



Northland Pioneer College

STRATEGIC PLAN 2025-2030



PO Box 610, Holbrook, Arizona

(800) 266-7845

www.npc.edu

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Message from the President



Dr. Von Lawson
President, Northland Pioneer College

Northland Pioneer College (NPC) stands at a pivotal moment—one shaped by both urgent challenges and extraordinary opportunity. Serving a vast and diverse region across Navajo and Apache counties, NPC is uniquely positioned to transform lives

through education while strengthening the economic, civic, and cultural fabric of Northeastern Arizona. This strategic framework reflects our commitment to student-centered excellence, institutional integrity, innovation, and deep community partnership.

At the heart of this plan is an unwavering focus on **enduring student success**. Current data underscore the need for decisive action: NPC's student retention and persistence rates lag behind peer institutions, and students consistently identify barriers such as childcare, transportation, financial instability, and limited access to support services as obstacles to completion. In response, NPC will implement targeted, data-informed, and student-centered initiatives that prioritize relational advising, guided pathways, high-impact educational practices, expanded childcare and transportation access, and a culture of care and belonging. By 2030, our goal is to achieve a 72% term-to-term persistence rate, increase credential and degree completion, and significantly improve student satisfaction.

Complementing these efforts is a strategic emphasis on **enrollment growth and access**. As public perceptions of higher education shift and competition for traditional students intensifies, NPC will strengthen recruitment, engagement, and financial support strategies for both traditional and adult learners. Through enhanced high school partnerships, Promise Program financing, flexible scheduling, employer-supported education, and expanded apprenticeships, NPC will grow unduplicated headcount and Full-Time Student Equivalent (FTSE) enrollment by at least 3% annually. Equally important, we will expand equitable access to historically underserved populations by investing in college readiness, online and place-based learning, culturally responsive supports, and community-wide planning.

Achieving these outcomes requires a foundation of **institutional excellence and stewardship**. Following several years of leadership transition and operational disruption, NPC is committed to rebuilding trust, strengthening morale, and aligning resources with mission and strategy. Through continuous quality improvement, transparent budgeting, organizational alignment, and intentional recruitment and retention of a diverse workforce, NPC will become an employer of choice and a more effective, sustainable institution. By 2030, we aim to earn national recognition as a Great College to Work For while maintaining below-average employee turnover.

NPC's role as a **community anchor institution** is central to this vision. We will forge and strengthen partnerships with alumni, families, schools, employers, tribal nations, nonprofits, and public agencies to ensure our programs remain responsive and relevant. By expanding community-based learning, employer partnerships, and organization-supported education, NPC will enhance workforce readiness, support living-wage attainment, and increase the perceived value of the college as a trusted regional asset.

Finally, this plan boldly embraces **innovation and creativity**. In a rapidly changing educational and economic landscape, NPC will foster a culture of entrepreneurial thinking, interdisciplinary collaboration, and data-informed decision-making. Investments in technology, academic program development, online and hybrid delivery, and innovation incubators will ensure our learners have access to relevant credentials, modern infrastructure, and transformative educational experiences. By 2030, NPC will launch new interdisciplinary programs, expand industry-aligned certificates, and significantly increase learner engagement, retention, and completion.

Together, these strategic priorities reflect a unified vision: **to place students at the center of everything we do, steward our resources responsibly, innovate with purpose, and partner deeply with our communities**. Guided by this plan, Northland Pioneer College will not only meet today's challenges, but will shape a more prosperous, and hopeful future for the region we proudly serve.

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College History

Northland Pioneer College (NPC) was established in 1972 following a grassroots initiative led by residents of Navajo County who identified a critical need for accessible higher education in northeastern Arizona. In response, the Navajo County Community College District was created, and the college began serving students the following year. The institution was named “Northland Pioneer College” to acknowledge the pioneering resolve necessary to establish a college in a geographically remote and predominantly rural region.

During its formative years, NPC operated in shared facilities within local schools and community buildings while gradually expanding its enrollment and resources. The college later developed its first permanent campus in Holbrook and subsequently established additional campuses and instructional centers. These locations enabled NPC to serve a large and geographically dispersed population, including significant portions of the Navajo Nation, Hopi Tribe, and White Mountain Apache lands.

Throughout its history, Northland Pioneer College has maintained a strong commitment to providing affordable and accessible education in a rural environment. The institution has continuously evolved to address the changing educational and workforce needs of its communities by expanding academic and vocational offerings, incorporating instructional technologies, and developing partnerships with local schools, businesses, and tribal governments. Today, NPC remains a vital institution of higher education in northeastern Arizona, dedicated to student success and regional advancement through educational excellence.



Northland Pioneer College Winslow Campus, circa 1982



Construction Class, circa 1983



Ceramics Class, circa 1987



Rodeo Competition, circa 2003



Ribbon Cutting at Nizhoni Learning Center in Holbrook, 2003

Mission, Vision & Values

MISSION

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

VISION

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

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

Integrity

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

We demonstrate Integrity by:

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

Inclusion

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

We demonstrate Inclusion by:

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

Using diverse perspectives to make better-informed decisions.

Adaptability

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

We demonstrate Adaptability by:

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

Civility

By Civility, we mean maintaining one's own beliefs and perspectives without demeaning the beliefs and perspectives of others.

We demonstrate Civility by:

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

Access

By Access, we mean striving to minimize barriers to lifelong learning.

We demonstrate Access by:

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

Our Students

The most important resource Northland Pioneer College has is our students. They are the reason the College exists and the measure by which our success must be judged. Each student brings unique goals, talents, cultures, and lived experiences that enrich our classrooms and strengthen our communities. Our responsibility is not only to provide access to education, but to create an environment where every student is supported, challenged, and empowered to achieve their aspirations.

