Update – September 2026

Mitigation Options

To mitigate future service disruptions, we are evaluating a couple redundancy solutions. The first option involves installing backup generators at the Taylor NATC and St. Johns NAVIT locations, Hopi and St. Johns campuses, and the new Kayenta campus to prevent downtime caused by prolonged power losses. We are collaborating with Facilities to determine what it would cost to install generators at these locations and will update the District Governing Board when we have that information.

The second option focuses on ISP-level redundancy by deploying Starlink satellite internet systems as failover support at the Taylor NATC and St. Johns NAVIT locations, Hopi and St. Johns campuses, and the current Kayenta campus (which can be relocated to the new Kayenta campus) so we have a backup when the main infrastructure lines go down. Implementing Starlink is projected to cost \$2,050 per location for equipment, plus a monthly service fee of \$155 for 500 GB of data. Under ideal conditions, Starlink delivers download speeds of 150-400 Mbps and upload speeds of 10-50 Mbps. Because Cisco recommends an upload speed of at least 10-20 Mbps for the equipment that we have in our Connected Classrooms, a single Starlink setup could potentially facilitate one to two simultaneous classes.

Additionally, we would need to purchase and install enterprise-grade routers and firewalls and acquire additional licenses to protect our network when operating through a Starlink setup. That level of equipment from Cisco is estimated to cost about \$20,000 per location. Further research and testing would need to be done before any final recommendation is proposed to the District Governing Board, but both of these mitigation options address the main reasons why these campuses and locations experience service disruptions, and if executed properly could drastically decrease these disruptions leading to campus closures and create a more consistent and reliable experience for our students.

Future Infrastructure Enhancements

As was presented to the District Governing Board earlier this year, NPC's IT division is exploring future infrastructure for campuses that have not benefited from the ISP circuit and microwave tower improvements. Specifically, we are evaluating options to improve bandwidth at our Hopi and Whiteriver campuses and the new Kayenta campus. We are evaluating several ISP options at the new Kayenta campus but we want to ensure that our selection not only meets the standards of quality that our IT division has set but also fully serve the students and staff in that area. Therefore, IT leadership will visit the current Kayenta campus and meet with staff. The staff's first-hand feedback will be critical in making the final recommendation to the District Governing Board. However, we wanted to preview what these improvements along with added redundancy with strategically placed Starlink systems might look like on paper.

The table on the following page is an example of what future upgrades and possible mitigation options through Starlink might look like.

IT DGB Update – September 2026

		DIA Lines		Circuits		Towers	Satellite	
		Mbps	Price	Mbps	Price	Mbps	Mbps	Price
North of I-40	Kayenta Campus	1,000	~\$2,500				400 + 50 ↑	\$155 *
	Hopi Campus			500	\$3,650		400 + 50 ↑	\$155 *
	Little Colorado Campus			1,000	\$600	1,000		
	Painted Desert Campus	7,000	\$2,600	3,000	\$800	1,000		
	- Admin Butte					1,000		
	Construction Building (old PAD)			1,000	\$600	918		
	- Dry Lake					1,000		
South of I-40	Silver Creek Campus			1,000	\$600	1,000		
	Taylor NATC			1,000	\$600		400 + 50 ↑	\$155 *
	St. Johns NAVIT			1,000	\$1,150		400 + 50 ↑	\$155 *
	St. Johns Campus			1,000	\$1,150		400 + 50 ↑	\$155 *
	White Mountain Campus	7,000	\$2,720	3,000	\$800	1,000		
	- Porter Mountain					731		
	Springerville Campus			1,000	\$1,150	1,000		
	- Greens Peak					731		
	- McKay's Peak					731		
	- Whiteriver Point					1,000		
	Whiteriver Campus			300	\$2,750	1,000		

Vendor Legend

Aviat	
Cellular One	
Sparklight	
Starlink	
Frontier	

Technical Services

Recent Accomplishments

We have finished upgrading more than 1,300 of our Microsoft Windows-based computers to Windows 11. This was a huge undertaking that was necessitated by Microsoft eliminating support for their older version of Windows. All of our ID badge printers have been replaced with modern printers and a cloud-based software solution which can print on both sides of the badge and are capable of printing on thicker RFID badges. The cameras used at each ID printing station has also been upgraded so better-quality portraits can be printed on these badges.

Current & Future Projects

We are currently in the process of completing a room-to-room inventory of the computer equipment at each campus. Although we are tracking the computers currently in operation and maintain a good inventory of equipment in our warehouse at PDC, affectionately called the Building Out Back (BOB), we know that there are small stockpiles of old equipment never returned to IT and peripherals that aren't being tracked. This effort to fully document and track all of the computer equipment at the

IT DGB Update – *September 2026*

college will allow us to better plan lifecycles and ensure that we are good stewards of this equipment that we have paid for with tax-payer money.

Although we have been working diligently to improve our network and internet infrastructure, we acknowledge that some of our students do not have access to high-speed internet at home. NPC recently raised our Media Fee from \$47 to \$50 and with that increase in fiscal year 2026-2027 we will be able to pilot a program to offer hotspots to students who are in need. Details of this program are being finalized but we hope to be able to provide hotspots from service providers in the area where eligible students live in the coming months.

The beginning of the Fall 2026 term was a bit hectic with all of the recent system and process changes, and while our IT staff did an admirable job helping students and faculty during those critical first few weeks, it is clear that we have some improvements to make both internally and with external partners. We have already begun reevaluating internal processes to identify areas where we can provide better support and we are starting discussions with external partners like NAVIT to better align our workflows so our students are better prepared on their first day of class. To further support the communities that we serve, we are also creating a cohort of IT leadership from high schools across our district. This initiative will not only ensure classrooms are operationally ready for concurrently enrolled students on day one, but it will also allow us to collaborate on broader IT issues and find new ways to support these schools, such as providing cybersecurity training to high school students.

Enterprise & Data Systems

Recent Accomplishments

In February, the District Governing Board approved the purchase of GuestVision, a new cosmetology school management platform. During the 2026 Summer Term, we coordinated closely with the Cosmetology department on implementing this new solution and migrating data from their old system and inventory of care products. The new platform also required new computers and hardware which were deployed to our LCC, WMC, and Springerville campuses. GuestVision was live and tested by the time NAVIT Cosmetology students started their first day this term.