As a community-centered institution, Northland Pioneer College is committed to student success in its broadest sense - academic achievement, personal growth, workforce readiness, and lifelong learning. This strategic plan is grounded in the belief that when we invest intentionally in our students—through innovative instruction, responsive services, and inclusive practices—we invest in the future of our region. Every priority outlined in this plan reflects our dedication to ensuring that students remain at the heart of decision-making, resource allocation, and institutional direction.

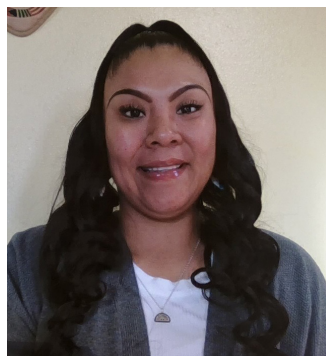


HOLBROOK

Name: **Emilio Chavez**

Major: **Welding**

Why I chose NPC: "I wanted to have a better future."



HOPÍ

Name: **Tiffany Honahnie**

Major: **BAS in Early Childhood Education**

Why I chose NPC: "I started taking classes at NPC in spring 13. I chose Northland Pioneer College because it allowed me to be home

to participate in my Hopi culture and it also became my safe place. Northland Pioneer Hopi Center became a home to me because when I walk through those doors I'm greeted with lots of encouragement and that's what kept me going to push myself further in my career and I can't thank Ms. Nash for always being a big support in my dream. Now this coming May I will be receiving my BAS. "



KAYENTA

Name: **Tyra Todacheene**

Major: **Biochemistry**

Why I chose NPC: "I chose Northland Pioneer College to further accomplish my goals. It has been a useful resource, providing both financial stability and a

academic foundation as I work toward my degree in science at the University of Arizona."



ST. JOHNS

Name: **Ruperto Garcia**

Major: **Construction Technology**

Why I chose NPC: "What I learned from my experience at NPC is that the foundation of a legacy starts with the relationships you

have in life. How you structure your life is how you are going to function. I walked into the NPC center, looking for something, and found the construction program. The construction program became my purpose."



SNOWFLAKE

Name: **Savannah McCaleb**

Major: **Behavioral Health Sciences/Psychology**

Why I chose NPC: "I chose Northland Pioneer College because it values the mental and social health of its students, I'm a social

butterfly and this is so important to me. It also has so many programs and classes to join, I could find anything to entertain me for a year! I am getting my degree in psychology and NPC has assisted me in getting said degree, they have many accommodations for students that have supported me through the years."



WINSLOW

Name: **Alliyah Agoodie**

Major: **Associate of Arts**

Why I chose NPC: "I chose NPC because someone I had really looked up to in high school told me and a group of friends about what it was like to attend NPC.

They mentioned how friendly and caring the staff and faculty were. Psychology with Gary Reyes was a highly recommended class, so it made me curious to try it for myself. Also, my mother had been taking classes at NPC, and she loved her experience with the college. She always talks about her favorite instructors back then and her love for the college inspired me. I love that at NPC, you don't feel like an anonymous individual on campus. You have staff and faculty that say hi and even strike up conversations with you. There's a sense of real belonging, and I think NPC is one of the few institutions that make you feel like that. You see it every day on campus, the love that everyone has for not only the students, but the campus they work at."



Our Economic Impact

Northland Pioneer College (NPC) is a vital economic and social driver for Navajo and Apache counties and for the State of Arizona. Through its educational mission, workforce development role, and institutional operations, NPC generates substantial economic activity, strengthens the regional labor force, and delivers strong returns on investment for students, taxpayers, and society.

Regional Economic Contribution

In fiscal year 2023–24, NPC generated a **total economic impact of \$112.3 million** in Navajo and Apache counties - equivalent to approximately **1.9% of the region's total gross regional product**. This impact supported 2,042 jobs, meaning **one out of every 36 jobs** in the region is connected to the activities of NPC, its students, or its alumni. NPC's economic contribution exceeds that of the entire Finance and Insurance industry within the region, underscoring the college's central role in local economic vitality.

NPC's impact is realized through three primary channels:

- **College Operations:**

NPC employed **486 faculty and staff**, with **92% residing locally**, and paid **\$26.9 million in payroll**, much of which was reinvested into the regional economy. In addition, the college spent **\$10.6 million** on facilities, supplies, and professional services. Together, NPC's operations generated **\$27.2 million** in regional income

and **supported 473 jobs**.

- **Student Spending:**

Approximately **14% of NPC credit students** came from outside the region or were retained locally because NPC was available. Their spending on housing, food, transportation, and other living expenses added **\$1.3 million in income** to the regional economy and supported **24 local jobs**.

- **Alumni Impact:**

The most significant economic benefit stems from NPC graduates who live and work in the region. In FY 2023–24, NPC alumni contributed **\$83.8 million** in added income to the regional economy, supporting **1,545 jobs** through higher earnings and increased workforce productivity.

Together, these impacts demonstrate that NPC is not only an educational institution, but also a foundational economic engine for Navajo and Apache counties.

Return on Investment

NPC delivers strong and measurable returns to its key stakeholders:

- **Students:**

Students invested a present value of **\$11.9 million** in tuition, fees, and forgone earnings. In return, they will receive **\$57.0 million** in higher lifetime earnings, resulting in a **benefit-cost ratio of 4.8** and an **annual rate of return of 17.1%**, far exceeding long-term stock market averages. An associate degree graduate earns, on average, **\$7,000 more annually** than a high school graduate in Arizona.

- **Taxpayers:**

State and local taxpayers invested **\$37.0 million** in NPC during FY 2023–24. This investment will generate **\$17.0 million** in benefits through increased tax revenues and reduced public spending related to health care, the justice system, and income assistance—recovering a significant portion of public costs while strengthening community well-being.