IT DGB Update – *September 2026*

Current & Future Projects

With approval from the President and his Cabinet, we are implementing a Data Security Posture Management (DSPM) solution to proactively address auditor concerns regarding our ability to identify and classify institutional data in accordance with Procedure 2206. The platform will assist us in inventorying data repositories, classifying data assets, and identifying potential risks such as unknown or unmanaged data stores. The resulting insights will support IT's security and compliance efforts while also informing the college's broader data governance and data literacy initiatives

We have been working with the President and his Cabinet to identify departmental ownership of the various new ERP modules. Not having clear ownership of who owns configurations and processes and who is responsible for maintaining data integrity is a lesson learned from our decades using Jenzabar that we do not want to repeat. Now that, at least, preliminary ownership has been identified, we are moving forward with planning an ERP Process & Student Journey Workshop on Thursday, September 24th with the intent of gathering leadership and key members of the various departments to a room where we can map our students' journey in real time and walk through all of the processes that support our students. The goal is to better understand how the pieces fit together, clarify roles and handoffs, identify gaps or pain points, and make sure we have a shared understanding of how our processes are intended to work.

Enterprise Resource Planning

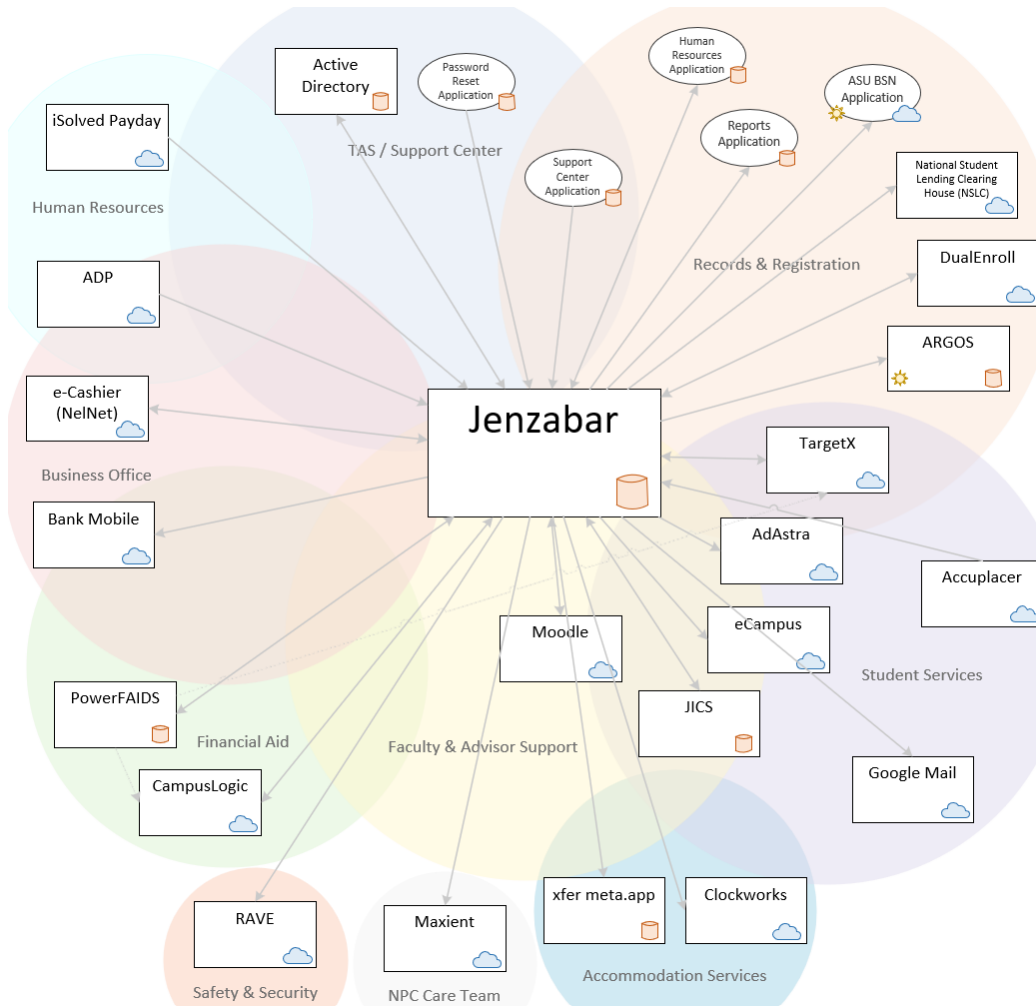
Reaching Milestones

As has been the case for the past several months, there has been a flurry of activities surrounding the Enterprise Resource Planning (ERP) project, affectionately referred to as project EmpowerED. Before we get into specific project EmpowerED-related updates, I want to acknowledge that the college has transitioned from what was a bloated and complex ERP ecosystem to a more feature rich and sustainable ecosystem that is approximately 50% smaller than what we had before. While we are still stabilizing the system and finalizing critical integrations, this significant reduction in our infrastructure footprint is a major milestone. We still have work ahead of us, but this streamlined foundation puts us firmly on target to deliver an improved student experience for years to come.

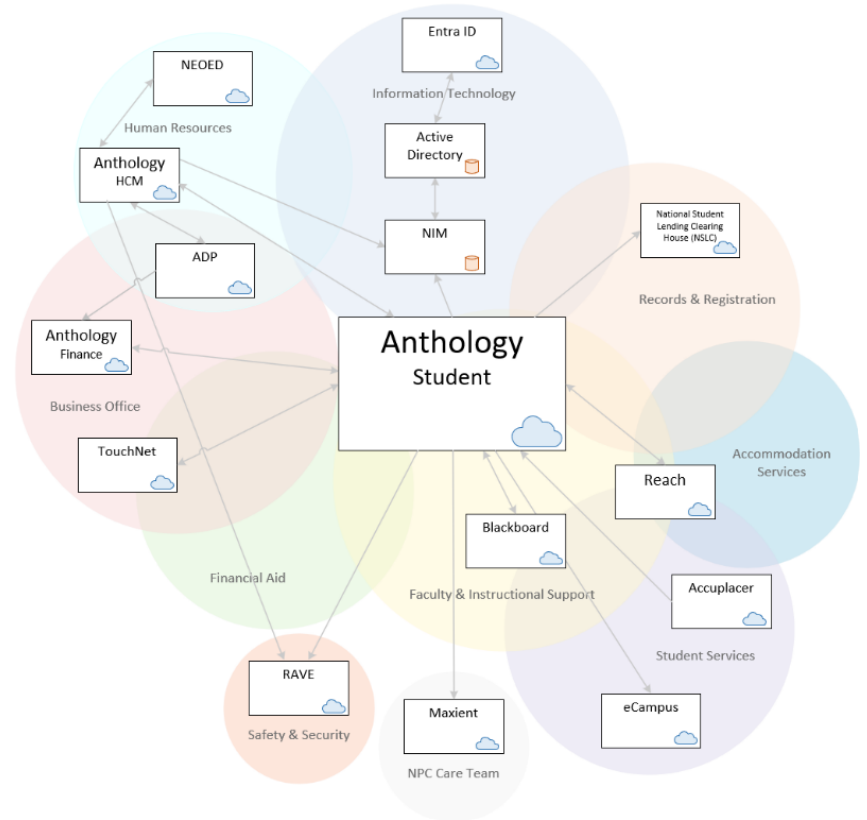
The diagrams on the following page visually compare our former or legacy ERP ecosystem and our current or modern ecosystem.