- **Society:**

From a statewide perspective, NPC produced **\$212.8 million** in social benefits against **\$48.0 million** in total costs, yielding a **benefit-cost ratio of 4.4**. These benefits include increased earnings, higher business productivity, and long-term social savings associated with improved health, reduced justice system involvement, and decreased reliance on public assistance.

Strategic Significance

The economic impact findings affirm that Northland Pioneer College is a high-value investment with enduring benefits. NPC strengthens regional industries, attracts and retains talent, improves individual economic mobility, and enhances quality of life across Arizona. As NPC advances its strategic priorities, these results reinforce the college's essential role in supporting sustainable economic growth, workforce readiness, and community prosperity throughout Navajo and Apache Counties and beyond.



Educational Programs

Northland Pioneer College (NPC) offers a comprehensive and diverse array of academic and workforce programs designed to meet regional workforce needs, support student transfer, and promote lifelong learning. Programs are structured across bachelor's degrees, associate degrees, certificates, and general education pathways, providing multiple entry and exit points for students at different stages of their educational and career journeys.

Bachelor's Degrees

NPC offers select bachelor's degrees that address high-demand fields and leadership needs, including Elementary Education, Early Childhood Education, and Applied Management. These programs support career advancement for educators and professionals while strengthening the regional workforce.

Transfer Degrees

NPC provides a robust suite of associate degrees guaranteed to transfer to Arizona's three public universities. These include Associate of Arts, Associate of Science, Associate of Business, and specialized education pathways such as Early Childhood and Elementary Education. These programs emphasize general education and academic foundations, enabling students to seamlessly continue toward a four-year degree.

Associate of Applied Science (AAS) Degrees

NPC's career and technical education offerings span a wide range of high-skill, high-demand industries. AAS programs prepare students for immediate employment or career advancement in fields such as:

- Healthcare and emergency services (e.g., nursing, paramedicine, medical assisting, behavioral health)

- Industrial and skilled trades (e.g., welding, HVAC, electrical and instrumentation, industrial technology, power and alternative energy)
- Public safety (fire science, administration of justice)
- Business, management, and entrepreneurship
- Information technology and cybersecurity
- Creative and media fields
- Personal wellness and physical performance

Certificates and Short-Term Credentials

NPC offers numerous Certificates of Applied Science (CAS) and Certificates of Proficiency (CP), allowing students to gain targeted skills aligned with workforce needs. These certificates support rapid entry into employment, upskilling, and stackable pathways that can lead into associate degrees. Program areas include healthcare support roles, skilled trades, cosmetology, information technology, entrepreneurship, public safety, and industrial operations.

General Studies

The Associate of General Studies (AGS) provides flexible academic options for students seeking a broad educational foundation, personal enrichment, or customized preparation for transfer or employment.

Community Educational Programming

In response to our community needs and desires the Small Business Development Center provides educational programs to assist community members start and grow businesses in the region.

Additionally, the Corporate and Community Learning department provides a broad range of offerings from recreational to industrial.

NAVIT, TALON, and Dual Enrollment Programs

Northland Pioneer College's Early College Programs Department, also known as College Credit in High School, oversees all dual and concurrent enrollment partnerships with more than 20 local school districts. Central to this effort are the NAVIT and TALON programs, which expand access to higher education for high school students by allowing them to earn real college credits while completing their secondary education.

Through NAVIT and TALON, students age 14 and older can begin their college journey early, selecting from a wide range of academic subjects, delivery modalities—including in-person, online, and hybrid formats—and multiple degree and certificate pathways aligned with workforce and transfer goals. A defining strength of these programs is affordability: students may participate at little to no cost, with free college tuition significantly reducing financial barriers to postsecondary education. Collectively, NAVIT and TALON support NPC's strategic commitment to early access, educational equity, and seamless pathways from high school to college and career success.

Summary

Through its integrated system of bachelor's degrees, associate degrees, and certificates, Northland Pioneer College delivers accessible, high-quality education that supports student success, workforce development, and seamless transfer opportunities. NPC's programs reflect a strategic balance between academic rigor, practical application, and responsiveness to community and regional needs.



NPC Friends & Family

NPC Friends
& Family

NPC Friends & Family exists exclusively to support and advance the mission and goals of Northland Pioneer College (NPC). Through strategic fundraising, stewardship, and advocacy, the organization plays a vital role in strengthening college programs and services, expanding access to higher education, and promoting the positive impact of NPC throughout the communities it serves. As a 501(c)(3) nonprofit organization, NPC Friends & Family is committed to ensuring that financial resources are available to help students overcome barriers and achieve their educational and career aspirations.

Central to this mission is the raising, investing, and responsible distribution of funds for the benefit of Northland Pioneer College and its students. NPC Friends & Family provides meaningful opportunities for individuals, families, businesses, and community partners to invest in education through direct scholarship support, contributions to the Eagle Fund, the establishment of named scholarships, and sponsorship of special events or programs. Each contribution—regardless of size—represents a partnership in student success and a tangible commitment to the future of the region.

Scholarships remain one of the most powerful tools for advancing NPC's mission. The students served by

Northland Pioneer College often face significant challenges on their path to higher education. Many are first-generation college students, navigating unfamiliar academic and financial systems without the benefit of prior family experience. Others are adult learners returning to school while balancing employment, parenting responsibilities, or the care of elderly family members. For most, financial need is substantial, and the cost of education can be a decisive barrier to enrollment, persistence, or completion.

Despite these obstacles, NPC students continue to succeed—driven by determination, resilience, and the belief that education can transform their lives. Scholarships made possible through NPC Friends & Family are often the critical factor that allows students to remain enrolled, reduce work hours, focus on coursework, and ultimately complete their degrees or certificates. These investments do more than ease financial stress; they affirm students' potential and send a powerful message that their community believes in them.