IT DGB Update – September 2026

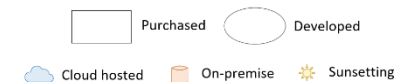
Legacy Ecosystem



Modern Ecosystem



Legend



IT DGB Update – *September 2026*

Another milestone that we recently hit was the go-live of Faculty Workload Management (FWM) Phase 1 on Monday, August 31st along with its integration between Anthology's Finance, HR, and Payroll (FHP) system and our Anthology Student Information System (SIS). This launch unlocks new process for Dean's Assistants to calculate, validate load, send contracts to faculty and Deans and HR for signature, and automating earning lines for payroll. The implementation of FWM's Phase 2 runs from this Fall through next Spring. It will connect course data to automatically calculate capacity overloads and integrate with ADP to automate payroll uploads.

Current Challenges

Although we have reached some important milestones, we need to acknowledge that our journey has not been smooth and that we continue to face challenges. The integrations connecting many of the Several key integrations are still being worked on and were reported during August's District Governing Board meeting. Two of those integrations still under development that were discussed are the integrations between Anthology and RAVE. It is paramount that our students and staff are notified of campus closures or emergencies. So, while although these RAVE integrations are still being worked on, we built a semi-automated interim solution that uploads active student contact information on a daily basis and employee data bi-monthly in alignment with NPC's hiring schedule.

We are actively monitoring integrations and coordinating next steps with Ellucian Managed Services and the Ellucian Project Team. Because rapid progress is being made daily to stabilize our new ERP system, the remainder of the Project EmpowerED update will be provided verbally during the September 2026 District Governing Board meeting. Given how quickly the landscape is shifting, a real-time verbal update is necessary to ensure the Board receives the most accurate, precise, and up-to-date picture of where the project stands.



Northland Pioneer College

Strategic Planning & Eliminating Silos

Supporting HLC Expectations Through Building an
Integrated Planning Framework

District Governing Board

September 2026

THE BIG PICTURE

An Integrated Planning Framework



Integrated
Planning



Measurable
Outcomes



Centralized
Evidence



Stronger
Accountability

NPC INTEGRATED PLANNING UMBRELLA

One Mission. Shared Direction. Aligned Impact.



Every plan supports the strategic priorities. Together, we strengthen Northland and transform lives.

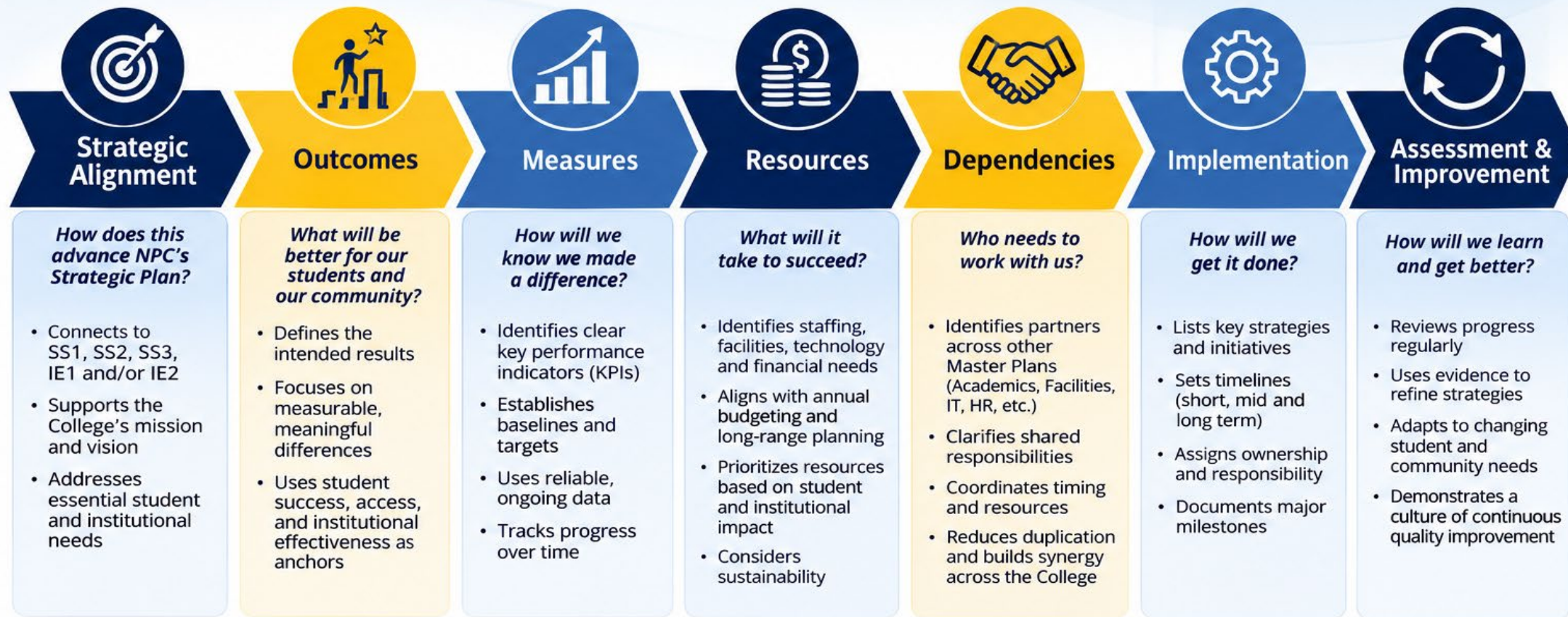


Northland Pioneer College

NPC Integrated Planning Framework

One Plan. One Direction. A Stronger NPC.