In addition to scholarships, NPC Friends & Family supports the advancement of college programs and services that enhance student learning, workforce readiness, and community engagement. By aligning fundraising priorities with institutional goals, the organization helps ensure that

resources are directed where they will have the greatest impact. This strategic approach strengthens NPC's capacity to respond to regional workforce needs, expand innovative programming, and maintain a student-centered learning environment.

Equally important is the role NPC Friends & Family plays in positively promoting Northland Pioneer College. Through outreach, events, and donor engagement, the organization serves as an ambassador for NPC, sharing stories of student achievement and highlighting the college's value to individuals, families, and the broader community. These efforts build trust, deepen relationships, and foster a culture of philanthropy that sustains long-term institutional success.

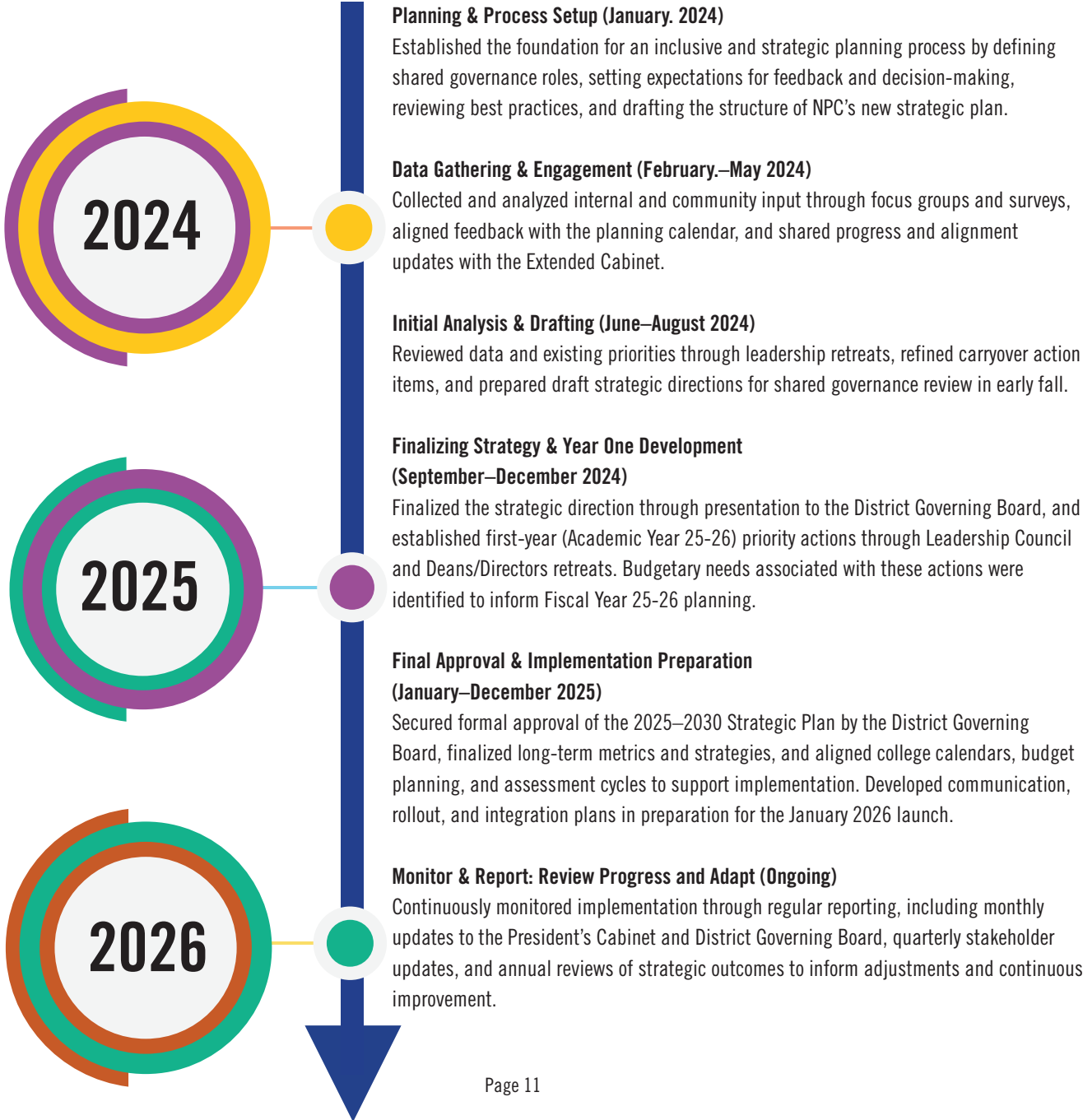
The generosity of donors is at the heart of every success achieved through NPC Friends & Family. Gifts to scholarships, the Eagle Fund, and special initiatives directly change lives by opening doors to opportunity that might otherwise remain closed. As NPC looks to the future, NPC Friends & Family will continue to strengthen its role as a strategic partner - expanding access to education, empowering students to reach their full potential, and ensuring that Northland Pioneer College remains a vital force for growth and opportunity in the communities it serves.

Strategic Planning Process

Our strategic planning process followed a structured, evidence-based approach designed to ensure the institution's mission, values, and long-term goals remain responsive to both internal priorities and external realities. The process began with the **Scan & Analyze** step, in which teams conducted a comprehensive review of NPC's mission, vision, and values while gathering broad-based feedback from stakeholders, including students, employees, and community members. This phase also included an environmental scan and a study of industry trends to provide a clear picture of where the college currently stands in terms of challenges, opportunities, and institutional capacity.