Every NPC Master Plan answers the same institutional questions:



Integrated Plans. Measurable Results.

Aligning our people, resources and work to expand minds and transform lives.

Strategic Alignment

Every Master Plan Connects to the Other Plans and to the Strategic Plan

Start with NPC's
Integrated Planning
Toolkit

Use the workbook to
connect Master Plan to
NPC's Strategic Plan

Include Outcomes,
resources needed, &
accreditation evidence

Connect Master Plan
activities & goals to
other Master Plans &
departments

Use workbook for review
and documentation

Alignment Crosswalk & KPI Example*

Functional Area/Master Plan	Master Plan Priority & Activity	Supported NPC Strategic Initiative	Cross-Plan & Dept Dependency	Alignment Type	KPIs / Outcomes	Status	Evidence
IT	Data Governance, integrity, classification & DSPM	IE2	IE, HR, Finance, Academics, Registrar, Financial Aid	Direct	Adoption; process time; data-quality exceptions; training completion	Started SP26 	Reports, surveys
Academics	1.5: Distributing Workforce Data	SS2.4 IE1.1, 1.3	IE, Marketing, Student Services, Workforce Dev., Career Services	Supporting	Annual Distribution Completed	Begin SP27 	Distribution Records

*Full crosswalks will be created for all Master Plans

ONE LOCATION. ONE SOURCE OF TRUTH.

SharePoint – Our Central Hub

-  Home
-  Strategic Plan
-  Master Plans
-  KPI Dashboards
-  Procedures
-  HLC Evidence
-  Resources
-  Reports



Quick Links



 Mission Keep student success at the center of every decision.	 Collaboration Strategic planning is a shared responsibility across the college.	 Continuous Improvement Use data, assessment, and planning to strengthen programs and services.	 Accreditation Excellence Demonstrate quality through ongoing improvement--not just during accreditation visits.
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MANAGING OUR PROCEDURES

A Consistent, Transparent Process



1

DRAFT

Procedure is created



2

REVIEW

Stakeholders provide input



3

APPROVAL

Leadership approves procedure



4

PUBLISHED

Procedure is published and communicated



5

ANNUAL REVIEW

Procedure is regularly reviewed



6

REVISION

Updates are made and documented



CONSISTENCY

Standardized process across the college



ACCOUNTABILITY

Clear roles and responsibilities



VERSION CONTROL

Current, accurate information maintained



COMPLIANCE

Meets HLC expectations and regulatory requirements



CONTINUOUS IMPROVEMENT

Procedures evolve to support institutional effectiveness

STRONGER TOGETHER

From Disconnected to Integrated

BEFORE

- ✗ Separate planning documents
- ✗ Manual reporting
- ✗ Scattered evidence
- ✗ Difficult to see alignment
- ✗ Reactive accreditation



AFTER

- ✓ Integrated planning framework
- ✓ KPI dashboards & real-time data
- ✓ Centralized evidence repository
- ✓ Clear alignment across all plans
- ✓ Continuous readiness for HLC

LOOKING AHEAD

Our Next Steps



Complete remaining Master Plan Crosswalks
Summer 2026 - Fall 2026

Develop annual Strategic Plan progress report
Fall 2026

Expand outcome reporting & executive dashboards
Fall 2026 – Spring 2027

Continue procedure review cycles
Ongoing

Support HLC assurance & evidence collection
Ongoing

“

We are building an integrated planning system where our Strategic Plan, Master Plans, assessment, procedures, and accreditation evidence all support on another.

This creates greater transparency, strengthens accountability, and ensures Northland Pioneer College is continuously prepared to demonstrate institutional effectiveness.

RECRUITMENT UPDATE - SEPTEMBER 2026



Northland Pioneer College

COMMUNITY RECRUITERS

- **Dawayne Bahe, Community Recruiter North**
 - Painted Desert Campus (Holbrook)
 - Holbrook, Winslow, Joseph City, Hopi, Kayenta, Chinle, Window Rock, Ganado,
- **Samuel McDowell, Community Recruiter South**
 - Silver Creek Campus (Snowflake)
 - Snowflake, Show Low, St. Johns, Springerville/Eager, Whiteriver

JUNE 2025 TO JUNE 2026

NORTHERN COMMUNITY & HS EVENTS ATTENDED

- Round Chapter Summer Youth Presentation
- NN Headstart Recruitment Series
- NN Veterans Stand Down Event
- Ganado Unified School District Parent Day
- Kayenta Flea Market Outreach
- Pinon HS Parent Summit
- Nextwave Interactive Career Fair
- Whitecone Chapter Summer Youth Presentation
- Kayenta Justice Day
- Second Mesa Day School College/Career Fair
- Navajo County Fair
- Community Flea Markets
- NABI (*Native American Basketball Invitational*)
- Hopi Community Day
- Job/Training Expo @ Chinle High School
- MVHS College/Career Fair
- Ganado HS College/Career Fair
- Window Rock HS College Fair
- Chinle High School College/Career Fair
- Many Farms HS College Fair
- Hopi Jr/Sr HS College/Career Fair
- Winslow Health Conference
- Kayenta IHS Health/Career Fair
- Shonto Prep College Fair

RECRUITERS – WHAT WE TALK TO THE STUDENTS/COMMUNITY ABOUT

- **Tuition & Fee**
 - Cost comparison
 - Fees
 - Free Summer Tuition
- **Admissions Process**
 - Where and how to submit application
 - Required documents
 - Setting up student portal, making an appointment with an advisor
- **Programs**
 - What are their interest, length of programs, degree tracks
- **Financial Aid & Scholarships**
 - Funding during your college years
- **Other college related information**

INFORMATION MOST ASKED ABOUT FROM THE STUDENTS AND COMMUNITY

- On Campus Housing
 - Student living rural areas that don't have transportation
 - Students living more than 30 miles away from campuses
- Allied Health
 - C.N.A.
 - Medical Assistant
 - Phlebotomy
- Science Labs at Kayenta
 - For students who need Science courses as a pre-requisite requirement
- Welding
- Education
- GED/HSE

CHALLENGES & BARRIERS

■ Prospective Students

- Wi-Fi/Technology
 - Not all families have WiFi, most of them will use their personal cell phones
- Transportation
 - Some families will have one transportation that the whole family uses or vehicle not reliable
- Housing
- Online verses In-Person Classes
 - Reliable connectivity and transportation
- Lab Requirements
 - Students to travel to the nearest campus (PDC/LCC)
- Child Care
- Financial
 - Student may not qualify for Financial Aid

CHALLENGES & BARRIERS

■ Recruitment

- Distance
 - Due to large distances in the north, recruiter uses own vehicle to prevent wasting time driving to a campus to obtain a fleet vehicle and drive to an event. As this creates a financial burden and in attending events.
- Personal Vehicle Usage
 - Recruiter uses personal vehicle for hauling NPC equipment to events, such as canopy, tables, chairs, promo bins, etc.
- Weather (winter season)
- Same day events
 - High Schools and Communities schedule events on the same day
 - Recruitment works with advisors in designated area to attend/cover events

UPCOMING EVENTS

- **AZDOHS NextGen Cyber Summit**
 - September 9, 2026
- **FUSD College Fair & College Expo**
 - September 24, 2026
- **Pinon HS College Fair**
 - September 24, 2026
- **Hopi Economic Summit 2026**
 - September 28, 2026
 - With SBDC

WEBEX NPC EVENT HUB

- Community and High School events posted here for NPC to be part of and get involved.







Navajo County Community College District Governing Board Regular Meeting Minutes

August 18, 2026 – 10:00a.m.

Northland Pioneer College Painted Desert Campus
Tiponi Community Center Board Room
2251 East Navajo Boulevard, Holbrook, AZ 86025

Governing Board Members Present: Chair Everett Robinson; Mr. Porter Black; Ms. Rosie Sekayumtewa; Ms. Kristine Laughter; Derrick Leslie (Remote – left at 11:00am)

Governing Board Members Absent: None

Others Present: President Von Lawson; EVPLSS Michael Solomonson; VPAS Maderia Ellison; VPHR Nicole Ulibarri; AVP Michael Jacob; AVP Rich Chanick; Julia Wilson; Josh Rogers; Horacio Luna; Rennie Gonzales; Dr. Alexander Henderson; Dr. Michael Broyles; Pat Lopez; Francis Skibicki; Chelsea Wood; Justin White; Russell Kupfer; Colleen Marsh; Jeff Strong; Julia Strong; Betsy Ann Wilson; Ed Wilson; Craig Boston; Elaine Young; Jennifer Russell; Gary Moulton; Laura Singleton; NAVIT Superintendent Matt Weber

Remote Attendees: Lia Keenan; Dr. Farah Bughio; Jessica Kitchens; Norvita Charleston; Dr. Jeri Lastine; Tia Owens; Rhonda Paladino; Erika Lord; Dr. Alexandria Stritmatter; Candace Morehouse; Barbara Dixon; Karen Zimmeman; Jennifer Brimhall; Rickey Jackson; Jesse Reeck; Scott Waite; Chun-Hung Wang; Rebecca Sweet; Pat Lopez; Kenneth Coggin; Dr. Wei Ma; Jeanette Hancock; Luann Crosby; Susan Jensen; Daphne Brimhall; Brynna Johnston; Muriel Metcalf; Talaina Kor (Painted Desert Tribune); Katie Matott; Benjamin Turner; Rebecca Hunt; Libby James; Jodie Humphrey; Dr. Jeremy Raisor

Agenda Item 1: Call to Order and Pledge of Allegiance

Chair Robinson called the meeting to order at 10:00 a.m. and led the Pledge of Allegiance.

Agenda Item 2: Adoption of Agenda

Chair Robinson recommended Agenda Items 6, 7, 8 be moved to follow Agenda Item 3 to accommodate Mr. Leslie's schedule. The Board agreed and the modified agenda was approved.

Agenda Item 3: Call to the Public

Ed Wilson requested and received permission to address the Board. The Board did not comment on the statements, but will consider the matters at a future meeting.

Agenda Items 6, 7, 8 were moved to follow Agenda Item 3

Agenda Item 6: Consent Agenda

- A. June 16, 2026 Regular Board Meeting Minutes (Julia Wilson)
- B. July 10, 2026 Special Board Meeting Minutes (Julia Wilson)
- C. July 28, 2026 Special Board Meeting Minutes (Julia Wilson)
- D. July 10, 2026 Special Board Meeting Executive Session Minutes (Chair Robinson)
- E. July 28, 2026 Special Board Meeting Executive Session Minutes (Chair Robinson)

Chair Robinson called for the vote to approve the Consent Agenda as presented. Mr. Black, Ms. Sekayumtewa, Ms. Laughter and Chair Robinson voted in the affirmative. Mr. Leslie left the meeting at 11:00 – he was not present for this vote. There were no votes against.

Navajo County Community College District Governing Board Regular Meeting – 08/18/2026 – Page 1 of 11



Northland Pioneer College

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Agenda Item 7: For Discussion and Possible Action

7.A. Old Business

There was no old business to review.

7.B New Business

7.B.1 Request to approve lease in Springerville

VPAS Ellison requested the Board approve a 5-year lease agreement for the facilities in Springerville.

Chair Robinson called for the vote to approve the 5-year lease agreement for the facilities in Springerville with Mr. Black, Mr. Leslie, Ms. Sekayumtewa, Ms. Laughter and Chair Robinson all voting in the affirmative. There were no votes against.

7.B.2 Request to approve Ellucian Contract for the Office of Institutional Effectiveness

VPAS Maderia Ellison requested the Board approve a contract with Ellucian for managed services for the Office of Institutional Effectiveness.

Chair Robinson called for the vote to approve a contract with Ellucian for managed services for the Office of Institutional Effectiveness in the amount of \$78988.58 with Mr. Black, Ms. Sekayumtewa, Ms. Laughter, Mr. Leslie and Chair Robinson all voting in the affirmative. There were no votes against.

7.B.3 Request to approve annual Managed Services with HyeTech

AVP Michael Jacob requested the Board approve the annual contract for Managed Services with HyeTech. Ms. Laughter asked for additional clarification on the scope of services that HyeTech provides. Mr. Jacob explained that HyeTech assists with network issues and outages and that internet service outages are outside of the scope of this contract/provider. Mr. Jacob noted that the contract price has gone up since last year, but that the subscription services included in the contract are an upgrade from previous years. He noted that our previous subscription service plan was no longer available.

Chair Robinson called for the vote to approve the annual contract with HyeTech for managed services in the amount of \$73,350 with Mr. Black, Ms. Sekayumtewa, Ms. Laughter, Mr. Leslie and Chair Robinson all voting in the affirmative. There were no votes against.

7.B.4 Request to approve annual Microsoft Volume Licensing

AVP Michael Jacob requested the Board approve the Annual Microsoft Volume licensing agreement for 2026-2027.