Building on this foundation, the **Direction** step identified where the college aims to go. Strategic directions were developed based on key findings from the scan and stakeholder engagement. Long-term goals with corresponding metrics were developed to ensure progress toward desired outcomes. With goals and metrics defined, the **Strategies & Action Plans** step focused on how to achieve them. Annual action plans are then developed to be integrated with budgeting processes to ensure they are resourced and feasible.

Finally, the **Monitor & Report** step ensures that the strategic plan remains a living document. The college developed processes to communicate the plan broadly, monitor ongoing progress through key metrics, and evaluate success through regular reviews and updates. This phase reinforces accountability, transparency, and continuous improvement, helping ensure that NPC's strategic plan translates into meaningful institutional outcomes and sustained student success.



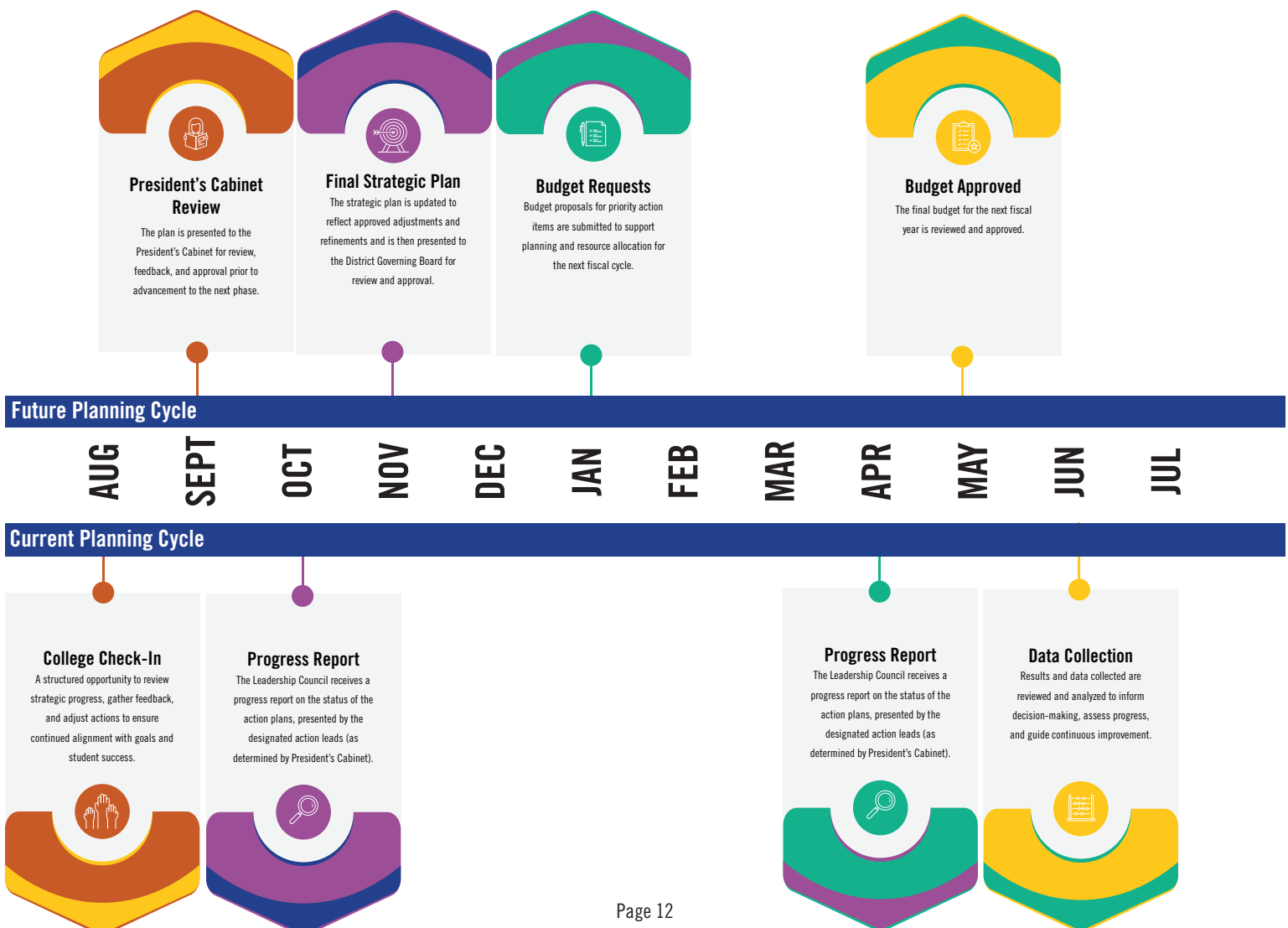
To bring structure and accountability to our strategic plan, we adopted a framework to clearly connect our vision with measurable outcomes.¹ Beginning with the end in mind, the framework serves as a road map that outlines how our inputs lead to activities, which produce outputs, and ultimately generate outcomes and long-term impacts. This approach ensures that our priority action items are not only aligned with institutional goals but also grounded in data-informed decision-making.

This structured approach allowed us to clearly identify the problem areas impeding institutional effectiveness such as inconsistent student services, unclear internal processes, and financial inefficiencies and to translate these challenges into actionable goals with defined metrics.

Inputs	Outputs	Outcomes
Resources used to implement strategy, including staff, funding, partnerships, technology, and time.	The direct deliverables (e.g. number of sessions, tools produced, individuals reached).	The short- and medium-term results (e.g. changes in knowledge, attitudes, behaviors, or capacity).

Ongoing Planning

Annual planning is critical to ensuring the strategic plan remains actionable, responsive, and aligned with institutional priorities while progress on the current plan is actively monitored. A structured assessment and planning timeline supports data-informed decision-making, continuous improvement, and clear accountability across the college. Regular data review, stakeholder feedback, leadership review, and governing board approval ensure that adjustments are intentional and well-timed. Ongoing implementation reporting keeps leadership informed of progress and challenges, while early submission of implementation plans and budget requests allows the college to align resources effectively to support strategic priorities.