Chair Robinson called for the vote to approve the annual contract for Microsoft Volume Licensing in the amount of \$83471.69 with Mr. Black, Ms. Sekayumtewa, Ms. Laughter, Mr. Leslie and Chair Robinson all voting in the affirmative. There were no votes against.



7.B.5 Request to approve design fees for library renovations

Director of Facilities and Transportation Justin White requested the Board approve design fees for library renovations across multiple campuses. Ms. Sekayumtewa asked if these renovations were just for campuses. Mr. White explained that the renovations would start in the campuses because they are the same exact building. He also noted that the campus in Hopi already has the right setup and the other campuses do not.

Chair Robinson called for the vote to approve the design fees for library renovations with SPS+ Architects in the amount of \$143,554 with Mr. Black, Ms. Sekayumtewa, Ms. Laughter, Mr. Leslie and Chair Robinson all voting in the affirmative. There were no votes against.

7.B.6 Request to approve additional design fees for the Winslow Cosmetology project

Director of Facilities and Transportation Justin White requested the Board approve design fees for the Winslow Cosmetology project. Mr White explained that these fees were related to taking underground core samples of the existing building to ensure everything is structurally sound. He noted that there are 90% plans of this construction project available for the Board to review.

Chair Robinson called for the vote to approve the additional design fees for the Winslow project with SPS+ Architects in the amount of \$73,800 with Mr. Black, Ms. Sekayumtewa, Ms. Laughter, Mr. Leslie and Chair Robinson all voting in the affirmative. There were no votes against.

7.B.7 Request to accept funds from Arizona Public Services

AVP Rich Chanick requested the Board accept \$25000 from Arizona Public Services to support the matching funds needed for the NATC track repaving.

Chair Robinson called for the vote to accept the funds from Arizona Public Service with Mr. Black, Ms. Sekayumtewa, Ms. Laughter, Mr. Leslie and Chair Robinson all voting in the affirmative. There were no votes against.

7.B.8 Presidential Directives from the Board

Chair Robinson presented Dr. Lawson several directives from the Board.

The board entered Executive Session at 10:33 a.m. and returned to public session at 11:57 a.m.

7.B.9 Executive Session 1

Pursuant to Arizona Revised Statute 38-431.03(A)(1) the Board may vote to enter Executive Session for discussion or consideration regarding the employment, assignment, promotion, salary, demotion, dismissal, disciplining, or resignation of a public officer related to President Lawson.

7.B.10 Executive Session 2

Pursuant to Arizona Revised Statute 38-431.03(A)(4) the Board may vote to enter Executive Session to consider its position and instruct its attorneys regarding pending litigation.



7.B.11 Action from Executive Sessions 1 & 2

No actions were taken from Executive Session 1 & 2.

Agenda Item 8: DGB Agenda Items and Informational Needs for Future Meetings

Chair Robinson asked the Board to consider moving the October meeting to October 27th. Chair Robinson commented that there would be a report on the Expenditure Limit at the September meeting.

The regular meeting agenda proceeded with Agenda Item 4.

Agenda Item 4:

4.A Standing Presentations

4.A.1. Financial Position

Vice President Ellison provided the Board an update on financial results for the period July 1 through June 30.

- General Fund
 - General Fund revenues were approximately \$41.5–\$41.6 million, compared with a budget of approximately \$40 million.
 - Tuition and fee revenue was approximately \$3.6 million, below the budgeted \$4.1 million and below the prior year's approximately \$4.8 million.
 - Finance staff believed the missing student-system integration could account for roughly \$1 million of the apparent tuition and fee shortfall.
 - State maintenance and operations funding was approximately \$1.425 million, about \$5,000 below the budgeted amount.
 - Equalization and rural aid were generally in line with budget.
 - Investment income was somewhat higher than anticipated, in part because funds associated with the Kayenta project remained invested longer than expected due to project delays.
 - Grants and contracts were generally close to budget and somewhat higher than the prior year.

VPAS Ellison noted that General Fund expenditures were approximately \$36.2 million, leaving an excess that would contribute to fund balance. The presentation emphasized that the college was managing expenditures in accordance with the approved annual budget.

- Unrestricted Grant Fund
 - Unrestricted fund showed approximately \$9.5 million in revenues and \$9.4 million in expenditures.

VPAS Ellison noted that staff were still working through accruals associated with construction projects and delayed ERP-related invoices. Approximately \$6 million remained available for Winslow/LCC construction activity, with the original construction budget around \$14.7 million but expenditures currently around \$9.3 million. The unspent amount was primarily associated with construction activity that had not yet occurred.

- Restricted Grant Fund
 - Restricted revenues were approximately \$8.8 million, compared with a budget of \$7.4 million. Expenditures were approximately \$6.2 million. The difference was



partly attributable to grant funds received in advance, including a grant that did not operate on the typical reimbursement model.

- **Auxiliary Fund**
 - The auxiliary fund produced approximately \$400,000 in revenue, compared with a budget of about \$700,000. Delays in the CDL program and the lack of integration between the student module and general ledger contributed to the lower amount. Cosmetology retail activity was also included in the auxiliary fund and was expected to be more accurately reflected after the system issues were resolved.
- **Financial Reporting**
 - Total cash inflows were approximately \$60.3 million, compared with \$50.8 million at the same point the previous year. Cash used was approximately \$52.2 million, compared with \$44.6 million the prior year, resulting in net cash used of roughly \$8 million. Delays in planned expenditures meant that some funds would remain in fund balance.
 - The Board was also cautioned that future comparisons will become more complicated because NPC has historically reported much of this information on a cash basis and then converted it to accrual accounting at year-end. With Anthology, certain components are being handled on an accrual basis throughout the year. Consequently, FY2027 financial reports will not necessarily be directly comparable with FY2026 reports without additional explanation.
 - Property-tax receipts were reported as following the institution's historical pattern. Two major annual reports, the Annual Comprehensive Financial Report (ACFR) and the Single Audit Report were issued toward the end of February.

4.A.2. NPC Student Government Association (SGA)

No report.

4.A.3. NPC Faculty Association

No report.

4.A.4. Classified and Administrative Staff Organization (CASO)

No report.

4.A.5. Northland Pioneer College (NPC) Friends and Family

NPC Friends and Family Director Jesse Reeck presented the Board with an update on NPCFF activities.

Key activities included:

- Clean audit with no findings.
- For fall 2025, spring 2026, and summer 2026, it had provided approximately \$251,630.85 in student support, including:
 - Scholarships:
 - Testing fees
 - Emergency funds
 - Grants and other forms of assistance

A new Kick Start Scholarship was piloted during the summer. The Board had approved \$2,500 awards, and all 20 available awards were distributed to new students or students returning to NPC after an absence. Additional specialized scholarships were also awarded, including awards associated with nursing, massage therapy, graduates, and first responders.

Navajo County Community College District Governing Board Regular Meeting – 08/18/2026 – Page 5 of 11



Northland Pioneer College

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The organization also discussed a renamed White Mountain Fallen Firefighters Scholarship and additional support from the Darren Reed Foundation, which committed to five \$1,500 awards each semester for first-responder students. These awards support students pursuing firefighting and EMT/paramedicine education.

Upcoming scholarship and transportation-grant applications were also announced. The organization reported a particularly successful silent auction and expressed appreciation for the support of NPC's classified and administrative employees.

The report also promoted the upcoming Pedal the Petrified cycling event scheduled for September 26, with continued opportunities for riders, volunteers, food donations, and supplies. Several community organizations and sponsors were recognized for supporting the event.

4.A.6. Human Resources

VPHR Nicole Ulibarri presented the Board with an update on HR activities.

Highlights included:

- **Emeritus Award for Jeff Strong:**
Jeff Strong, a mathematics faculty member, served NPC for approximately 12½ years and had accumulated approximately 38 years of teaching experience overall. Strong expressed appreciation for the recognition and said he intended to continue teaching. He planned to work as an adjunct during the coming year and potentially return in the future. He spoke warmly about NPC, his colleagues, administration, and the opportunity to work with students.
- **Employee Turnover**
 - HR reported that the college had recently conducted its largest new-employee orientation of the year, reflecting significant hiring activity.
 - The final employee census showed an approximately 8.98% turnover rate, slightly lower than the previous year. HR indicated that more detailed turnover information by employment category would be available once additional external data were published.
- **Training and Development**
 - NPC launched an all-college NeoEd system orientation on August 10. The initial training was intended to familiarize employees with the new system, and completion was expected by September 10.
 - Supervisor training was scheduled for August 26 to help supervisors:
 - Navigate NeoEd
 - Monitor employee training completion
 - Work with employees on training requirements
- **Employee Wellness**
 - Approximately 50 employees were regularly using services at Thrive. HR was exploring ways to make the wellness program more accessible to employees outside the Show Low area.
 - Upcoming wellness activities included:
 - A back-to-school sound bath at Silver Creek
 - A “Building a Healthier Brain” program broadcast from the White Mountain campus
 - A new Thrive employee website/portal for centralized wellness information



- Ms. Laughter specifically asked whether wellness services were reaching employees in outlying communities. Ms. Ulibarri responded that Thrive had already conducted two events at each NPC location and had received positive responses from employees.

4.A.7 Construction Report

Director of Facilities Justin White presented the Board with an update on various construction projects.

- Kayenta
 - The project had progressed to the point where the walls were up and crews were preparing to begin the third lift of scaffolding, following two previous four-foot lifts. Structural beams were being installed to support the building's interior meeting areas.
 - A beam-signing ceremony was planned for August 31 at noon. Faculty, staff, Board members, and others would have an opportunity to sign a structural beam before it was installed, creating a permanent record of those involved in the project. The college also hoped future graduates would have opportunities to sign the beam.
 - Because the site was active construction, participants were required to wear hard hats and closed-toe shoes. The project was reported to be progressing well, with no significant complaints from the nearby hospital or people traveling the adjacent road.
 - A brief discussion also addressed road conditions near the project, including flooding and the condition of a shortcut road. An alternate route was suggested as a safer and smoother option.
- Winslow Cosmetology
 - The Winslow project had reached approximately 90% plans. The college was considering several procurement approaches:
 - Issuing an RFP for contractor bids;
 - Asking the existing construction manager at risk to undertake the work; or using an existing job-order contractor.
- Library
 - The library project remained in the planning/drawing phase. Discussions were continuing regarding proposed changes, with additional information expected at a future Board meeting

4.A.8. Leadership Council

No report.

4.A.9 ERP Implementation Update

Project Manager Colleen Marsh presented an update to the Board on the ERP Implementation Project.

Ms. Marsh emphasized that substantial progress had been achieved despite an unusually difficult implementation environment. The project involved replacing approximately 50 years of historical data, customized processes, and legacy systems. The institution also experienced changes in personnel, leadership changes, loss of institutional knowledge, changes in implementation partners, and significant reductions in vendor resources.

Ms. Marsh characterized NPC's ability to reach multiple successful go-lives despite those circumstances as a major institutional accomplishment.

- Successful Integrations

Navajo County Community College District Governing Board Regular Meeting – 08/18/2026 – Page 7 of 11



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- Many of the ERP-related systems were live and functioning. Successful integrations included connections involving:
 - Student information
 - Blackboard
 - National Student Clearinghouse
 - Maxient
 - E-campus/bookstore functions
 - Other student-related systems

Ms. Marsh stated that approximately six of these integrations were live, with the major remaining issue involving the Rave emergency-management integration.

- Major Risks
 - The most significant concern was the group of **Finance, HR, and Payroll (FHP)** integrations.
 - HR to ADP
 - Finance to ADP
 - NeoEd to HR
 - Finance/HR/Payroll connections with the student system
 - Faculty workload and payroll-related integrations

Several of these systems had been designed or partially developed but were not yet fully operational. Some had been tested and revealed issues requiring vendor resources that were no longer available.

A major problem was the loss of Anthology/Ellucian developers and integration specialists. The vendor reportedly had no available internal “bench” resources capable of immediately taking over some of the work. This was directly affecting the timeline.

- Budget Implications

The ERP project budget had been developed before the college knew about the extent of vendor staffing reductions and other changes. Consequently, expenditures expected to occur during the previous fiscal year were being shifted into the current fiscal year. Ms. Marsh explained that this did not necessarily mean the overall project budget approved in 2023 had been increased; rather, expenses and the project timeline were shifting between fiscal years because reduced vendor resources were extending the schedule. Additional budget requests could nevertheless become necessary.

Ms. Laughter questioned why NPC was having to perform manual work when the vendor was contractually responsible for developing automated integrations. The Board member also asked whether NPC should receive a refund, discount, or other concession for services that had not been delivered as expected.