Strategic Direction: Facilitating Enduring Student Success (SS)

Northland Pioneer College supports **long-term, individualized student success** both inside and beyond the college by providing **rigorous and carefully assessed programs and courses**, and by building **lasting relationships** that help students **identify and adjust their goals**, and **access resources** that help them persist and overcome obstacles.



SS 1: Student Persistence & Retention

By 2030, NPC will increase student persistence and retention by implementing targeted, data-informed, and student-centered initiatives that lead to effectively supporting students in meeting their completion goals.



Problem
Statement

Student retention rates for NPC students are some of the lowest in the country, including against like institutions. NPC has the lowest retention rates of all community colleges in Arizona according to the 2021 Strategic Vision Outcomes Report produced by the Arizona Community Colleges Organization. Retention rates are directly and positively correlated with completion rates for college students. Based on prior surveys regarding childcare access, students indicate that lack of care is a significant barrier to course and program completion. National data indicate transportation challenges (lack of adequate vehicle, distance, money for gas/repairs) have also been cited as barriers to consistent attendance in classes that require travel.

Current Priority - Strategy SS1.1

Develop and implement a comprehensive student retention strategy that might include implementing relational advising, program retention plans, increased faculty-student engagement, learning communities infrastructure development, guided pathways mapping and resource connection with one stop student services.

Strategy SS1.2

Expand childcare and transportation access across campuses.

Strategy SS1.3

Cultivate student connections, a culture of care, and sense of belonging that might include the development of student spaces and connection to institutional and community resources.

Current Priority - Strategy SS1.4

Cultivate sustainable plans for high impact practice integration that might include early momentum projects (focus on 1st-year math and English courses), expanding the concurrent requisite model, learning communities participation and IET implementation.

OUTCOMES

By the end of each academic year, achieve an incremental increase in retention and satisfaction rates among targeted student populations, as measured through institutional research data, program participation tracking, and annual student RISC surveys. Annually increase on-time credential and degree completion and a 10% increase in student satisfaction (based on IE baseline data). By 2030, attain a 72% rate of term-to-term persistence.

Strategic Direction: Facilitating Enduring Student Success (SS)

Northland Pioneer College supports **long-term, individualized student success** both inside and beyond the college by providing **rigorous and carefully assessed programs and courses**, and by building **lasting relationships** that help students **identify and adjust their goals**, and **access resources** that help them persist and overcome obstacles.



SS 2: Increase Enrollment

By 2030, NPC will significantly increase enrollment of traditional and adult students.



Problem Statement

Current enrollment make up of NPC consists of nearly 40% high school students and 60% adult students. Value in education is decreasing, and those students who are viewed as college-bound are often encouraged to go directly to a university.



Current Priority - Strategy SS2.1

Implement systematic and comprehensive recruitment and student engagement initiatives that might include high-impact high school student recruitment effort to improve conversion rates of high school students to NPC students and development of enrollment navigation strategies.

Current Priority - Strategy SS2.3

Develop a comprehensive plan for developing and supporting student spaces that can help promote student engagement, socialization, study and/or housing options.

Strategy SS2.2

Develop a comprehensive financial support strategy to ensure all students have access to a high-quality post-secondary education through possibly providing Promise Program financing that might also focus on Arizona General Education Curriculum (AGEC) completers.

Strategy SS2.4

Partner with community stakeholders to develop initiatives for organization-supported education that may promote employer partnerships and employer supported education, expansion of project-based learning opportunities and apprenticeships, and collaborations with groups like AZ@Work, local non-profits, faith-based organizations and Arizona state agencies.

Strategy SS2.5

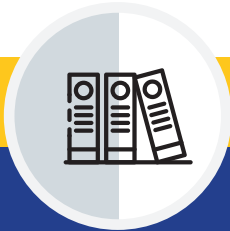
Assess and evaluate program offerings to ensure alignment with mission and community needs through development of an academic master plan, non-traditional course scheduling, use of apprenticeships/Prior Learning Assessments (PLA), and pursuing Strengthening Community College and other grant opportunities.

OUTCOMES

Increase student enrollment of unduplicated head count of traditional and adult students by 3% annually. Increase Full-Time Student Equivalent (FTSE) of traditional and adult students 3% annually.

Strategic Direction: Facilitating Enduring Student Success (SS)

Northland Pioneer College supports **long-term, individualized student success** both inside and beyond the college by providing **rigorous and carefully assessed programs and courses**, and by building **lasting relationships** that help students **identify and adjust their goals, and access resources** that help them persist and overcome obstacles.



SS 3: Educational Access

By 2030, NPC will expand educational access to a broad range of student populations across Northeastern Arizona to ensure equitable participation in high-quality education and opportunities.



Problem Statement

Across Navajo and Apache Counties, groups of people have been historically excluded from high-quality educational experiences due to a variety of personal or systemic barriers including geography, finances, or governmental interference.



Strategy SS3.1

Expand college readiness initiatives and pathways to address barriers for various student populations that might include improving of online learning access, providing post-secondary information and financing options for parents often and as early as middle school, improving school climate and eliminating exclusionary practices that hinder college preparation while implementing early planning/preparation programs that includes the entire community.

Strategy SS3.2

Research and evaluate population area needs and interests in accessing educational attainment that aim to address and remove barriers and explore proactive usage of Title III supports.

Current Priority - Strategy SS3.3

Strengthen individually- responsive supports college-wide that might include strategic faculty and staff recruitment, innovative instructional and assessment practices, and referrals for services, clubs and organizations.

OUTCOMES

By 2030, 85% of courses taken by first-time students in their first semester will be completed successfully with a grade of “C” or better (measured by home location). Increase enrollment by 3% annually for each campus/center location.

Short-term outcomes that will contribute to the above outcomes may also include increasing the number of students completing 6 or more college-level credits in their first semester, increasing the number of students completing English 101 and Math 109 in their first year, an increase in students taking placement tests in their first semester, increased utilization of financial aid with completion of the Free Application for Federal Student Aid (FAFSA), increased participation in academic support services and improved transfer rates to the state’s public universities.

Strategic Direction: Cultivating Institutional Excellence (IE)

Northland Pioneer College cultivates and sustains a **healthy, value-driven institutional culture** that incorporates continuous, **fiscally responsible and data-informed integrated strategic planning, effective shared governance, clear internal processes** and **constructive communication**, to support student success and sustain productive relationships within the NPC community and the communities it serves.



IE 1: Stakeholder Partnerships

By 2030, NPC will forge new and strengthen current partnerships between the college and community stakeholders that enhance our students' economic well-being, quality of life, and societal progress.



Through focus groups and community surveys, a clear theme of “lack of institutional presence” was uncovered. NPC is too often not viewed as a partner or organization with expertise to support the community. Building stronger partnerships with the families, schools, and businesses within the communities we serve is essential for sustainability and being seen as a community asset.

Current Priority - Strategy IE1.1

Create, implement, and sustain an alumni engagement initiative that may include development of a data strategy such as using the graduation application to capture future contact information and development of a communication strategy to gauge ongoing interest in events and possible willingness to participate in mentor relationships with current NPC students.

Current Priority - Strategy IE1.2

Enhance NPC's presence and value within communities and among community members such as offering open spaces for community events, partnering to sponsor community events, and increasing participation in community events.

Strategy IE1.3

Build NPC's identity as a value-added community resource and asset by engaging as an active participant with organizations across the region.

OUTCOMES

A 10% annual increase from IE baseline data, or 30% overall increase in the perceived value of NPC by community members, partners, and graduates. At least 60% of graduates report living wage attainment 3-years post-graduation.

Strategic Direction: Cultivating Institutional Excellence (IE)

Northland Pioneer College cultivates and sustains a **healthy, value-driven institutional culture** that incorporates continuous, **fiscally responsible and data-informed integrated strategic planning, effective shared governance, clear internal processes** and **constructive communication**, to support student success and sustain productive relationships within the NPC community and the communities it serves.



IE 2: Efficiency & Sustainability

By 2030, NPC will improve administrative efficacy and institutional sustainability through strategic alignment of college resources, processes, and organizational structure.



NPC has undergone significant leadership turmoil over the last 5 years. This has led to implementation of work in silos and without effective overarching support. Furthermore, multiple infrastructure changes have been implemented without regard for system planning, implementation, or current procedures. Trust in leadership has decreased over the last three years according to the Great Colleges survey data, and while employees generally believe they are contributing to the public good, morale and employee satisfaction are lacking.

Current Priority - Strategy IE2.1

Implement a comprehensive continuous quality improvement initiative that ensures all NPC practices and infrastructure components are both efficient and effective which may include institutional reorganization, development of departmental handbooks, alignment of master plans, transparent and equitable budgeting as part of resource planning, and consistent revision and review of procedures and initiatives that includes embedded fiscal and resource planning.

Current Priority - Strategy IE2.2

Ensure that all structures are in place to make NPC a great place to work and an employer of choice that may include the development of recruitment and retention strategies to better reflect the communities we serve, supporting the maintenance of historical knowledge, and implementing an exit survey process to understand reasons for employees leaving NPC.

OUTCOMES

By 2030, NPC will be named in at least one recognition category of the Great Colleges to Work For survey. Improve survey results by 5% across all categories for two consecutive years while maintaining below average turnover.

Glossary

Term	Definition
Alignment	A state of agreement and cooperation among individuals, groups, processes, documents, etc., about what should be done, how, and why.
Academic Master Plan (AMP)	An overview that outlines an institution's overall academic priorities and how those priorities will be met in alignment with the overall strategic plan.
Activities	The tasks that will be completed in order to implement a strategy.
Annual Goals	Shorter-term objectives that reflect planned activities and outputs for the year, like completing research studies or delivering training sessions. ²
Annual planning cycle	The process by which the institution sets priorities and makes adjustments to the strategic plan. At NPC this includes evaluating, adjusting, and setting new strategic priorities.
Environmental scan	As part of ongoing assessment, a process for identifying facts and trends in the external environment that are likely to affect the organization in its future work.
Facilities Master Plan (FMP)	A document that describes an overall physical (facilities) development concept through maps and narrative. The Facilities Master Plan reflects a strategy to provide the facilities that support the college's Strategic Plan. It also includes a detailed list of property preservation projects. ²
Goal	A broad, long-term desired outcome that addresses a foundational challenge and supports the strategic direction. <i>This is the "what" we're aiming to achieve over the next 3–5 years.</i>
Impacts (End Outcomes)	The long-term, broader effects of the program. Examples include reduced injuries, increased graduation rates, or improved community well-being. They are often tied to the program's strategic mission. ^{1 2 3}
Initiative	A specific program, project, or effort launched to help achieve a strategic goal. <i>This is the "how" you're moving the needle - focused, resourced efforts.</i>
Inputs	Resources that a program uses to operate, such as funding, staff, time, equipment, and data. Inputs are what the program invests in order to function. ^{1 2 3}
Institutional Plans	A comprehensive road map that outlines an organization's long-term goals, priorities, and actions to achieve its mission and vision. Includes current and future plans such as: Academic Master Plan, Facilities Master Plan, Technology Master Plan, Student Services Plan, and Workforce Development Plan.
Measure	A quantifiable and qualitative value that is used to track progress toward strategic goals and objectives. ⁵
Metric	The identified indicator that is measured to determine if a goal is met and by how much. ⁶