VPAS Ellison explained that the college was actively discussing potential concessions with Anthology. Over approximately eight months to a year, senior college leaders had been communicating with Anthology ownership regarding:

- Monetary concessions
- Refunds or discounts
- Additional vendor support
- Additional resources needed to complete the project

The Board was particularly concerned about the delayed Rave integration because Rave is the emergency-notification system used for emergency alerts, cancellations, campus closures and other urgent closures. The Board emphasized that student safety should make completion of the Rave integration a high priority.



VPAS Ellison clarified that NPC still had emergency notification capability. The issue was that new student information could not yet flow automatically into Rave. Staff were manually exporting student information and uploading it into Rave, using essentially the same process that had existed under the previous system.

Ms. Marsh stated that Rave was the top priority on the student-side integration list. Once the design was approved and vendor development resources were assigned, development, testing, and go-live could potentially take one to two months, although no firm completion date was provided.

VPAS Ellison also identified concerns with:

- Finance reporting
- Permissions and access rights
- Customized financial reports
- The ability of employees to operate efficiently in the new system
- Remaining integrations
- Vendor staffing and support

VPAS Ellison noted that some reports were available, but there were still permission issues that could allow individuals to see information they should not have access to.

The Board reiterated its expectation that NPC receive everything it paid for under the Anthology contract and that management pursue appropriate remedies for gaps or delays.

VPAS Ellison acknowledged that implementation would require continued close monitoring and that employees would need additional time to become fully proficient with the new system even after technical issues were resolved.

5.A.10 External Relations

AVP Rich Chanick began his report to the Board by introducing the Director and Staff of the Small Business Development Center.

SBDC Director Craig Boston presented the Board the following information:

- SBDC performance at approximately 136% of its four performance goals established by the U.S. Small Business Administration and the Arizona State Board.
- Local client satisfaction was extremely strong
 - 100% of surveyed clients indicated SBDC staff were welcoming, respectful, and responsive.
 - 91.8% strongly agreed that their meeting with SBDC was worth their time.
 - **97.9%** strongly agreed that SBDC personnel were knowledgeable and expert in helping with their businesses.
- The SBDC director emphasized that the center assists entrepreneurs with starting businesses, overcoming challenges, growing existing businesses, and creating jobs throughout northeastern Arizona. He also emphasized that the center's success is closely tied to NPC's role as its host.

The Board expressed appreciation for the SBDC's contribution to the region.

AVP Chanick then provided an External Relations update to the Board.

- Government Official Visits
 - Congressman Crane recently toured NPC and experienced the CDL simulator. The visit was described as very positive, and the Congressman's staff indicated an openness to future discussions about congressionally directed spending.
 - The college was also preparing for a visit from Dr. Coral Evans, Northern Arizona Director for Senator Mark Kelly. Dr. Evans plans to engage in discussion concerning



- nursing and potential medical facilities in Winslow, including meetings with government and health-care representatives.
- **Grant Funding**
 - NPC received an opportunity to increase its request under a rural health transition grant from approximately \$1.2 million to as much as \$2 million.
 - Administration emphasized that the larger request did not guarantee a larger award, but the invitation to increase the request was viewed positively.
 - The college was also considering a **\$25,000 request** from NPC Friends & Family to support the NATC program. That request had been tabled, and administration expected to report back on its status.
- **Community Outreach**
 - NPC planned to reinstitute a Volunteer Income Tax Assistance program, with services extending throughout the college's geographic service area, including Kayenta, Hopi, and other outlying locations.
 - Additional outreach would include participation in community holiday activities and the upcoming Hopi Economics Summit.
- **Health-Care Partnerships**
 - Administration reported plans to meet with:
 - Winslow Indian Health Center
 - Hopi Health Center
 - Kayenta Health Center
 - Sage Memorial Hospital
 - Little Colorado Medical Center
 - Summit Healthcare

AVP Chanick reported that the goal was to better understand the region's medical workforce and training needs and determine how NPC could respond through its programs.

The college was also becoming involved earlier in planning for major infrastructure projects, including water facilities associated with the White Mountain Apache Tribe. Administration emphasized that being involved during the planning stage would allow NPC to identify workforce and educational opportunities before projects were fully underway.

4.A.11. Chief of Staff

Dr. Lawson asked for Ms. Hunt be excused from this meeting and stated that she will provide an update to the Board in September.

4.A.11. ACCT Federal and State Update

Chair Robinson reported that Mr. Leslie had to leave the meeting so no report was available.

Agenda Item 5: President's Report

Dr. Lawson highlighted the completion and implementation of NPC's strategic plan. Strategic priorities were being implemented across the district, with institutional leaders and cross-functional teams involved in the work.

The President identified several accomplishments:

- **Institutional Strengthening**
 - NPC had continued efforts to strengthen its institutional foundation and improve the use and quality of data.
- **Accreditation Readiness**



- The college had advanced its accreditation readiness by cross walking institutional processes against strategic plans and ensuring that areas without appropriate strategic plans were developing them. The Board was told that a more comprehensive presentation would be provided at the next meeting.
- Student Spaces
 - NPC had begun transforming student spaces, including library improvements. The President also reported that the college had advanced discussions concerning student housing/living arrangements, with a proposal expected from Director White in September.
- Facilities and Construction
 - Dr. Lawson referenced the ongoing Kayenta work and planned Winslow cosmetology improvements as examples of strategic facilities decisions.
- Financial Strength
 - The President emphasized NPC's continued financial strength and its status as a debt-free institution, crediting the finance leadership and employees throughout the college for maintaining that position.

Dr Lawson closed by recognizing the contributions of faculty, classified professionals, administrators, directors, and other employees and expressed strong optimism about NPC's upcoming year. He also emphasized the college's continued commitment to legal compliance, transparency, accountability, and sound governance.

Agenda Item 9: Board Report/Summary of Current and Upcoming Events

Dr. Coral Evans Visit – August 24, 2026

High Country Barbershop Concert – August 29, 2026

Kayenta Beam Signing – August 31, 2026

Caregivers Conference – September 25, 2026

Pedal the Petrified – September 26, 2026

Ms. Sekayumptewa requested information on NPC's recruiters and their activities to be presented at the next Board meeting.

Agenda Item 10: Announcement of Next Regular Meeting

Chair Robinson announced the next regular meeting of the DGB would be held September 15, 2026.

Agenda Item 11: Adjournment

Chair Robinson declared the meeting adjourned at 1:16 p.m.

Respectfully Submitted,



Julia Wilson

Recording Secretary to the Board