Mission	An institution's stated purpose or reason for existence. ⁷
Objective	A clear, measurable result that contributes to the success of an initiative. <i>Usually short- to mid-term milestones, specific outcomes you can track and evaluate.</i>
Outcome	Outcomes may be qualitative or quantitative. They explain how well a goal was achieved, not just whether or not something happened.
Outputs	The measurable services or products provided by an institution and can easily be counted by a number. Outputs are the direct products or services delivered by the program's activities, such as the number of events held, materials produced, or participants served. They answer the question: What did we do or deliver? ^{1 2 3} For example, the number of annual graduates. ⁷
Strategic Direction	The overarching area(s) of focus, as informed by institutional mission, vision, and values, that dictate priority actions and initiatives for any given strategic planning cycle. These are high-level, long-term outcomes the organization aims to achieve that directly support its mission. They typically align with desired impacts in the logic model. ² <i>Think of it as the organization's compass - it guides all major decisions and priorities.</i>
Strategic Planning	The process of defining the organization's direction, setting goals, and determining actions and resources needed to achieve those goals. It often involves assessing internal capabilities, understanding the external environment, and aligning operations with the overall mission and vision. ²
Strategic Priority/ Priority Action	Broad concepts or SMART projects that contribute to the completion of strategic goals. A key organizational undertaking to move the organization forward toward attaining its strategic direction. ⁸
Strategy	A plan of action created to achieve a goal or a vision or to address a strategic issue. ⁹
Technology Master Plan	A guide for the use of resources for IT systems and services used throughout the higher education institution. ⁹
Values	The foundational beliefs that direct an organization's conduct, decision-making, and cultural environment.
Vision	A description of what the institution (and key parts of the external environment) will look like if the institution achieves its full potential. ⁹

1 Regional Educational Laboratory Northeast & Islands. (2025, January). Tool 4: Logic models for program design, implementation, and evaluation. Institute of Education Sciences. <https://ies.ed.gov/rei-northeast-islands/2025/01/tool-4>

2 McCaffrey, D. F., Orr, L. L., & Haider, Z. (2006). Evaluating the impact of performance-based accountability systems: A review of the research. RAND Corporation. https://www.rand.org/content/dam/rand/pubs/technical_reports/2006/RAND_TR370.pdf

3 Weiss, C. H. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families. In J. Connell, A. Kubisch, L. Schorr, & C. Weiss (Eds.), *New approaches to evaluating community initiatives: Concepts, methods, and contexts* (pp. 65–92). Stanford Center on Philanthropy and Civil Society. <https://pacscenter.stanford.edu/wp-content/uploads/2015/07/Logic-Model-Readings.pdf>

4 Monroe Community College, 1/17/2022: Planning Definitions and Components. pdf; accessed 2/19/2024: <https://www.monroec.edu/fileadmin/SiteFiles/GeneralContent/depts/planning/documents/Planning_Definitions_and_Components.pdf>

5 Society for College and University Planning, 5/19/2019; Integrated Planning Glossary; accessed 2/19/2024 <<https://www.scup.org/resource/integrated-planning-glossary/>>

6 Sevier, Robert A., Mahurin, R.P., and Morehouse, B.L. 2015. Vision Centric Strategic Planning for Colleges and Universities: A Thoughtful Guide to Strategy Formation and Execution. Strategy Publishing.

7 Society for College and University Planning, 5/19/2019; Integrated Planning Glossary; Website; accessed 2/19/2024 <<https://www.scup.org/resource/integrated-planning-glossary/>>

8 Kent State University – Office of Strategy Management, 2022: Strategic Planning Glossary. Accessed 2/19/2024:<<https://www.kent.edu/osm/strategic-planning-glossary>>

9 Society for College and University Planning, 5/19/2019; Website; Integrated Planning Glossary. Accessed 2/19/2024 <<https://www.scup.org/resource/integrated-planning-glossary/>>

A Living Document

This plan, together with our future institutional master plans (Academic, Facilities, Technology), reflects the collective vision and contributions of individuals across the entire institution. It outlines our big ideas and planned activities while providing a framework for continuous evolution. We will regularly review our institutional plans to ensure they effectively align with and support our goal attainment. This strategic plan is intended as a living document, built with nimbleness and flexibility in mind. While laying a strong foundation for growth and impact, it is also designed to respond to emerging challenges and opportunities. Implementation plans for each of the strategic priorities will be developed next, ensuring we can meet the long-term goals identified in this document.

We are committed to ongoing, continuous monitoring of our progress through careful measurement and evaluation of effectiveness. Annual planning sessions will bring together the Board, Administrators, Deans, Directors, and other key members of the campus community to review progress, make adjustments, and reaffirm prioritized strategies.

As we look to the future, the institution will continuously engage both internal and external communities, including our students, local communities, and business and industry partners, evaluating our mission and vision while ensuring our values are reflected in all that we do. We extend our gratitude to the many individuals across the institution who contributed to the development of this framework, keeping our students at the center of our work. Particular thanks go to the core and ad hoc members of the Leadership Council, President Lawson, and the District Governing Board for their guidance and support, as well as to our community members and business and industry partners whose input and collaboration were invaluable.

As we enter this period of action, we look forward to working with all members of our community, including our partners in business and industry, as we advance our strategic priorities in the years ahead.

Contact Us

(800) 266-7845
PO Box 610
Holbrook, AZ 86025

Our Locations

Holbrook: Painted Desert Campus (PDC)
Show Low: White Mountain Campus (WMC)
Snowflake/Taylor: Silver Creek Campus (SCC)
Winslow: Little Colorado Campus (LCC)
Hopi
Kayenta
Springerville-Eagar
St. Johns
Whiteriver

www.npc.edu

